

CIVE 332 Civil Engineering Systems and Project Management

ENVE 335 Decision-Making for Environmental Engineers

Assignment No. 3

(Total marks: 100)

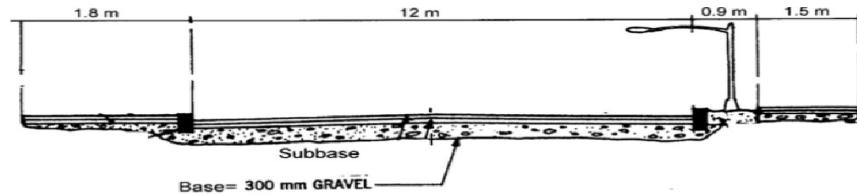
Due Monday March 8th 11:59pm EST on Crowdmark

- 1) What is resource levelling? What techniques can you use to optimize an objective function for resource demand? (2 marks)
- 2) What are the three main objectives of project management? What is the function of the control loop in project management? Draw a schematic to visually represent a control loop on typical civil engineering projects. (3 marks)
- 3) You are managing a landfill project with an initial budget estimate of \$2 million. During interim cost and schedule performance analysis, you determined that:
 - You should have spent \$500,000 till now based on your initial plans and 1,000 person-days of scheduled activities
 - You spent \$600,000 till now and completed 1,100 person-days of scheduled activities, which should have cost \$450,000 based on your initial plans.
 - You re-estimated the budget required for the remaining work to be done as \$1,500,000.Draw a chart to represent your plan and your interim findings. What can you say about the cost and schedule performance of this project (show your calculations)? What is the estimated total cost, assuming no further cost overruns? (15 marks)
- 4) The following question is adapted from the Hendrickson (2008) on-line textbook referenced in our syllabus https://www.cmu.edu/cee/projects/PMbook/05_Cost_Estimation.html
The total construction cost of a refinery with a production capacity of 100,000 bbl/day in Caracas, Venezuela, completed in 1977 was \$40 million. It was proposed that a similar refinery with a production capacity of \$160,000 bbl/day be built in New Orleans, LA for completion in 2021. For the additional information given below, make a screening estimate of the cost of the proposed plant, in the order of the information given. (15 marks)
 - a. In the total construction cost for the Caracas, Venezuela plant, there was an item of \$2 million for site preparation and travel, which is not typical for similar plants.
 - b. The variation of sizes of the refineries can be approximated by the exponential law with $m = 0.6$.
 - c. The inflation rate in U.S. dollars was approximately 9% per year from 1977 to 1995, and 4% from 1995-2021.
 - d. An adjustment factor of 1.40 was suggested for the project to account for the increase of labor cost from Caracas, Venezuela to New Orleans, LA.
 - e. New air pollution equipment for the New Orleans, LA plant cost \$4 million in 2021 US dollars (it was not required for the Caracas plant).

Note: The site condition at New Orleans required special piling foundation, which cost \$2 million in 2021 US dollars.

- 5) The cross section of a highway under construction is shown below. You are involved with the earth-moving subcontractor engaged in the following activities:

Activity	Description	Quantity per 100m
1	Excavation (Common Earth, using wheel-mounted front end loader)	684 m ³
2	Prepare and Roll Sub-Base	1620 m ²
3	Base for road, 300 mm Gravel, Bank Run	1200 m ²



- a) Investigate and list possible methods to do the common-earth excavation activity using the optional wheel-mounted front-end loader capacities in the attached RS Means tables. What choice would you make? (5 marks)
- b) Determine the crew type, the duration, and the cost (including overhead and profit) of the activities above (each highway section of 300m). (5 marks)

022 Earthwork		Crew	Daily Output	Labor Hours	Unit	Bare Costs			Total Incl O&P	
022 200 Excav./Backfill/Compact.						Mat.	Labor	Equip.		
204	0800 Compaction in 300 mm layers, hand tamp, add to above 0900 Roller compaction operator walking, add	1 Club B-10A	25.99 115	.308 .104	m ³	6.35 2.63	.79	6.35 3.42	10 4.92	
	1000 Air tamp, add 1100 Vibrating plate, add	B-9 A-1	218 68.81	.183 .116		3.86 2.40	.80 97	4.66 3.37	7 4.85	
215	0010 BORROW, LOADING AND/OR SPREADING 4000 Common earth, shovel, 0.76 m ³ bucket 4010 1.15 m ³ bucket 4020 2.29 m ³ bucket 4030 Front end loader, wheel mounted 4050 0.57 m ³ bucket 4060 1.15 m ³ bucket 4070 2.29 m ³ bucket 4080 3.82 m ³ bucket 5000 Select granular fill, shovel, 0.76 m ³ bucket 5010 1.15 m ³ bucket 5020 2.29 m ³ bucket	B-12N B-120 B-12T B-10R B-10S B-10T B-10U B-12N B-120 B-12T	642 868 1,376 421 742 1,204 1,988 707 956 1,514	.025 .018 .012 .029 .016 .010 .006 .023 .017 .011	m ³	6.75 6.75 6.75 6.75 6.75 6.75 6.75 10.15 7.60 7.60	.65 .48 .30 .72 .41 .25 .15 .59 .44 .28	.97 1.05 .91 .56 .42 .36 .45 .88 .96 .82	8.37 8.28 7.96 8.03 7.58 7.36 7.35 11.62 9 8.70	9.45 9.30 8.85 9.15 8.50 8.20 8.15 13 10.05 9.70
022 300 Pavement Base										
304	0010 BASE Prepare and roll sub-base, small areas to 2100 m ² 0100 Large areas over 2100 m ²	B-32A B-32	1,254 3,094	.019 .010	m ²		.48 .27	.77 .53	1.25 .80	1.59 .99
308	0010 BASE COURSE For roadways and large paved areas 0050 20 mm stone compacted, 75 mm deep	B-36B 3,763 2,759 2,258 5,017 3,763 2,926 1,672 5,017 4,097 3,010 B-25	3,846 .017 .017 .028 .013 .017 .022 .038 .006 .008 .011 .023		m ²	6.45 9.20 13.80 18.40 6.05 12.30 18.35 16 4.40 5.85 6.95	.41 .42 .57 .69 .31 .54 .94 .16 .20 .27 .54 .53	.83 85 1.16 1.41 .64 1.09 1.91 .32 .40 .54 .46	7.69 10.47 15.53 20.50 7 13.93 21.20 3.41 5 6.66 7.94	8.65 11.70 17.35 23 7.85 11.70 15.55 23.50 3.83 5.60 7.45 8.95

