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Link Opens in a new window.

► My Announcements

▼ My Organizations

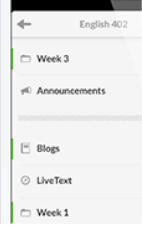
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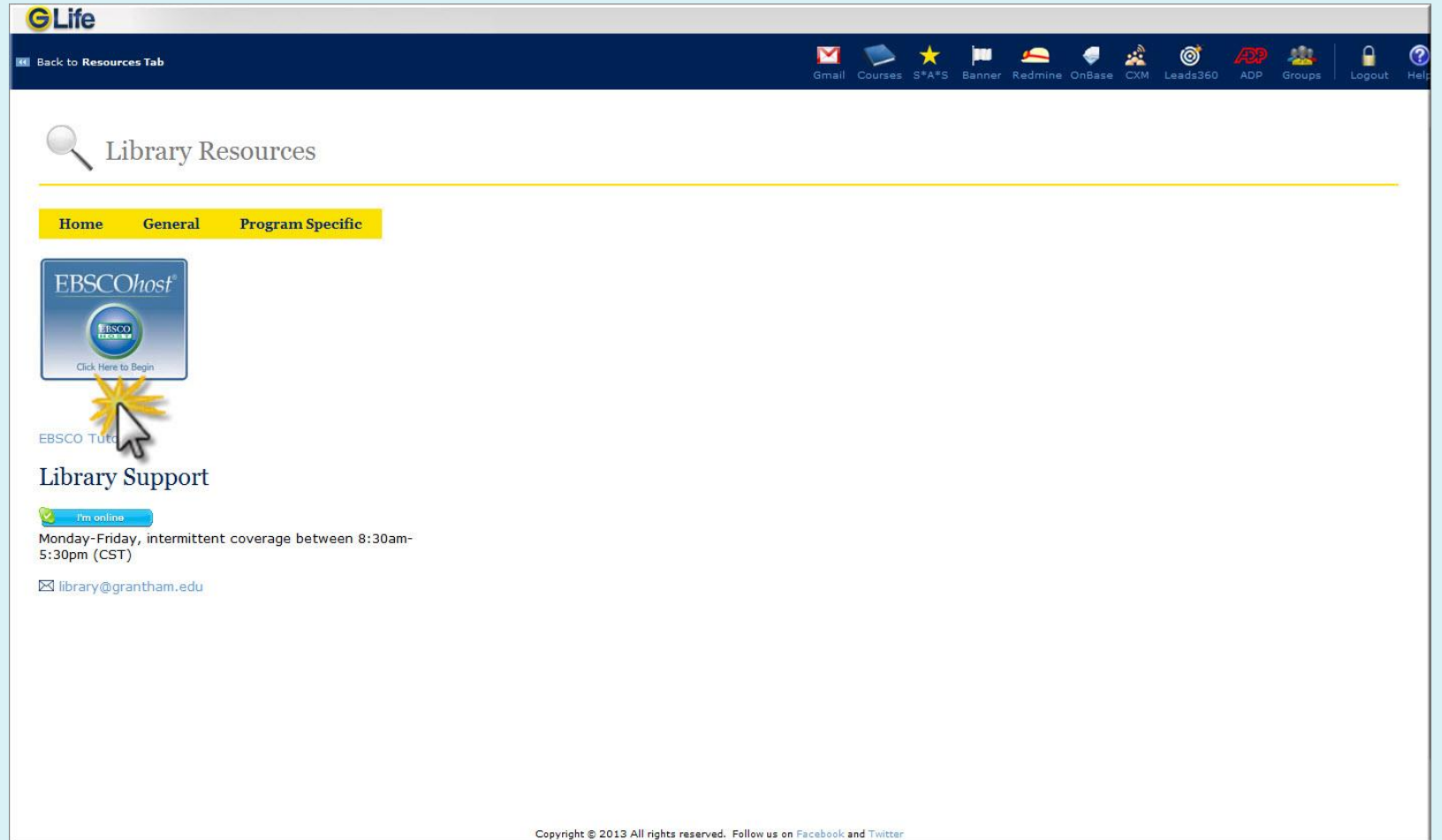
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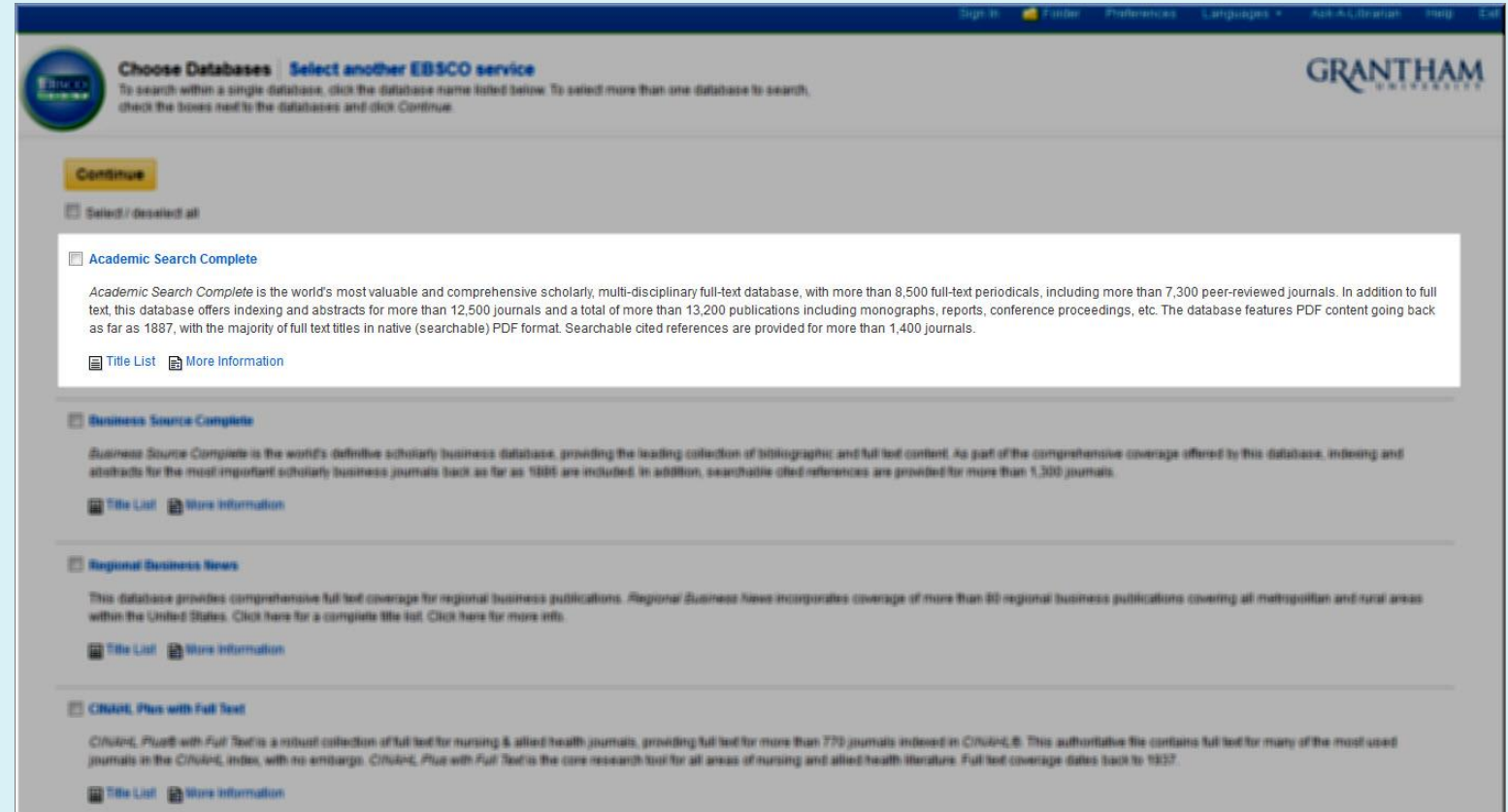
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The screenshot shows the EBSCO database selection interface. At the top, there is a navigation bar with links for Sign In, Folder, Preferences, Languages, Ask-A-Librarian, and Help. Below this, the header area includes the EBSCO logo and the text "Choose Databases | Select another EBSCO service". A sub-header explains: "To search within a single database, click the database name listed below. To select more than one database to search, check the boxes next to the databases and click Continue." A yellow "Continue" button is visible. Below the button, a checkbox labeled "Select / deselect all" is present. The main content area lists several databases, each with a checkbox and a description. The first database, "Academic Search Complete", is highlighted with a white background. Its description states: "Academic Search Complete is the world's most valuable and comprehensive scholarly, multi-disciplinary full-text database, with more than 8,500 full-text periodicals, including more than 7,300 peer-reviewed journals. In addition to full text, this database offers indexing and abstracts for more than 12,500 journals and a total of more than 13,200 publications including monographs, reports, conference proceedings, etc. The database features PDF content going back as far as 1887, with the majority of full text titles in native (searchable) PDF format. Searchable cited references are provided for more than 1,400 journals." Below the description are links for "Title List" and "More Information". The other databases listed are "Business Source Complete", "Regional Business News", and "CINAHL Plus with Full Text", each with their own descriptions and links.

