

**TABLE 3S.2:** Expected Activity Durations and Variances for Project Eagle

ACTIVITY	OPTIMISTIC ( <i>a</i> )	MOST LIKELY ( <i>m</i> )	PESSIMISTIC ( <i>b</i> )	EXPECTED TIME (TE)	VARIANCE $[(b - a) / 6]^2$
A	3	4	11	5	$[(11 - 3) / 6]^2 = 64 / 36 = 1.78$
B	2	5	8	5	$[(8 - 2) / 6]^2 = 36 / 36 = 1.00$
C	3	6	9	6	$[(9 - 3) / 6]^2 = 36 / 36 = 1.00$
D	8	12	20	12.7	$[(20 - 8) / 6]^2 = 144 / 36 = 4.00$
E	3	5	12	5.8	$[(12 - 3) / 6]^2 = 81 / 36 = 2.25$
F	2	4	7	4.2	$[(7 - 2) / 6]^2 = 25 / 36 = .69$
G	6	9	14	9.3	$[(14 - 6) / 6]^2 = 64 / 36 = 1.78$
H	1	2	4	2	$[(4 - 1) / 6]^2 = 9 / 36 = .25$