- 6) The following question is from the Hendrickson (2008) online textbook referenced in our syllabus <https://www.cmu.edu/cee/projects/PMbook/>. For the project described below:
- Draw a CPM diagram and suggest a project schedule (disregarding resource limitations) (5 marks)
 - Plot the resource diagram for the schedule developed in part (a). (5 marks)
 - Suggest a project schedule that would complete the project and result in relatively constant or level requirements for labor over the course of the project (10 marks)
 - Assuming the highest number of workers available is 14, use the “Earliest Late Start” algorithm to develop a schedule that satisfies that limitation (15 marks)
 - Using the resource information in Table 2 and the schedule created in part (a), determine:
 - The minimum project duration and its corresponding cost. (5 marks)
 - The minimum cost required to reduce the project duration by 9 days. (5 marks)
 - If the incentive for early completion is 17\$/day, what is the most optimal project schedule. Show the project duration, total cost, and your crashing decisions. (5 marks)

TABLE 1															
Activity	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Predecessors	---	A	A	---	B	C,D	C,D	D	H	F	E,J	F	G,I	G,I	L,N
Duration	6	7	1	14	5	8	9	3	5	3	4	12	6	2	7
Workers Per Day	0	3	0	9	5	4	2	14	10	4	1	2	7	3	5

TABLE 2															
Activity	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Shortest Possible Completion Time	3	5	1	10	4	6	6	2	4	3	3	3	2	2	5
Normal Completion Time Cost (\$)	150	250	80	400	220	300	260	120	200	180	220	500	100	120	500
Change in Cost Per Day Earlier Completion (\$)	20	30	Infinity	15	20	25	10	35	20	Infinity	25	15	30	Infinity	10

- 7) For the exercise presented in the MS project tutorial, use MS Project to submit the report for the General Worker (GW) resource demand for the project in the exercise, before and after levelling. (5 marks)

Assignment 3

Due: Monday March 8, 2021 11:59 PM (EDT)



Thanks for your submission!

Your assignment has been received and is waiting to be graded.

Review your submission

Q1 (2 points)

1 page submitted

- 1) What is resource levelling? What techniques can you use to optimize an objective function for resource demand?

Assignment 3

Question 1

Resource levelling refers to the process of stabilizing a work condition without increasing the total project duration. This is typically limited by the activity's float time. However, expediting certain activities is a good idea to see if the cost changes much by it. This may change the critical path, so analysis of the various possible critical paths will be required to optimize the schedule. Another possibility is to take the moment of the resources across the horizontal axis (check for fluctuations) or about the y-axis (optimize duration).

1

Q2 (3 points)

2 pages submitted

- 2) What are the three main objectives of project management? What is the function of the control loop in project management? Draw a schematic to visually represent a control loop on typical civil engineering projects.

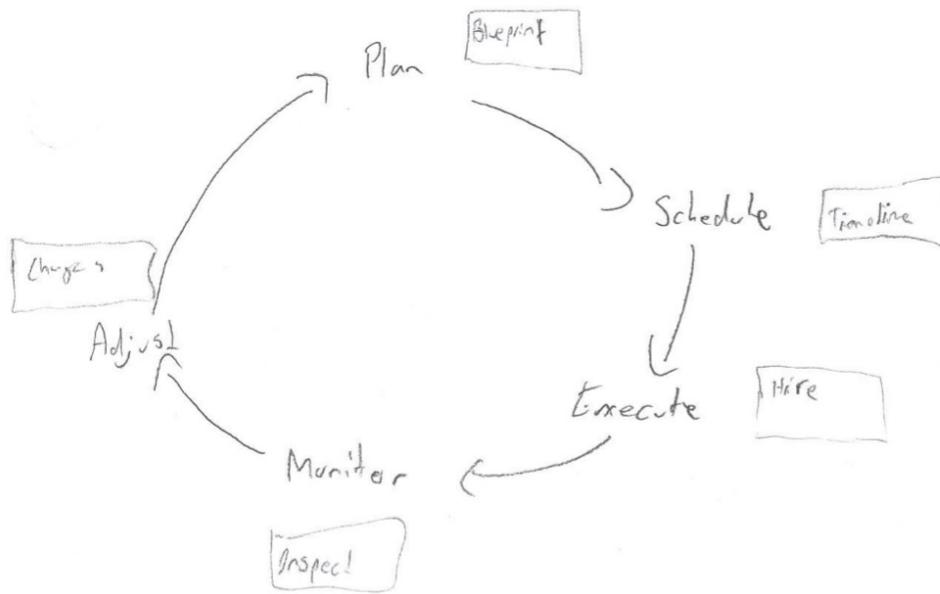
Question 2

The three main objectives are to optimize:

1. Time
2. Quality
3. Cost

A *control loop* is purposed to monitor, assess, and adjust the performance of the project. For most civil engineering applications, the control loop is seen as below

