

★ 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

Thomas S. Eder



Southwestern University Case Study Answers:

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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from institutes governments corporates or social enterprises to think about how to adopt the related SDG strategies They also serve as the initiatives to facilitate potential cross region and cross disciplinary collaboration The book acts as the guide on how Poverty Reduction is one of the key goals in SDGs while solving this key challenge multiple goals could be planned and tackled together to make an effective solution Multi disciplinary strategies are put in place demonstrated via success stories and best practices Key driving factors are identified with the consideration of the driving organization nature A system could be developed to engage different stakeholders in the society for industry development and to avoid returning to poverty in the long term Future international cooperation could be facilitated to create a poverty alleviation framework applicable across different regions

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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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algorithmic interest *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 *Scientific and Technical Aerospace Reports* ,1989 **Southwestern Political and Social Science Quarterly** ,1928 Includes section Book reviews

Communication Yearbook 10 Margaret McLaughlin, 2012-05-23 The Communication Yearbook annuals publish diverse state of the discipline literature reviews that advance knowledge and understanding of communication systems processes and impacts across the discipline Sponsored by the International Communication Association each volume provides a forum for the exchange of interdisciplinary and internationally diverse scholarship relating to communication in its many forms This volume re issues the yearbook from 1987 *Communication Yearbooks Vols 6-33 Set* Various, 2021-12-02 The Communication Yearbook annuals originally published between 1977 and 2009 publish diverse state of the discipline literature reviews that advance knowledge and understanding of communication systems processes and impacts across the discipline Topics dealt with include Communication as Process Research Methodology in Communication Communication Effects Taxonomy of Communication and European Communication Theory Information Systems Division Mass Communication Research Mapping the Domain of Intercultural Communication Public Relations Feminist Scholarship Communication Law and Policy Visual Communication Communication and Cross Sex Friendships Across the Life Cycle Television Programming and Sex Stereotyping InterCultural Communication Training Leadership and Relationships Media Performance Assessment Cognitive Approaches to Communication *Joint Force Quarterly* ,2009 **Current Law Index** ,2005

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