

Session 6 Cases

- ❑ Communicating Constraints: Schedule Baseline and Recovery Measures on the Hong Kong Airport Projects
- ❑ Can We Talk?: Communications Management for the West Isolation Pilot Plant, a Complex Nuclear Waste Management Project
- ❑ Communicating Risk Management in Municipal Government Projects: City of New Orleans
- ❑ Communication Strategies for Major Public Works Projects: The Los Angeles Metro Rail Program under Siege

SYNOPSIS

This case describes the challenges that project managers faced in presenting the Los Angeles Metro Rail Program to the media and the public. Because the project had a great effect on the public through the traffic inconveniences which it caused, it was very much in the public eye. Project managers had to assure that a clear and accurate message concerning the status and benefits of the project were presented to the public. Through proper stakeholder management, the project managers would face fewer problems external to the project.

LEARNING OBJECTIVES - “COMMUNICATION STRATEGIES FOR ...”

In discussing this case, participants should gain a better understanding of:

- the importance of stakeholder management
- the importance of communication management in a project which has a direct effect on the public
- the importance of keeping morale of workers high
- methods a project manager can use to deal with the media

Discussion Points (2)

- Discuss the influence of high pressure or stress on the success of any undertaking.
- Debate the positives and negatives of pressure on a project.

SYNOPSIS

This case describes the Hong Kong Airport core program, a \$20.4 billion (US) project. The author provides a report on the development of the project as of the second quarter of 1995 and discusses the scheduling, stakeholder, procurement, and political challenges which the project is facing. The case gives a background description of the project and analyzes ten of its subprojects. The author also describes the management methodology and conflict resolution techniques applied to meet the administrative challenges found in the project.

LEARNING OBJECTIVES -“COMMUNICATING CONSTRAINTS ...”

Through this case, the participants will be able to explore the importance of using project management in mega-projects, the relations between different components of huge projects, dealing with complex governmental agencies, and the “top-down/bottom-up” management methodology. From the discussion of this case, the participants should better understand:

- a project organization
- the impact of control/schedule management
- the importance of scope definition
- the management of a very complex and international project

Discussion Point

- The project has an important role in the British-Sino relationship regarding Hong Kong. The project will require resources from both parties well into the next century.
- Discuss the potential problems of these two stakeholders and identify additional stakeholders in the project.

SYNOPSIS

This case describes the efforts made in the United States to create a permanent radioactive waste repository located underneath the earth's surface. The project has an estimated operational life approaching fifty years and a total project cost approaching \$9 billion. The case focuses on communications involved in the project, and how different communication challenges are addressed. Many challenges are faced given the contentious nature of the project. The methods describe the use of a questionnaire to develop an understanding of public knowledge of the project and its associated technology. This case serves as an excellent example of the challenges and methods for project communications management and includes specific references to the PMBOK Guide section on project communications management.

LEARNING OBJECTIVES - "CAN WE TALK?: COMMUNICATIONS..."

In discussing this case, participants should gain a better understanding of:

- project communications management
- public relations as it relates to project management
- project stakeholder management
- the challenges of managing mega-projects

Discussion Point

- Project communications requires a focus on what are real and perceived risks associated with a project. Participants should discuss this real versus perceived risk topic and how to handle the gap from a PM perspective.
- Discuss the idea of ranking of common risks by various public groups as a method.

SYNOPSIS

This case describes the purchasing and implementation process of an upgrade of a 911 emergency phone service in the city of New Orleans. Through the case, the author presents communication and authority challenges faced by a project manager when dealing with the powerful and independent stakeholders such as the fire, police, and emergency medical departments. The case provides a general but complete description of a 911 service and illustrates the previous service used in the city of New Orleans as well as the initial unsuccessful renovation attempt. The case also presents a creative alternative for vendor/implementor selection to the common bidding process. Finally, the case discusses the formal and informal communication challenges faced by this type of complex project.

LEARNING OBJECTIVES - "COMMUNICATION RISK MANAGEMENT..."

- In discussing this case, participants should gain a better understanding of:
- communication challenges with stakeholders (government, vendors, owners)
 - dealing with project team members not under the authority of the project mgr.
 - learning from a previous project failure
 - handling governmental organizations and budgetary restrictions
 - the key skills of a project manager

Discussion Point

- “One of the deciding issues in the interviewing process was my conviction that the project management methodology could be applied to any type of project and the project manager need not have experience in the area directly as long as this is done. This was important since there are very few people available who have the experience in this area” -
- Discuss this statement.