Read the A14 stereo project and “fast cycle” competitor case, Chp. 1, pp. 11-27.

**A14 Stereo Case Study Discussion Questions:**

1. In the A14 stereo project, what explains the differences in timing between the original plan of September 1989 and the third plan revision of May 1990?

2. What are the key elements in Southern’s “fast cycle” strategy? What was Northern’s response to Southern’s strategy? Why did it fail?

3. Consider Exhibit 1-5. Pick one of the characteristics of problematic projects and give a good reason why this characteristic often exists.