2)



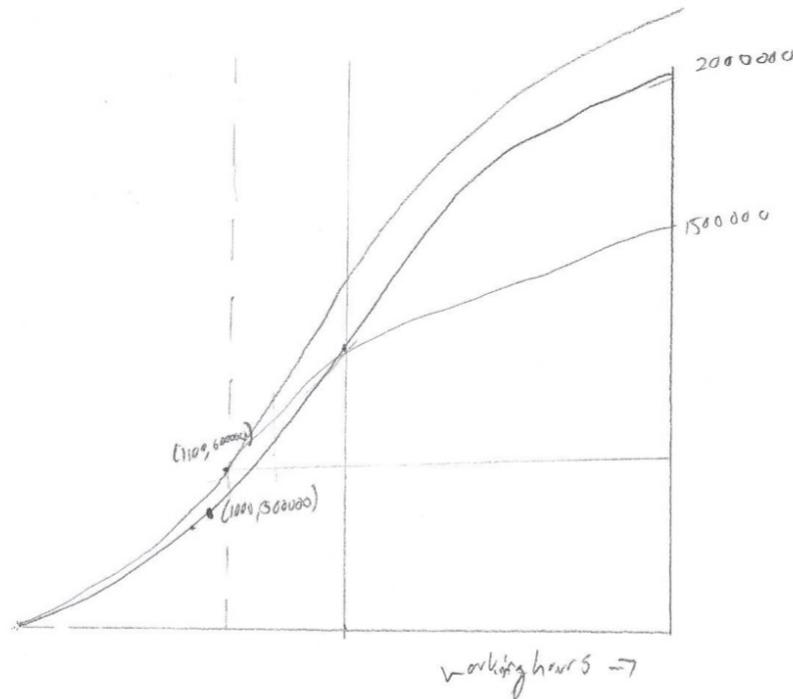
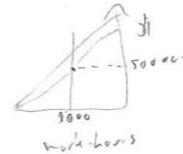
Q3 (15 points)

1 page submitted

- 3) You are managing a landfill project with an initial budget estimate of \$2 million. During interim cost and schedule performance analysis, you determined that:
- You should have spent \$50,000 till now based on your initial plans and 1,000 person-days of scheduled activities.
 - You spent \$600,000 till now and completed 1,100 person-days of scheduled activities, which should have been \$450,000 based on your initial plans.
 - You re-estimated the budget required for the remaining work to be done as \$1,500,000.
- Draw a chart to represent your plan and your interim findings. What can you say about the cost and schedule performance of this project (show your calculations)? What is the estimated total cost, assuming no further cost overruns?

$$3. \text{ Budget initial} = 200000$$

$$\text{Budget now} = 150000$$



$$SV = 1100 - 1000$$

$$= 100$$

$\because 100 > 0$, ahead of schedule

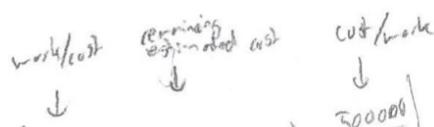
$$CV = 450000 - 600000$$

$$= -150000$$

$\therefore -50000 < 0$, over budget

$$\left(\text{cost to complete} = 600000 + \left(\frac{1000}{50000} \times (200000 - 45000) \times \frac{500000}{1500} \right) \right)$$

$$\approx 2150000$$



Q4 (15 points)

1 page submitted

4) The following question is adapted from the Hendrickson (2008) on-line textbook referenced in our syllabus

https://www.cmu.edu/cee/projects/PMbook/05_Cost_Estimation.html The total construction cost of a refinery with a production capacity of 100,000 bbl/day in Caracas, Venezuela, completed in 1977 was 40million.

It was proposed that a similar refinery with a production capacity of 100,000 bbl/day be built in New Orleans, LA for completion in 2021. For the additional information given below, make a screening estimate of the cost of the proposed plant, in the order of the information given. (15 marks) a. In the total construction cost for the Caracas, Venezuela plant, there was an item of

2million for site preparation and travel, which is not typical for similar plants. b. The variation of sizes of these refineries can be approximated by the exponential law with $m = 0.6$. c million in 2021 US dollars (it was not required for the Caracas plant). Note: The site condition at New Orleans required special piling foundation, which cost \$2 million in 2021 US dollars.

4. $\frac{100000 \text{ m}^3}{66 \text{ day}} \approx$

$$40000 \text{ m}^3/\text{day}$$

$$160000 \text{ m}^3/\text{day}$$

a) $40000 \text{ m}^3 - 2000000$
 $= 38000000$

b) $38000000 \times \left(\frac{1.6}{1}\right)^{0.5} = 50379701.06$

c) $50379701.06 (1.09)^{18} (1.04)^{24} = 658869449.90$

d) $658869449.90 \times 1.4 = 922417229.90$

e) $922417229.9 + 4000000 + 200000 = 928417229.90$

Q5 (10 points)

1 page submitted

Please Refer to Q5 in "W21-CIVE332-ENVE335-Assignment 3" onLEARN for more details on the problem statement.

a) Investigate and list possible methods to do the common-earth excavation activity using the optional wheel-mounted front-end loader capacities in the attached RS Means tables. What choice would you make?

b) Determine the crew type, the duration, and the cost (including overhead and profit) of the activities above (each highway section of 300m).

5.

