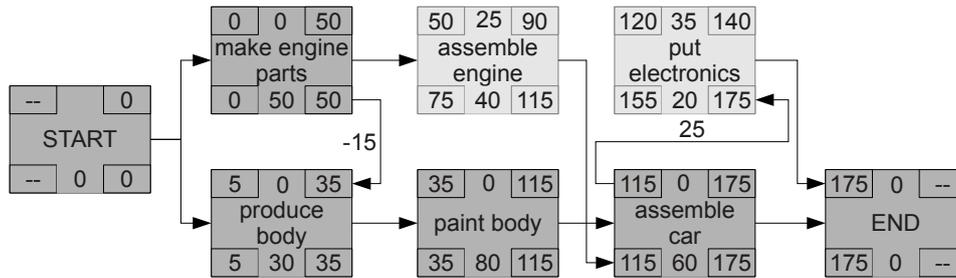


Project Management Exercise (Solution)

- Here is the complete schedule. Activities on the critical path are marked with dark gray:

Figure 1: Complete schedule



- The table below shows the result of the earned value method:

Table 1: Earned value

	PV	AC	EV
A	400	600	400
B	400	400	400
C	400	100	$0.2 \cdot 400 = 80$
Total	1200	1100	880

$$CPI = \frac{EV}{AC} = \frac{880}{1100} = 0.8$$

Note that we do not consider activity *D* since it has not started yet.