

## *Rock'n Bands<sup>1</sup>*

### *A Project Management Decision-Making Game*

“Around the world or around the block,  
Everywhere I go, the kids wanna rock”<sup>2</sup>

Your company, Planners 'R Us, 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 university you just graduated from wishes to put together a music festival, “*Rock'n Bands*”. This will feature a number of top music groups, and should attract interest from students, local residents, and music fans throughout the region.

Your company has met with University 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. The project plan is also described visually on page 2 with a network diagram. The subscripts on each activity denote the number of weeks of work that activity is expected to require. Arrows denote the order of activities. For instance, activity E cannot be started until activity A is completed, and activity H cannot be started until both C and D are complete. The start and end nodes are dummy nodes and do not need to be worked on. Note that at the beginning of the project, activities A, C and D are available to start working on, as they have no predecessor activities. *Be sure to understand the diagram before reading further.*

Your job is to allocate workers to tasks each week during the project. Planners 'R Us 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 Planners 'R Us \$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 in order 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 on a task is

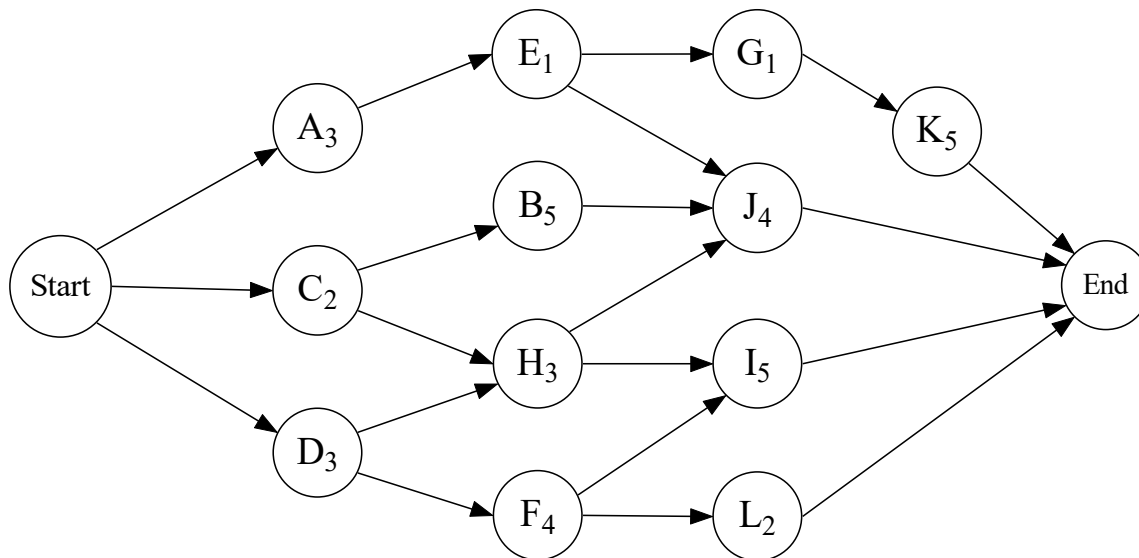
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<sup>1</sup> The events, activity durations and overall scenario represented in this game are purely fictional. No relationship to an upcoming music concert, real or implied, is suggested.

<sup>2</sup> Bryan Adams, “Kids Wanna Rock” from the album “So Far So Good” (1993, A & M Records)

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 Planners ‘R Us, you are determined to plan the project well and be as efficient as possible from the first week on.

For now, you want to develop a plan for the whole project, but the only decision that needs to be implemented is how to allocate workers for the first week. Report this decision to the instructor

(the reporting sheet on page 4 may help with this). After all teams have reported their decisions for first week allocations, the instructor will let you know of any changes that may occur regarding the project. Then, you will make decisions for the 2<sup>nd</sup> week.

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Note: This game has been developed for educational purposes. It may be used, disseminated, and modified for educational purposes, but it may not be sold. In all uses of the game, the original developers must be acknowledged (as has been done above).

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## Employee / Task Assignment Reporting Sheet

**TEAM #:** \_\_\_\_\_

Week	Tasks to work on	# of employees per task
1		
2		
3		
4		
5		
6		

Week	Tasks to work on	# of employees per task
7		
8		
9		
10		
11		
12		

Task	Crsh	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	Cost
A3														
B5														
C2														
D3														
E1														
F4														
G1														
H3														
I5														
J4														
K5														
L2														
Total														
Cost														