

Session 5 Cases

- Libya: Redefining Challenge
- Privatization in Patagonia: The Selling of Argentina's Largest Hydroelectric Plant
- Real-World Challenges to a Multinational Project Team: Building a Manufacturing Facility in India
- Using Project Management to Create an Entrepreneurial Environment in Czechoslovakia

SYNOPSIS

This case describes the \$1 billion expansion of a petrochemical facility in Libya. The case presents the impact of international politics on project planning and execution due to the United Nations' sanctions on Libya and the civil war in former Yugoslavia. The direct effects on communication, travel, logistics, and human resource maintenance are discussed as well as other issues such as cultural differences. The paper does not go into the technical aspects of the plant but concentrates on the challenges and creative methods for dealing with unplanned obstacles in the running of the project.

LEARNING OBJECTIVES -“LIBYA: REDEFINING THE CHALLENGE”

After reading the case and answering the questions provided, the participants will be able to:

- understand how to deal with uncontrollable factors
- understand the impact of international politics and the internationalization of the world economy
- realize the importance of human relations on projects
- gain a better understanding of the project manager's code of ethics

Discussion Points (2)

- Globalization and restrictions on business (such as sanctions and embargoes) have a great effect on project management. Discuss global sanctions and reactions of stakeholders to them
- Discuss PMI's Code of Ethics for the Project Management Profession.

SYNOPSIS

This case describes the bidding and takeover of Argentina's Piedra del Aguila hydroelectric plant by a consortium of three utility companies from Canada, the United States and Chile. The bid for the plant approached \$1 billion. The case was told from the point of view of one of the representatives of the Canadian contingent. It describes the challenges of this type of international project and magnitude. The political environment and unrest in Argentina also presented challenges to the completion of the project. A project requiring the resources of multinational companies tests the capabilities of project management. The fact that this project ended a success is a testament to the power and capability of project management.

LEARNING OBJECTIVES -“PRIVATIZATION IN PATAGONIA: THE...”

Through the study of this case, participants should gain a better understanding of:

- the management of international projects
- project risk management
- the use of teams in project management
- the importance of language and cultural differences
- the day-to-day challenges in the management of a project

Discussion Point

- Throughout the case, the author points out the synergy of teams versus acting as individual groups. This suggests teams are becoming more important in business activities
- Debate the “disadvantages” of teams.

SYNOPSIS

Bausch & Lomb invested in a \$13 million joint venture in India to produce and market high quality eye care and optical products in India and adjacent countries. The project concentrated initially on the support and development of the soft contact lenses business. The author describes some project challenges that are common to developing countries, such as: complex governmental procedures, low manufacturing expertise, cultural differences, and distinct management practices. The case depicts the scope, time, quality, risk, and communication management of the project. The endeavor was completed under budget and meeting all the deliverables for product cost and quality.

LEARNING OBJECTIVES -“REAL-WORLD CHALLENGES TO A ...”

From this international case and through its discussion, the participants will gain a further comprehension of:

- project’s critical success factors
- team work, team members
- project management ethics
- project quality management

Discussion Points (2)

- Participants should select a PM situation from work or school - identify 3 or 4 key strategic issues for that situation, assess the impact of the issues on the project, and list possible actions in dealing with them.
- Identify stakeholders as you identify the strategic issues.

SYNOPSIS

This case describes the author's consulting experience with Czech and Slovak managers on their managerial transformation process toward a free market economy. The case illustrates the problems faced by the organizations and their executives, and the potential of the project management discipline on entrepreneurial ventures, environmental projects, joint ventures, and privatization programs. The author stresses the importance of effective leadership, adequate and proper planning, cultural differences, project design, and team development.

LEARNING OBJECTIVES - "USING PM TO CREATE ..."

- The development of this case will expose the participants to valuable insight into the project management discipline, such as:
- the differences between a manager and a leader
 - the role of planning and its importance
 - the wide applicability of project management
 - cultural differences

Discussion Point

- Participants should consider a country other than the United States with which he/she is familiar
- Discuss the cultural features of those countries that might inhibit or promote the use of project management techniques.