Joe, the project manager of Highlander, Inc., has been executing a project. On July 30, 2013 the project was 60% complete and he needs help with the following measurements:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Activity** | **Completion Date** | **PV ($M)** | **EV ($M)** | **AC ($M)** |
| A | January 30, 2013 | 8 | 8 | 13 |
| B | February 28, 2013 | 4 | 3 | 6 |
| C | March 30, 2013 | 6 | 8 | 4 |
| D | April 30, 2013 | 15 | 12 | 10 |
| E | May 30, 2013 | 20 | 20 | 25 |
| F | June 30, 2013 | 9 | 8 | 4 |
| G | July 30, 2013 | 20 | 14 | 21 |
| H | August 30, 2013 | 15 | 0 | 0 |
| I | September 30, 2013 | 25 | 0 | 0 |

* 1. What is the cost variance?
  2. What is the schedule variance?
  3. What is the cost performance index?
  4. What is the schedule performance index?
  5. What is the estimate at completion?
  6. What is the estimate to complete?
  7. What is the variance at completion?
  8. What is the resource utilization efficiency?
  9. What is the resource utilization index?
  10. What is the percent complete?
  11. What is the percent spent?
  12. What is the status of the project?

Respond to questions a-l. You should have a total of 12 answers