OPTION	Material	Labour	Equip	Total
0.57 m ³ bucket	6.75	0.72	0.56	8.03
1.15 m ³	6.75	0.41	0.42	7.58
2.29 m ³	6.75	0.25	0.36	7.36
3.82 m ³	6.75	0.18	0.45	7.35

Since the 3.82 m³ bucket has lowest cost, this is the choice

b) Excavation3.82 m³ bucket

$$684 \times 3 = 2052 \text{ m}^3$$

$$\text{Cost} = 2052 \times \$8.15 \\ = \$16723.80$$

$$\text{Duration} = \frac{2052}{19.88} = 1.03219 \text{ days}$$

$$(\text{crew})_{\text{exc}} = 8-10 \text{ u}$$

Prepare and Roll

$$1620 \times 3 = 4860 \text{ m}^2, \therefore \text{Large area}$$

$$\text{Cost} = 4860 \times 0.099 \\ = \$4811.40$$

$$\text{Duration} = \frac{4860}{30.94} = 1.5708 \text{ days}$$

$$(\text{crew})_{\text{roll}} = \$32$$

Base Course

$$1200 \times 3 = 3600 \text{ m}^2$$

$$\text{Cost} = 3600 \times (7.45) \\ = \$26820$$

$$\text{Duration} = \frac{3600}{30.14} = 1.196 \text{ days}$$

Q6 (50 points)

9 pages submitted

6) Please Refer to Q6 in "W21-CIVE332-ENVE335-Assignment 3" for more details about the problem statement

For the project described in Table 1: a. Draw a CPM diagram and suggest a project schedule (disregarding resource limitations) b. Plot the resource diagram for the schedule developed in part (a).

c. Suggest a project schedule that would complete the project and result in relatively constant or level requirements for labor over the course of the project

d. Assuming the highest number of workers available is 14, use the "Earliest Late Start" algorithm to develop a schedule that satisfies that limitation

e. Using the resource information in Table 2 and the schedule created in part (a), determine: i. The minimum project duration and its corresponding cost.

ii. The minimum cost required to reduce the project duration by 9 days.

iii. If the incentive for early completion is 17\$/day, what is the most optimal project schedule. Show the project duration, total cost, and your crashing decisions.

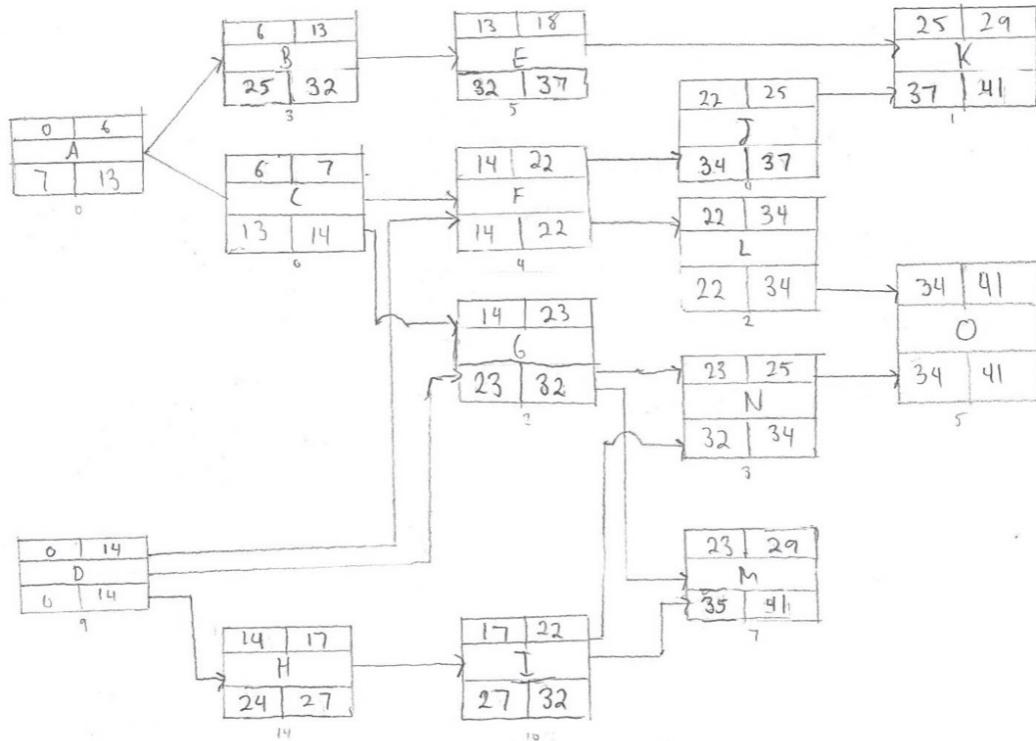
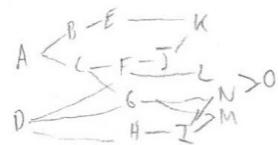
Page 7

