1. **Is this a common situation for most companies or an exception to the rule?**

Yes, this is common for most companies

1. **Can policies be established as part of competitive bidding to alleviate the pain of this occurring on other possible contracts where contract go-ahead date is several months after contract award?**

No, the bidding is done based on the resources of the company, the availability is not the customer’s concern. When bidding for the project, each department should understand what type of resource is required to perform the work and assess the time frame and quality accordingly.

1. **Is it possible to convince a client that the schedule (and possibly the budget) is just a rough guess during competitive bidding and that finalization of the schedule (and budget) can be made only after go-ahead?**

No, the client awarded the project based on the proposal and compared it with other competitors and made their decision based on the information provided.

The award of the project takes into account several factors, such as the time frame, budget and quality of work. In this case they are working with sensitive information and unable to outsources. For this final bidding the company presenting the proposal must have done their research before submitting. In this case they should have used the salary of an above average worker for the minimum requirements and also worked in some fee for expert judgment to monitor and review the work. You can not place a competitive bit using your entry level salary workers for all requirements.

1. **What schedule compression techniques were considered in the case? Were there any techniques she did not consider?**

Fast tracking and crashing the schedule

The availability of resources. The plan was based on the availability of resources 2 weeks after the submission dates, instead of

No,  
Estimate resource availability, estimation of activity duration, the sequence of activities and ultimately controlling of the schedules

Do not assign a person to the task but a role or responsibility to the task

1. **Was Sarah correct in her analysis that these techniques probably would not work on her project?**

Yes, crashing the schedule is not an option, and she is not able to outsource the work

1. **If one of these techniques were to be used, which one has the greatest likelihood for possible schedule compression?**the 2 options are fast tracking and crashing the schedule

In this case she only had the option to fast track the project as crashing the schedule by adding additional resources were not possible due to availability

I would spend a lot of time on **the sequence of activities** as this is where you will find the assumption logs, mandatory dependencies and order of importance, this will include the estimation of activities on a high level which will give an indication of the time frames