

### 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

**Hua, Goh Bee**



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## **Southwestern University Case Study Answers** Book Review: Unveiling the Power of Words

In a global driven by information and connectivity, the ability of words has are more evident than ever. They have the capacity to inspire, provoke, and ignite change. Such is the essence of the book **Southwestern University Case Study Answers**, a literary masterpiece that delves deep to the significance of words and their affect our lives. Published by a renowned author, this captivating work takes readers on a transformative journey, unraveling the secrets and potential behind every word. In this review, we will explore the book is key themes, examine its writing style, and analyze its overall affect readers.

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