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Business Search Complete and Regional Business News

Business journals
Industry overviews
Company profiles
SWOT analyses

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Below these, there is a partially visible option:

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Select Academic Search Complete to find case study for this course

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[Continue](#)

☐ Select / deselect all

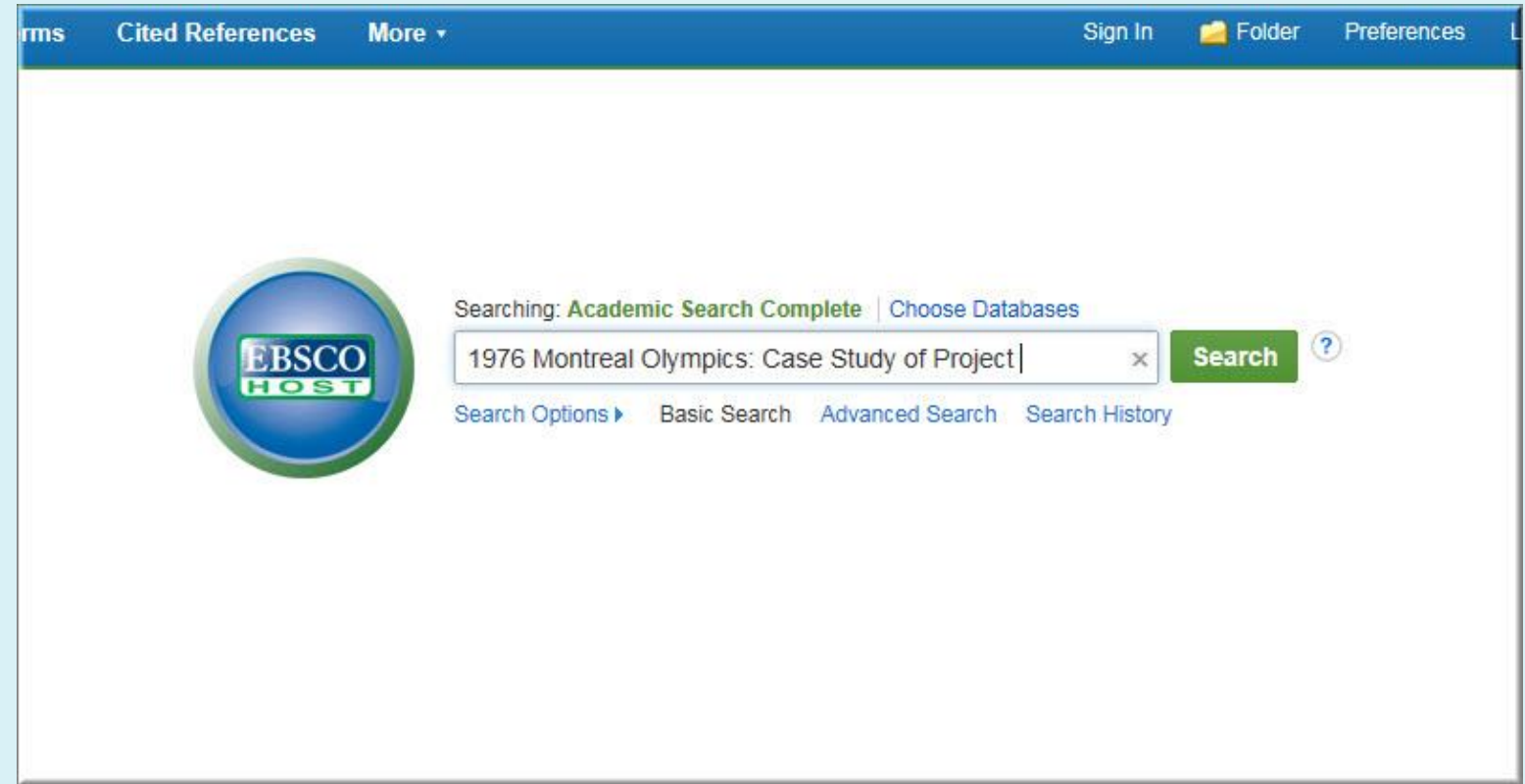
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title into
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screen



