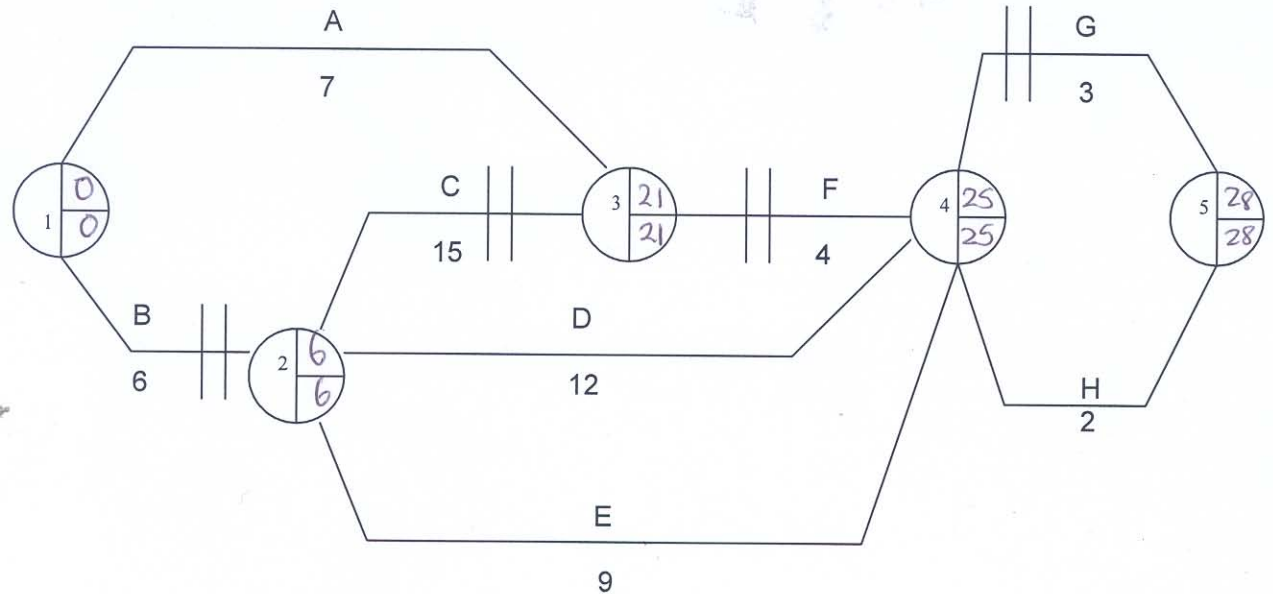


Critical Path Analysis – Past Paper (June 2004)

Draw a network diagram for the City B restaurant project and calculate the length of the critical path.



Total length = 28 weeks    Critical Path = B,C,F,G

Briefly assess whether the Operations Manager was right to be confident that the project could be completed in 29 weeks.

The diagram does seem to confirm that the project could be completed within 29 weeks. However, there is very little time for delay on the project, so any unforeseen hold-ups, for example, if they have difficulty finding and training staff, then the whole project could overrun. Also, this is the first time they have undertaken a project of this nature and size, so the accuracy of estimated time durations might be poor, which may cause the project to run behind schedule and so add to costs. Moreover, critical path analysis requires some degree of experience to run effectively, does Phil Bell have this? Perhaps if an experienced manager who has worked with critical path plans before is brought in to manage the running of the project, then the project may be more likely to be completed within 29 weeks. At present however, the project appears to be vulnerable to delays because of the tight time restraints and the lack of past experience with using this tool.