

★ Southwestern University: (A)*

Southwestern University (SWU), a large state college in Stephenville, Texas, 30 miles southwest of the Dallas/Fort Worth metropolplex, enrolls close to 20,000 students. In a typical town-gown relationship, the school is a dominant force in the small city, with more students during fall and spring than permanent residents.

A longtime football powerhouse, SWU is a member of the Big Eleven conference and is usually in the top 20 in college football rankings. To bolster its chances of reaching the elusive and long-desired number-one ranking, in 2006, SWU hired the legendary Phil Flamm as its head coach.

One of Flamm's demands on joining SWU had been a new stadium. With attendance increasing, SWU administrators began to face the issue head-on. After 6 months of study, much political arm wrestling, and some serious financial analysis, Dr. Joel Wisner, president of Southwestern University, had reached a decision to expand the capacity at its on-campus stadium.

Adding thousands of seats, including dozens of luxury skyboxes, would not please everyone. The influential Flamm had argued the need for a first-class stadium, one with built-in dormitory rooms for his players and a palatial office appropriate for the coach of a future NCAA champion team. But the decision was made, and *everyone*, including the coach, would learn to live with it.

The job now was to get construction going immediately after the 2012 season ended. This would allow exactly 270 days until the 2013

season opening game. The contractor, Hill Construction (Bob Hill being an alumnus, of course), signed his contract. Bob Hill looked at the tasks his engineers had outlined and looked President Wisner in the eye. "I guarantee the team will be able to take the field on schedule next year," he said with a sense of confidence. "I sure hope so," replied Wisner. "The contract penalty of \$10,000 per day for running late is nothing compared to what Coach Flamm will do to you if our opening game with Penn State is delayed or canceled." Hill, sweating slightly, did not need to respond. In football-crazy Texas, Hill Construction would be *mad* if the 270-day target was missed.

Back in his office, Hill again reviewed the data (see Table 3.6) and noted that optimistic time estimates can be used as crash times. He then gathered his foremen. "Folks, if we're not 75% sure we'll finish this stadium in less than 270 days, I want this project crashed! Give me the cost figures for a target date of 250 days—also for 240 days. I want to be *early*, not just on time!"

Discussion Questions

1. Develop a network drawing for Hill Construction and determine the critical path. How long is the project expected to take?
2. What is the probability of finishing in 270 days?
3. If it is necessary to crash to 250 or 240 days, how would Hill do so, and at what costs? As noted in the case, assume that optimistic time estimates can be used as crash times.

TABLE 3.6

Southwestern University Project

ACTIVITY	DESCRIPTION	PREDECESSOR(S)	TIME ESTIMATES (DAYS)			CRASH COST/DAY
			OPTIMISTIC	MOST LIKELY	PESSIMISTIC	
A	Bonding, insurance, tax structuring	—	20	30	40	\$1,500
B	Foundation, concrete footings for boxes	A	20	65	80	3,500
C	Upgrading skybox stadium seating	A	50	60	100	4,000
D	Upgrading walkways, stairwells, elevators	C	30	50	100	1,900
E	Interior wiring, lathes	B	25	30	35	9,500
F	Inspection approvals	E	0.1	0.1	0.1	0
G	Plumbing	D, F	25	30	35	2,500
H	Painting	G	10	20	30	2,000
I	Hardware/AC/metal workings	H	20	25	60	2,000
J	Tile/carpet/windows	H	8	10	12	6,000
K	Inspection	J	0.1	0.1	0.1	0
L	Final detail work/cleanup	I, K	20	25	60	4,500

Southwestern University Case Study Answers

**Lisa Blomgren Amsler, Janet
Martinez, Stephanie E. Smith**



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Southwestern University Law Review, 1974 **Report Presented by the President to the Fellows** Yale University, 1915 *Resources in Education*, 2001-04 *Vehicle, Mechatronics and Information Technologies II* X.D. Yu, M.Y. Zhang, M.Q. Zhu, K.H. Xu, Q.C. Xiang, 2014-03-24 Selected peer reviewed papers from the 2014 International Conference on Vehicle Mechanical Engineering and Information Technology VMEIT 2014 February 19 20 2014 Beijing China

Dispute System Design Lisa Blomgren Amsler, Janet Martinez, Stephanie E. Smith, 2020-06-02 Dispute System Design walks readers through the art of successfully designing a system for preventing managing and resolving conflicts and legally framed disputes Drawing on decades of expertise as instructors and consultants the authors show how dispute systems design can be used within all types of organizations including business firms nonprofit organizations and international and transnational bodies This book has two parts the first teaches readers the foundations of Dispute System Design DSD describing bedrock concepts and case chapters exploring DSD across a range of experiences including public and community justice conflict within and beyond organizations international and comparative systems and multi jurisdictional and complex systems This book is intended for anyone who is interested in the theory or practice of DSD who uses or wants to understand mediation arbitration court trial or other dispute resolution processes or who designs or improves existing processes and systems Smart Cities as a Solution for Reducing Urban Waste and Pollution Hua, Goh Bee, 2016-06-20 The exponential growth of urban settings has led to an increase in pollutants and waste management issues around the world As the environment continues to falter under the weight of these pressing issues it has become increasingly imperative to develop new technologies and methodologies that have the potential to improve the overall sustainability and cleanliness of these cities Smart Cities as a Solution for Reducing Urban Waste and Pollution examines emergent research on smart innovations within built urban environments Featuring best practices and theoretical frameworks as well as potential issues in the implementation of smart and green technology in urban settings this publication is a vital reference source for graduate students researchers academics engineers architects facility managers and government officials *Operations Management* Jay H. Heizer, Barry Render, 2005 Now in its seventh edition this text provides a state of the art overview of operations management It includes a new chapter on capacity planning and a behind the scenes look at the integration of operation management at Hard Rock Cafe **Designing Online Learning** Susan W. Alman, Christinger Tomer, Margaret L. Lincoln, 2012-07-16 This book provides an introduction and helpful guide to online education for librarians and educators in the K 12 public and academic library settings Today s librarians must be comfortable working in online learning environments teaching information literacy courses and supporting online students across curricula With the rapid proliferation of the Internet and online technologies in the last decade however it is not uncommon for some library professionals to feel left behind Designing Online Learning A Primer for Librarians provides best practices for librarians who

are unfamiliar with online education and need guidance in either developing an online course or providing support to faculty and students in online courses This book offers practical guidance for librarians and educators serving a variety of users including students and teachers in the K 12 public and academic library communities The authors provide a valuable introduction to online teaching and learning that details elementary technologies and technical standards utilizes case studies that showcase successful programs and identifies best practices for design instructor development and student assessment

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China and International Adjudication Thomas S. Eder,2021-03-18 China will eine F hrungsnation im V lkerrecht werden Dieses Buch zeigt mit einer ersten umfassenden Analyse von Fallrecht und chinesischen akademischen Debatten von 2002 bis 2018 dass die verst rkte Nutzung von internationalen Gerichten Teil eines breiten Unterfangens ist Chinas wirtschaftliche und politische Erfolge zu konsolidieren und erneut Gro machtstatus zu erlangen Handels und Investmentrecht Seerecht und territoriale Fragen werden abgedeckt auch zum S dchinesischen Meer und ein jahrzehntelanger Prozess zwischen Vorsicht und Ambition nachgezeichnet Diskussionsmuster und tats chliches Engagement Chinas in allen Rechtsbereichen zeigen bemerkenswerte Gemeinsamkeiten lediglich die Zeitpl ne sind unterschiedlich

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