**BA 352: Project Management**

**Hints on how to find minimum completion time and cost (like ICE 2, problem 1, parts d) and e)!).**

**Method 1**

1. List all of the paths through the network (on ICE 2.1, there are three).
2. Plug in the crash times from fourth column of data, instead of norm times.
3. Add them up for each path. The longest time is the minimum completion time (this will be the answer to ICE 2.1.d).
4. If all times are the same, you’re done. But what if some of them are shorter? (On ICE 2.1, there are three numbers, two are less than the one for path BD.)
	1. On the shorter paths, you “overcrashed” – decreased it more than you needed to!
	2. So, you can add back a day or two maybe for a refund:
		1. Can’t add back days on new critical path (On ICE 2.1, can’t add back to B or D)
		2. Want to add back most expensive since getting a refund.
		3. Add back until shorter paths reach minimum completion time or run out of options.

**Method 2**

Crash the hell out of the project until you run out of moves that will decrease overall completion time. (So, on ICE 2.1, in part c) you got down to 12. Just keep going from there until no changes are possible that will decrease the overall completion time.)

**Method 3**

There may be a better way. Figure it out and use it. Publish the method and include my name on it!