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PDF link
to go directly to
article

EBSCO
HOST

Search: **Academic Search Complete** | Choose Databases

1976 Montreal Olympics: Case Study of Project

Search

Basic Search | Advanced Search | Search History

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Refine Results

Current Search

Boolean/Phrase:
1976 Montreal Olympics:
Case Study of Project

Limiters

Full Text

Limit To

☒ Full Text
☐ References Available
☐ Scholarly (Peer Reviewed)
Journals

2013 Publication Date 2013

Search Results: 1 - 1 of 1

1. **1976 Montreal Olympics: Case Study of Project Management Failure.**

By: Patel, Ashish; Bosela, Paul A.; Delatte, Norbert J. *Journal of Performance of Constructed Facilities*. Jun2013, Vol. 27 Issue 3, p362-369. 8p. DOI: 10.1061/(ASCE)CF.1943-5509.0000332.

A successful engineering project must include its timely and economic completion. A project management failure can lead to delays and cost overruns. One example of a project that greatly exceeded...

Subjects: PROJECT management -- Case studies; PRECAST concrete construction; OLYMPIC Games (21st : 1976 : Montreal, Quebec); SPORTS facilities -- Design & construction; CONSTRUCTION industry -- Costs; Commercial and Institutional Building Construction; Structural Steel and Precast Concrete Contractors; CASE studies

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1976 Montreal Olympics: Case Study of Project Management Failure.

1976 Montreal Olympics: Case Study of Project Management Failure

Ashish Patel¹; Paul A. Bosela, F.ASCE²; and Norbert J. Delatte, F.ASCE³

Abstract: A successful engineering project must include its timely and economic completion. A project management failure can lead to delays and cost overruns. One example of a project that greatly exceeded its projected budget is the construction of the multiple facilities for the 1976 Olympic Games in Montreal. These included the Olympic Stadium, a velodrome for bicycle events, and the Olympic Village to house the athletes. This case study reviews the circumstances of the cost increases and the design decisions and other circumstances that led to them. The difficulties were brought on by an unrealistic schedule to complete the facilities before the fixed start date of the Games, combined with an unusually cavalier attitude toward project costs, exacerbated by political tensions. Although the original cost estimate for the facilities was \$120 million, the final cost was \$1.5 billion, with \$830 million for the main stadium alone. Part of the justification for the expense of the facilities was the hope that the facilities would be useful for future athletic events—the record on this is mixed at best. The lessons learned can be applied to other projects to better control costs. DOI: [10.1061/\(ASCE\)CF.1943-5509.0000332](https://doi.org/10.1061/(ASCE)CF.1943-5509.0000332). © 2013 American Society of Civil Engineers.

CE Database subject headings: Project management; Construction; Precast concrete; Scheduling; Case studies.

Author keywords: Project management; Construction; Precast concrete; Project scheduling.

Introduction

On May 12, 1970, extensive lobbying and diplomacy by Montreal

capital expenditures in the budget, \$13 million for the stadium and \$16.4 million for the velodrome. The Olympic Village was listed under noncapital expenditures as \$5 million. Howell terms this

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Questions?

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