

★ Southwestern University: (A)*

Southwestern University (SWU), a large state college in Stephenville, Texas, 30 miles southwest of the Dallas/Fort Worth metropolis, 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

RM Cervero



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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

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schnecken im aquarium bekämpfen was hilft wirklich - Mar 04 2022

web schnecken im aquarium können ganz ohne chemie bekämpft werden einfach die schneckenfalle im aquarium positionieren mit futter füllen und eine nacht abwarten die variable höhenbegrenzung stellt sicher dass keine kleinen fische unbeabsichtig in

schnecken im aquarium halten arten für anfänger einrichtung - Apr 17 2023

web aquarium gut einfahren schnecken sollte man erst ins aquarium einsetzen wenn es schon gut eingefahren ist das becken sollte mindestens vier wochen laufen rennschnecken zum beispiel sterben wenn nicht genügend algen vorhanden sind die sie abweiden können

schnecken im aquarium so bekämpfen sie die plage zooplus - Oct 23 2023

web wie schädlich sind schnecken im aquarium warum habe ich zu viele schnecken im aquarium diese gefahren birgt eine schneckenplage im aquarium schnecken im aquarium bekämpfen drei wirksame tipps so halten sie die schneckenzahl in zukunft gering tipp schnecken akzeptieren und ihre vorteile nutzen

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web schnecken im aquarium segen oder fluch schnecken als algenfresser im aquarium haben schnecken im aquarium noch einen weiteren nutzen attraktive schnecken die aber keinen größeren nutzen haben turmdeckelschnecken felsschnecken spitze blasenschnecke schnecken im aquarium loswerden sind alle

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web jan 22 2023 schnecken haben eine wichtige rolle im aquarium sie reinigen das becken von übergebliebenen futterresten toten tieren und auch algen neben der verbesserung der wasserqualität sind schnecken im aquarium aber auch interessante pfleglinge die durch unterschiedliches aussehen und lustiges verhalten auffallen

aquarium schnecken arten dein guide zur vielfalt pflege - Feb 15 2023

web jul 13 2023 aquarium schnecken sind eine spontane begleitfauna und spielen eine wichtige rolle im Ökosystem des aquariums sie helfen bei der reduktion von biofilmen und algenaufwuchs und tragen zum abbau organischer nahrung bei es gibt eine vielzahl von schneckenarten wie mützenschnecken blasenschnecken posthornschnecken und

schnecken alle wichtigen infos einrichtungsbeispiele de - Jan 02 2022

web ein aquarium für schneckenhaltung darf nicht klinisch rein sein schnecken benötigen eine mulmschicht oder mulmecken will man längere zeit freude an den eingesetzten schnecken im aquarium haben sollten diese natürlich nicht mit schneckenfressenden fischen wie prachtschmerlen oder kugelfischen vergesellschaftet werden eine

schneckenarten wirbellosen aquarium - Nov 12 2022

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schnecken im aquarium so bekämpfst du die plagegeister - Jul 20 2023

web may 2 2023 es gibt verschiedene mittel zur bekämpfung von schnecken im aquarium wie zum beispiel das produkt esha

behandlung gegen schnecken kundenberichte zeigen jedoch dass die wirksamkeit des esha produkts gegen schnecken im aquarium je nach erfahrung variieren kann

schneckenplage im aquarium bekämpfen aquaristik - Oct 11 2022

web schneckenplage im aquarium richtig bekämpfen schnecken im aquarium können zu einer pest und plage werden wie man diese richtig bekämpft und die plage wieder los wird erfahrt ihr hier zudem zeigen wir die möglichkeiten wie mechanische entfernung und schneckenfressende fische vor

schnecken im aquarium alle infos und details drta archiv - Jun 07 2022

web schnecken erfüllen im aquarium eine wichtige aufgabe sie beseitigen liegengebliebenes futterreste abgestorbene pflanzenteile und die verstorbenen unserer pfleglinge einige arten rücken mit mehr oder minder großem erfolg auch den all gegenwertigen algen zu leibe

schnecken im aquarium die besten schnecken im aquarium - Sep 10 2022

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