

Southwestern University Stadium Construction

After six months of study, much political arm wrestling, and some serious financial analysis, Dr. Martin Starr, president of Southwestern University, had reached a decision. To the delight of its students, and to the disappointment of its athletic boosters, SWU would not be relocating to a new football site but would expand the capacity at its on-campus stadium.

Adding 21,000 seats, including dozens of luxury skyboxes, would not please everyone. The influential football coach, Bo Pitterno, had long 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 current season ended. This would allow exactly 270 days until the upcoming season opening game. The contractor, Hill Construction (Bob Hill being an alumnus, of course), signed the contract. Bob Hill looked at the tasks his engineers had outlined and looked President Starr 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 Starr. "The

contract penalty of \$10,000 per day for running late is nothing compared to what Coach Pitterno will do to you if our opening game with Penn State is delayed or cancelled." Hill, sweating slightly, did not respond. In football-crazy Texas, Hill Construction would be *mad* if the 270-day target were missed.

Back in his office, Hill again reviewed the data. (See Table 12.11 and note that optimistic time estimates can be used as crash times.) He then gathered his foremen. "People, 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 were 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.

Southwestern University Case Study Answers

Kathleen Armour



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Table of Contents Southwestern University Case Study Answers

1. Understanding the eBook Southwestern University Case Study Answers
 - The Rise of Digital Reading Southwestern University Case Study Answers
 - Advantages of eBooks Over Traditional Books
2. Identifying Southwestern University Case Study Answers
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Southwestern University Case Study Answers
 - User-Friendly Interface
4. Exploring eBook Recommendations from Southwestern University Case Study Answers
 - Personalized Recommendations
 - Southwestern University Case Study Answers User Reviews and Ratings

- Southwestern University Case Study Answers and Bestseller Lists
- 5. Accessing Southwestern University Case Study Answers Free and Paid eBooks
 - Southwestern University Case Study Answers Public Domain eBooks
 - Southwestern University Case Study Answers eBook Subscription Services
 - Southwestern University Case Study Answers Budget-Friendly Options
- 6. Navigating Southwestern University Case Study Answers eBook Formats
 - ePub, PDF, MOBI, and More
 - Southwestern University Case Study Answers Compatibility with Devices
 - Southwestern University Case Study Answers Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Southwestern University Case Study Answers
 - Highlighting and Note-Taking Southwestern University Case Study Answers
 - Interactive Elements Southwestern University Case Study Answers
- 8. Staying Engaged with Southwestern University Case Study Answers
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Southwestern University Case Study Answers
- 9. Balancing eBooks and Physical Books Southwestern University Case Study Answers
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Southwestern University Case Study Answers
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Southwestern University Case Study Answers
 - Setting Reading Goals Southwestern University Case Study Answers
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Southwestern University Case Study Answers
 - Fact-Checking eBook Content of Southwestern University Case Study Answers
 - Distinguishing Credible Sources

13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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