6a

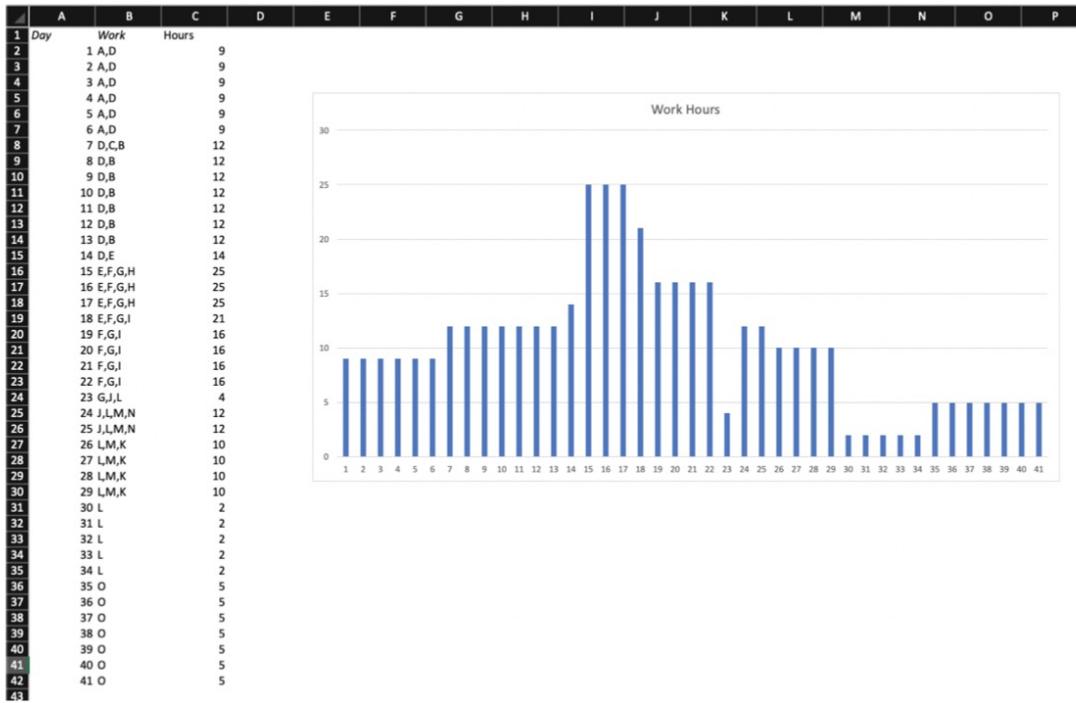
	A	B	C	D
1	Proposed Schedule = A and D start from t=0			
2	Day	Work		
3		1 A,D		
4		2 A,D		
5		3 A,D		
6		4 A,D		
7		5 A,D		
8		6 A,D		
9		7 D,C,B		
10		8 D,B		
11		9 D,B		
12		10 D,B		
13		11 D,B		
14		12 D,B		
15		13 D,B		
16		14 D,E		
17		15 E,F,G,H		
18		16 E,F,G,H		
19		17 E,F,G,H		
20		18 E,F,G,I		
21		19 F,G,I		
22		20 F,G,I		
23		21 F,G,I		
24		22 F,G,I		
25		23 G,J,L		
26		24 J,L,M,N		
27		25 J,L,M,N		
28		26 L,M,K		
29		27 L,M,K		
30		28 L,M,K		
31		29 L,M,K		
32		30 L		
33		31 L		
34		32 L		
35		33 L		
36		34 L		
37		35 O		
38		36 O		
39		37 O		
40		38 O		
41		39 O		
42		40 O		
43		41 O		

6.

6a



6b



6c



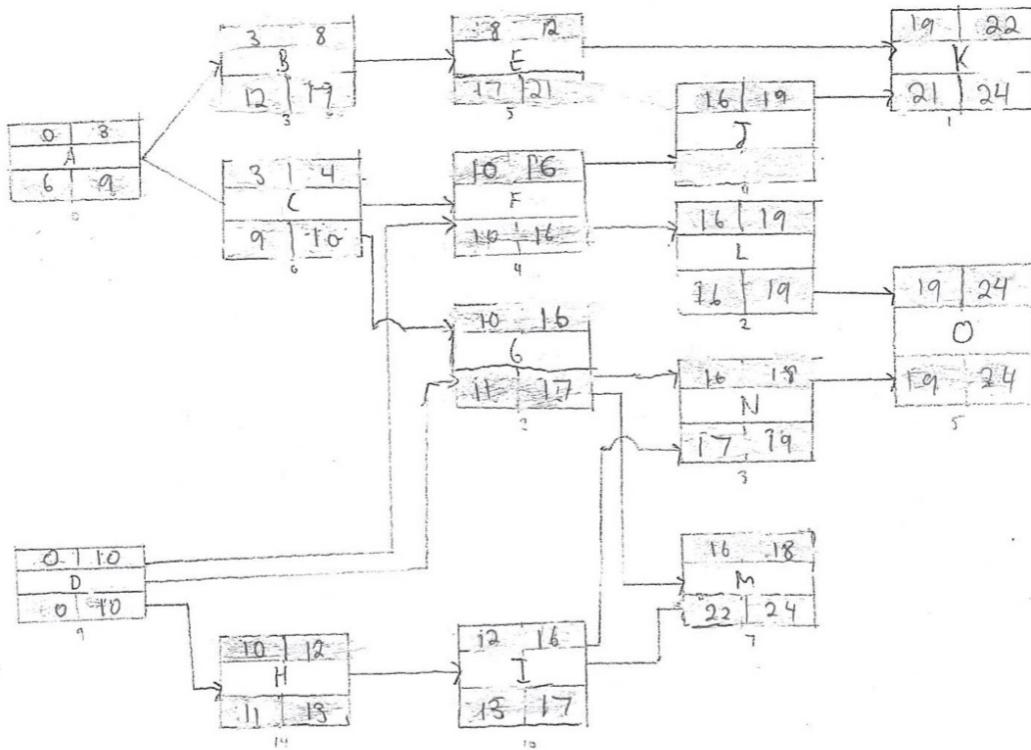
6d

	A	B	C	D	E	F	G	
1	Day	Activity	Duration	Resource	Late Start	Decision	Finish	
2		1 A	6	0	7 START		6	
3		D	14	9	0 START		14	
4		7 D	14	9	0 CONTINUE		14	
5		C	1	0	13 START		7	
6		B	7	3	25 START		13	
7		14 D	14	9	0 CONTINUE		14	
8		E	5	5	32 START		18	
9		15 E	5	5	32 CONTINUE		18	
10		F	8	4	14 START		22	
11		G	9	2	23 START		23	
12		H	3	14	24 DELAY		17	
13		18 E	5	5	32 CONTINUE		18	
14		F	8	4	14 START		22	
15		G	9	2	23 START		23	
16		I	5	10	27 DELAY		22	
17		23 G	9	2	23 START		23	
18		J	3	3	34 START		25	
19		L	12	2	22 START		34	
20		H	3	14	24 DELAY		25	
21		26 L	12	2	22 CONTINUE		34	
22		K	4	1	37 START		29	
23		H	3	14	24 DELAY		28	
24		30 L	12	2	22 CONTINUE		34	
25		H	3	14	24 DELAY		32	
26		35 H	3	14	24 START		37	
27		38 I	5	10	27 START		42	
28		43 N	2	3	32 START		44	
29		M	6	7	35 START		48	
30		45 M	6	7	35 CONTINUE		48	
31		O	6	5	34 START		51	

