

Revised estimated cost at completion (EAC_{rc}), 479
 Schedule variance (SV), 466

Scheduling performance index (SPI), 476
 Scope creep, 483
 To complete performance index (TCPI), 480

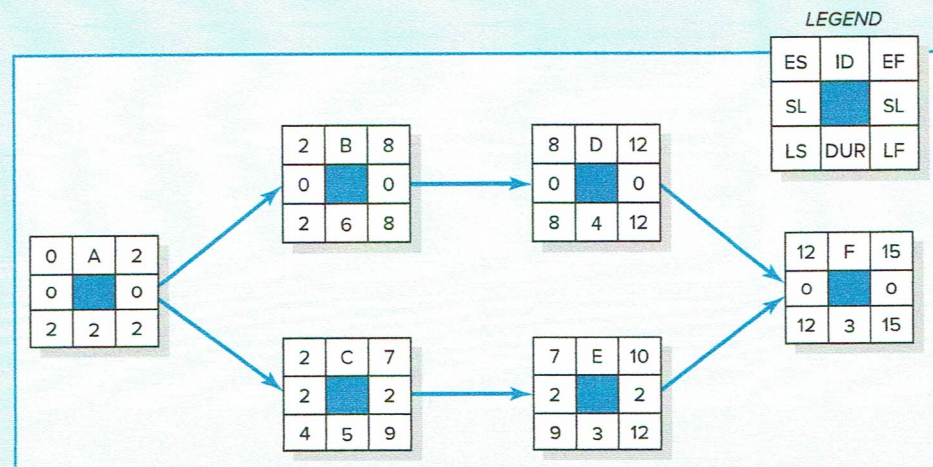
Tracking Gantt, 462
 Variance at completion (VAC), 468

Review Questions

1. How does a tracking Gantt chart help communicate project progress?
2. How does earned value give a clearer picture of project schedule and cost status than a simple plan versus actual system?
3. Schedule variance (SV) is in dollars and does not directly represent time. Why is it still useful?
4. How would a project manager use the CPI?
5. What are the differences between BAC and EAC?
6. Why is it important for project managers to resist changes to the project baseline? Under what conditions would a project manager make changes to a baseline? When would a project manager not allow changes to a baseline?

Exercises

1. In month 9 the following project information is available: actual cost is \$2,000, earned value is \$2,100, and planned cost is \$2,400. Compute the SV and CV for the project.
2. On day 51 a project has an earned value of \$600, an actual cost of \$650, and a planned cost of \$560. Compute the SV, CV, and CPI for the project. What is your assessment of the project on day 51?
3. Given the project network and baseline information below, complete the form to develop a status report for the project at the end of period 4 and the end of period 8. From the data you have collected and computed for periods 4 and 8, what information are you prepared to tell the customer about the status of the project at the end of period 8?



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Project baseline (PV) (in \$)																							
Task	DUR	ES	LF	SL	Budget (PV)	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15		
A	2	0	2	0	400	200	200																
B	6	2	8	0	2400			200	600	200	600	200	600										
C	5	2	9	2	1500			200	400	500	100	300											
D	4	8	12	0	1600									400	400	400	400						
E	3	7	12	2	900								300	400	200								
F	3	12	15	0	600													200	100	300			
Period PV total						200	200	400	1000	700	700	500	900	800	600	400	400	200	100	300			
Cumulative PV total						200	400	800	1800	2500	3200	3700	4600	5400	6000	6400	6800	7000	7100	7400			

End of Period 4

Task	Actual % Complete	EV	AC	PV	CV	SV
A	Finished	—	300	400	—	—
B	50%	—	1000	800	—	—
C	33%	—	500	600	—	—
D	0%	—	0	—	—	—
E	0%	—	—	—	—	—
Cumulative Totals		—	—	—	—	—

End of Period 8

Task	Actual % Complete	EV	AC	PV	CV	SV
A	Finished	—	300	400	—	—
B	Finished	—	2200	2400	—	—
C	Finished	—	1500	1500	—	—
D	25%	—	300	0	—	—
E	33%	—	300	—	—	—
F	0%	—	0	—	—	—
Cumulative Totals		—	—	—	—	—