Same Beef[1]

A Project Management Decision-Making Game

"Around the world or around the block,
Everywhere I go, the kids wanna rock"[2]

Your company, No Project to Difficult Incorporated (NPtDI), specializes in effectively managing projects. Previous experience has involved conference management systems, commercial construction, and software development projects.

A new, intriguing project offers another opportunity to apply your project management expertise. The college you just graduated from wishes to put together a music festival, "*Rock'n Bands*". This will feature several top music groups, and should attract interest from students, residents, and music fans throughout the region.

Your company has met with college officials to develop a list of activities required to make *Rock'n Bands* a reality. The list on Page 2 includes twelve activities as well as their durations and immediate predecessors.

Your job is to allocate workers to tasks each week during the project. NPtDI has agreed to complete the project in 10 weeks (finishing two weeks before the festival) and wants to minimize the costs associated with the project. All tasks A-K must be completed in 10 weeks. You have four (4) workers, although you do not need to use all of them every week – there are other tasks they can do in your company.

For bookkeeping purposes, your company will charge $200 per week for each worker that you use. If you happen to need an additional worker, there is one (1) available, but that person would then not get their other work done; thus, you will be charged $300 per week for the additional worker. In addition, if the project is "late", there will be complications during the last two weeks before the festival, costing NPtDI $2000 per week due to a serious loss of goodwill and plenty of negative publicity.

The final cost to consider involves expediting tasks. You can assign an extra worker to a task in any given week to finish it in less time. For instance, if a task requires 2 weeks but you assign two workers, it will be completed in one week. However, putting two workers

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1 Same Beef | Bohemia | Ft. | Sidhu Moose Wala | Official Song | Byg Byrd | New Punjabi Song 2019 retrieved from **https://www.youtube.com/watch?v=qk2WMmiiVFE** on 25 Sep 2019.

[2] Bryan Adams, "Kids Wanna Rock" from the album "So Far So Good" (1993, A & M Records)

on a task is not quite as efficient as having one worker complete it from start to finish. Doing this requires additional coordination (by you) and may require some overtime by the workers. These costs total an additional $100 per week. The most workers that can be assigned to any task in a week is two (since having 3 or more requires so much additional coordination that no reduction in time is achieved). To summarize, the most workers on any given task is two (2) per week, and the total number of workers you may employ for any week is at most five (5).

Activity	Description	Duration (weeks)	Immediate predecessors
A	Contract negotiation with selected music groups	3	-
B	Find a construction firm & build the stage	5	C
C	Contract negotiation with roadies	2	-
D	Screen and hire security personnel	3	-
E	Ticket distribution arrangements	1	A
F	Organize advertising brochures and souvenir program printing	4	D
G	Logistical arrangements for music group transportation	1	E
H	Sound equipment arrangements	3	C, D
I	Processing of travel visas (for international groups)	5	F, H
J	Hire parking staff, and make parking arrangements	4	E, B, H
K	Distribute media passes and arrange for MTV recording	5	G
L	Arrange for concession sales and restroom facilities	2	F

Being an experienced manager, you are aware that all projects involve various uncertainties (e.g., delays, additional requirements, or even improved efficiency) that can occur at any time. Since you do not want to lose your reputation for on-time delivery in NPtDI, you are determined to plan the project well and be as efficient as possible from the first week on.

SCOPE of this project phase (assignment).

1. FOR NOW, I JUST WANT YOU MAP OUT (SEQUENCE THE ACTIVITIES) FOR ENTIRE PROJECT FROM START-TO-END (THAT IS YOUR SCOPE, nothing more and nothing less) by creating a NETWORK diagram.
2. Do not spend too much time on this activity. FORGET, about the workers and costs (that would be SCOPE CREEP), and just focus on creating the activity sequences. Some of you may get frustrated, … I understand, however, problem solving is a major part of our job as project managers.
3. Map out the sequences and connections (Network diagram) on a piece of paper
4. HINT—I use sticky notes (as mentioned last week) to plan-out my projects. This system works for me –however, you may come up with something better that works for you.