6.

$$\begin{array}{c}
 A < C - I \\
 D < F - J \\
 G < H - K \\
 L > N > 0 \\
 M > P > 0
 \end{array}$$

6ei



a)

6ei

A	B	C	D	E	F	G	H
Activity	Original Days Req'd	New Days Req'd	Days Reduced	Normal Daily Cost	Increase in Cost per Day	Actual Daily Cost	Actual Cost
2 A	6	3	3	150	20	210	630
3 B	7	5	2	250	30	310	1550
4 C	1	1	0	80	1000	80	80
5 D	14	10	4	400	15	460	4600
6 E	5	4	1	220	20	240	960
7 F	8	6	2	300	25	350	2100
8 G	9	6	3	260	10	290	1740
9 H	3	2	1	120	35	155	310
10 I	5	4	1	200	20	220	880
11 J	3	3	0	180	1000	180	540
12 K	4	3	1	220	25	245	735
13 L	12	3	9	500	15	635	1905
14 M	6	2	4	100	30	220	440
15 N	2	2	0	120	1000	120	240
16 O	7	5	2	500	10	520	2600
17							
18							
19	Duration:	24					
20	Cost:	19310					

6eii

	A	B	C	D	E	F	G	H
1	Activity	Original Days Req'd	New Days Req'd	Days Reduced	Normal Daily Cost	Increase in Cost per Day	Actual Daily Cost	Actual Cost
2	A	6	3	3	150	20	210	630
3	B	7	5	2	250	30	310	1550
4	C	1	1	0	80	1000	80	80
5	D	14	14	0	400	15	400	5600
6	E	5	4	1	220	20	240	960
7	F	8	8	0	300	25	300	2400
8	G	9	6	3	260	10	290	1740
9	H	3	2	1	120	35	155	310
10	I	5	4	1	200	20	220	880
11	J	3	3	0	180	1000	180	540
12	K	4	3	1	220	25	245	735
13	L	12	5	7	500	15	605	3025
14	M	6	2	4	100	30	220	440
15	N	2	2	0	120	1000	120	240
16	O	7	5	2	500	10	520	2600
17								
18								
19	Path	Length						
20	DFLO	32	32					
21	ACFLO	22						
22	DGNO	27						
23	ABFJK	22						
24								
25	Cost:	21730						

6eiii

	A	B	C	D	E	F	H	I	
1	Activity	Original Days Req'd	New Days Req'd	Days Reduced	Normal Daily Cost	Increase in Cost per Day	Actual Daily Cost	Actual Cost	
2	A		6	3	3	150	20	210	630
3	B		7	5	2	250	30	310	1550
4	C		1	1	0	80	1000	80	80
5	D		14	10	4	400	15	460	4600
6	E		5	4	1	220	20	240	960
7	F		8	6	2	300	25	350	2100
8	G		9	6	3	260	10	290	1740
9	H		3	2	1	120	35	155	310
10	I		5	4	1	200	20	220	880
11	J		3	3	0	180	1000	180	540
12	K		4	3	1	220	25	245	735
13	L		12	3	9	500	15	635	1905
14	M		6	2	4	100	30	220	440
15	N		2	2	0	120	1000	120	240
16	O		7	5	2	500	10	520	2600
17									
18									
24									
25	Cost:				19021				

Q7 (5 points)

6 pages submitted

- 7) For the exercise presented in the MS project tutorial, use MS Project to submit the report for the General Worker (GW) resource demand for the project in the exercise, before and after levelling.

Project2 - Project Professional

Benjamin Klassen

FILE Task Resource Report Project View Help DESIGN Tell me what you want to do

Gantt Recent Themes A Fonts Colors Effects Images Shapes Chart Table Text Box Manage Copy Page Margins Orientation Size

Chart View Themes Insert Report Breaks Page Setup Page Setup Apr 4, '21

Start Mar 14, '21 Mar 21, '21 Mar 28, '21 Apr 11, '21 Apr 18, '21 Apr 25, '21 May 2, '21 May 9, '21 Finish Wed 5/12/21

TIMELINE Add tasks with dates to the timeline

RESOURCE OVERVIEW

RESOURCE STATS Work status for all work resources.

The chart shows the remaining work hours for each resource. The Y-axis ranges from 0 to 700 hrs. The X-axis lists the resources: General Worker, Foremen, Engineer, and Excavator. The bars are orange.

Name	Start	Finish	Remaining Work
General Worker	Thu 3/11/21	Tue 5/11/21	656 hrs
Foremen	Thu 3/11/21	Tue 5/11/21	256 hrs
Engineer	Thu 3/11/21	Wed 5/12/21	101.12 hrs
Excavator	Thu 3/11/21	Fri 3/19/21	56 hrs

WORK STATUS % work done by all the work resources.

