

Fehmarnbelt Fixed Link

Please read the case study on the Fehmarnbelt Fixed Link

(<https://vol10.cases.som.yale.edu/fehmarbelt-fixed-link>) and answer the following questions:

1. Describe the management structure and why so much discretion was given to the OSK management team.
2. Describe the key issues of coordination in the contract.
3. What was the risk of scheduling the opening of the bridge with the royal families before the bridge was actually complete?
4. Why was the management team concerned about financial distress among the contractors? How did it deal with these concerns?
5. What was the role of the DRB and why do you think that Sir William Francis was chosen as the chairman?
6. Why does the contract give OSK the right to seize contractors' equipment and intellectual property in the event of breach by a contractor?
7. What problem was the surprise bonus scheme designed to address?
8. Why was the change order system designed as it was?
9. What techniques did OSK use to encourage contractors to use innovative technology?
10. Many large construction contracts utilize cameras to monitor performance. Why did OSK chose not to use cameras to monitor?