

★ 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/carpets/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

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Handbook of Nature-Based Solutions to Mitigation and Adaptation to Climate Change Gustavo J. Nagy, Desalegn Yayeh Ayal, 2025-11-04 Over recent years nature based solutions NbS have gained popularity as tools to ameliorate the effects of climate change while slowing down the global warming process More specifically the potential of NbS has been explored in terms of meeting greenhouse gas emissions targets and fostering climate change adaptation NbS are methods that use and enhance nature to improve social and environmental challenges They involve several multifaceted actions that work sustainably to restore and protect the natural environment while helping people Therefore these solutions are useful in climate change adaptation and mitigation There are 3 main areas which NbS may target namely reducing exposure reducing sensitivity and supporting adaptive capacity Reducing exposure refers to protecting areas from existing climate change effects There is thus a perceived need to document and promote experiences related to NbS and to apply these in different contexts It is against this background that the Handbook of Nature Based Solutions to Mitigation and Adaptation to Climate Change is being produced The publication will showcase experiences related to NbS from around the world In particular it will gather examples of projects studies and the latest thinking on NbS which can serve the purpose of inspiring and

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Natural Resource Conflicts M. Troy Burnett, 2016-09-19 Natural resource and environmental conflicts have long been issues confronting human societies This case based examination of a wide range of natural resource disputes exposes readers to many contemporary examples that offer reasons for both hope and concern The Rwandan genocide the Sudanese civil war and perpetual instability in the Middle East and Africa each of these crises have arguably been instigated and maintained by natural resource disputes China has undertaken a Herculean task to plant hundreds of millions of trees along its margins in an effort to save Beijing from crippling dust storms and halt the expansion of the Gobi desert Will it work and is it worth it These and many other cases of conflict stemming from natural resource or environmental concerns are explained and debated in this up to date examination of contemporary and ongoing topics The book examines conflicts over precious resources and minerals such as diamonds oil water and fisheries as well as the pursuit of lesser known minerals like Coltan and other rare earth elements important resources in our technological age in remote locations such as Greenland and the Congo Each topic contains an overview and two position essays from different authors thereby providing the reader with highly informative and balanced perspectives Reference entries accompany each topic as well helping students to better understand each issue As the world hurtles into the 21st century these natural resource issues are becoming increasingly important with all global citizens having a significant stake in how these conflicts arise and play out

Treatise on Geomorphology, 2013-02-27 The changing focus and approach of geomorphic research suggests that the time is opportune for a summary of the state of discipline The number of peer reviewed papers published in geomorphic journals has grown steadily for more than two decades and more importantly the diversity of authors with respect to geographic location and disciplinary background geography geology ecology civil engineering computer science geographic information science and others has expanded dramatically As more good minds are drawn to geomorphology and the breadth of the peer reviewed literature grows an effective summary of contemporary geomorphic knowledge becomes increasingly difficult The fourteen volumes of this Treatise on Geomorphology will provide an important reference for users from undergraduate students looking for term paper topics to graduate students starting a literature review for their thesis work and professionals seeking a concise summary of a particular topic Information on the historical development of diverse topics within geomorphology provides context for ongoing research discussion of research strategies equipment and field methods laboratory experiments and numerical simulations reflect the multiple approaches to understanding Earth s surfaces and summaries of outstanding research questions highlight future challenges and suggest productive new avenues for research Our future ability to adapt to geomorphic changes in the critical zone very much hinges upon how well landform scientists comprehend the dynamics of

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