A project manager surveyed his earned value table at the conclusion of month 24. The results are shown in the table below. (\$ values shown)

- A) Calculate the Total Budget at Completion (BAC) for the project.
- B) Calculate the Schedule Variance and the SPI for this project at the end of the $24^{\rm th}$ month
- C) Calculate the Cost Variance and the CPI for the project at the end of the $24^{\rm th}$ month

Activity	4	8	12	16	20	24	28	Total	% Complete
Concept Design	1000	2000	3000	3000	3000	1000		13000	90%
Proposal		500	5000	0	0	5000		10500	100%
Negotiations		500	0	1000				1500	100%
Resource Acquisition			800					800	100%
Training			400	800	800			2000	100%
Modeling				400			1000	1400	20%
Planning				200	2000		5000	7200	30%
Testing					400		4000	4400	10%
Control						1000	2000	3000	20%
Quality Assurance			500	500	500	500	3500	5500	20%
Scope Verification			1000		1000		6000	8000	30%
Contract Closure					2000		4000	6000	40%
Total									
Cumulative Total									
Actual Cost	\$2500	\$5100	\$12700	\$6400	\$10600	\$9000	0		
Cumulative Actual Costs									