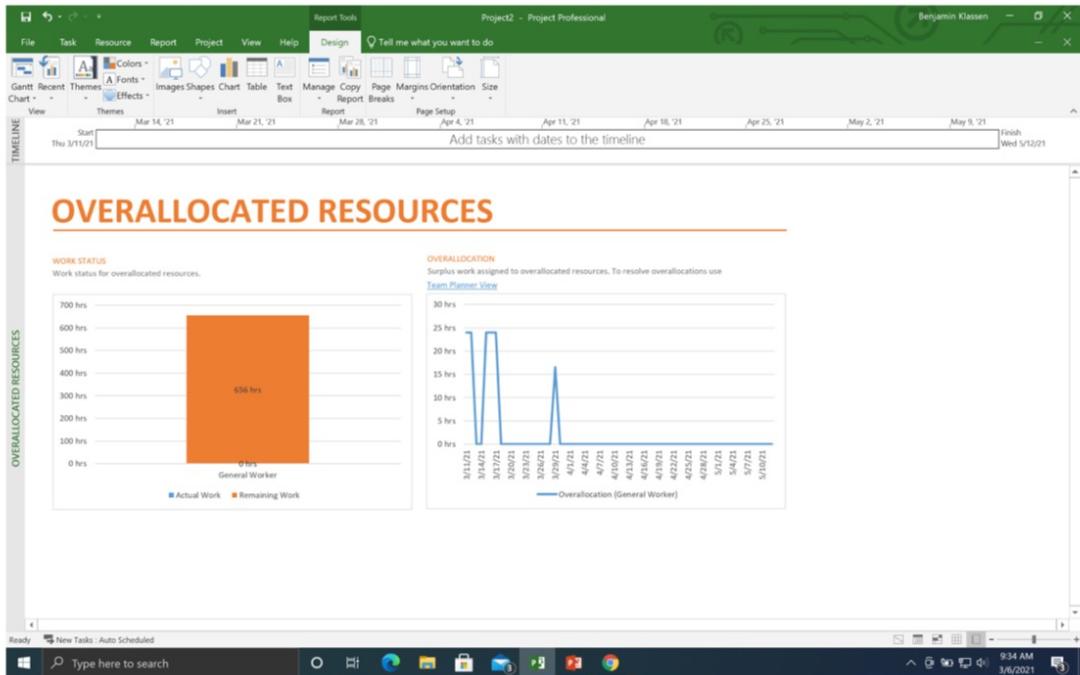
The chart shows the percentage of work completed for each resource. The Y-axis ranges from 0% to 1%. The X-axis lists the resources: General Worker, Foremen, Engineer, and Excavator. The bars are blue.

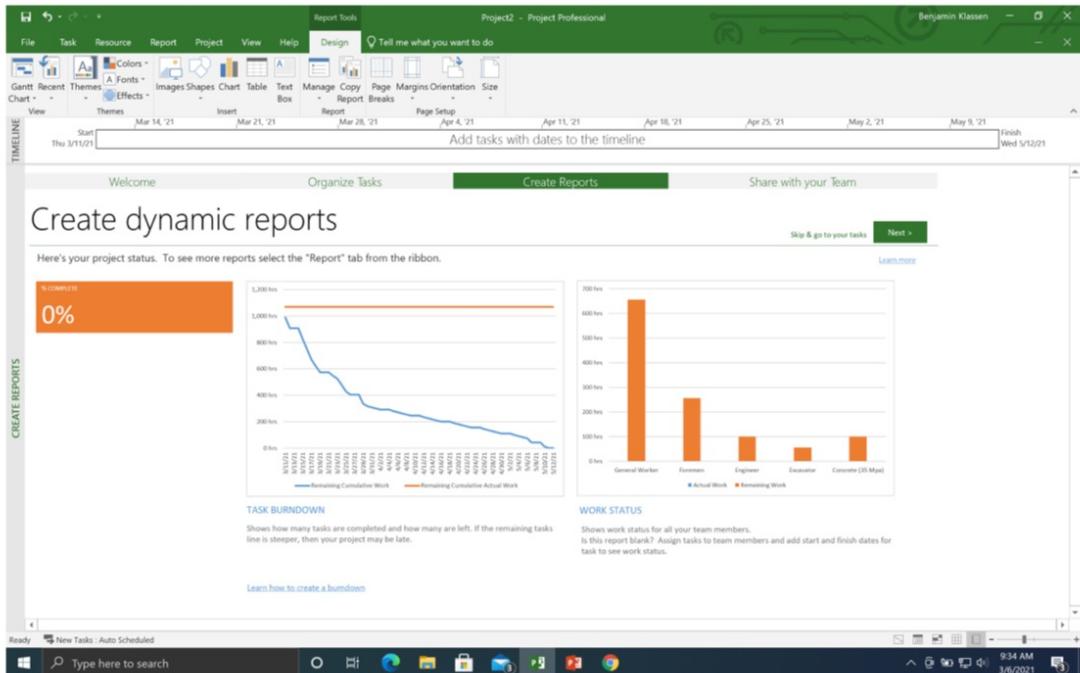
RESOURCES STATUS Remaining work for all work resources.

Name	Start	Finish	Remaining Work
General Worker	Thu 3/11/21	Tue 5/11/21	656 hrs
Foremen	Thu 3/11/21	Tue 5/11/21	256 hrs
Engineer	Thu 3/11/21	Wed 5/12/21	101.12 hrs
Excavator	Thu 3/11/21	Fri 3/19/21	56 hrs

Ready Type here to search

9:33 AM 3/6/2021





Project2 - Project Professional

Benjamin Klassen

FILE Task Resource Report Project View Help DESIGN Tell me what you want to do

Gantt Recent Themes A Fonts Colors A Effects Images Shapes Chart Table Text Box Manage Copy Page Breaks Page Margins Orientation Size

Chart View Themes Insert Mar 21, '21 Report Mar 28, '21 Page Setup Apr 4, '21 Apr 11, '21 Apr 18, '21 Apr 25, '21 May 2, '21 May 9, '21 May 16, '21

TIMELINE Start Mar 14, '21 Finish Wed 5/19/21 Add tasks with dates to the timeline

RESOURCE OVERVIEW

RESOURCE STATS Work status for all work resources.

Name	Start	Finish	Remaining Work
General Worker	Thu 3/11/21	Tue 5/18/21	656 hrs
Foremen	Thu 3/11/21	Tue 5/18/21	256 hrs
Engineer	Thu 3/11/21	Wed 5/19/21	101.12 hrs
Excavator	Thu 3/11/21	Fri 3/19/21	56 hrs

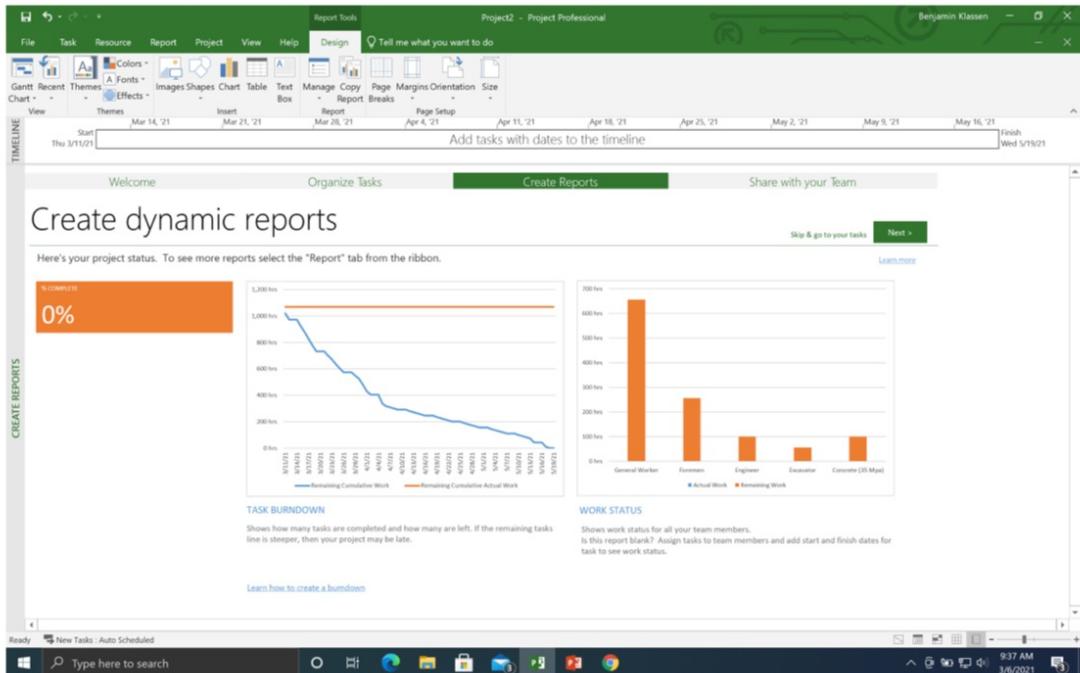
WORK STATUS % work done by all the work resources.

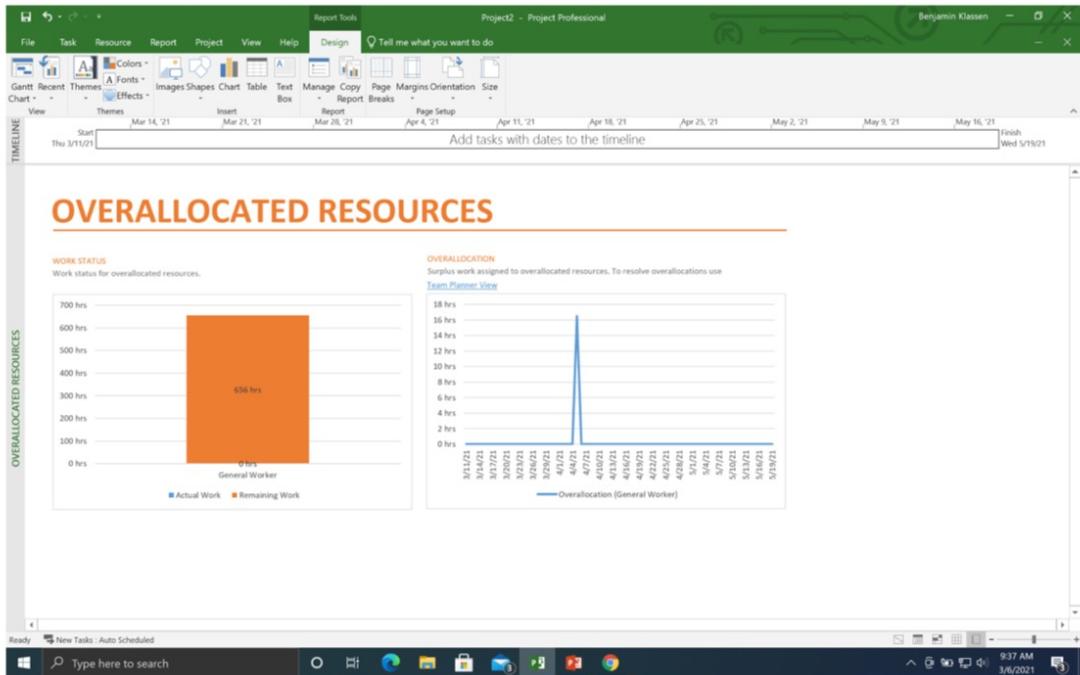
RESOURCES STATUS Remaining work for all work resources.

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Ready Type here to search

9:36 AM 3/6/2021





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