

The Burj Dubai Project: A Symbol of Economic Strength or a Monument to Hubris?

Abstract

The case study discusses the construction of the Burj Dubai (later renamed the Burj Khalifa on its inauguration), the world's tallest building, in Dubai. The project, which commenced in September 2004, was conceived by the Dubai government and Emaar Properties PJSC to consolidate the emirate's status as a key business and tourist hub.

The case talks about the design of the tower and mentions its unique features. It also provides some details about the construction process and the various challenges and delays that arose during the project. The case concludes with a mention of the conditions in the real estate market in Dubai at the end of 2009 and its effect on companies like Emaar and projects like the Burj Dubai.

Issues

Evaluate the prospects of the world's tallest building in improving the economic prospects of a region.

Evaluate the economic benefits and costs associated with supertall structures.

Recognize the risks associated with long-term projects.

Reference Numbers

ICMR	PROM 007
ECCH	610-017-1
Organization(s) ..	Emaar Properties PJSC
Countries	Dubai
Industry	Construction and Real Estate
Pub/Rev Date	2010
Case Length	19 Pages
TN Length	3 Pages

Millau Viaduct: Creating an Engineering Marvel

Abstract

The Millau viaduct was constructed to solve a severe traffic bottleneck on the A75 highway in France. The cutting-edge technology used in its design and construction, and the impressive aesthetics of the structure made it an engineering marvel. The case describes the inception and the execution of the project. It discusses the detailed planning that went into the project, and the advanced construction methods adopted by the consortium that took up the project. With careful planning, and by making optimum use of technologies that have become available only recently, the project consortium was able to complete the extremely complex project ahead of schedule.

Issues

Gain insights into the planning for a major project.

Appreciate the importance of planning in order to reduce risks, cost, and delays.

Understand the importance of technology in modern civil engineering projects.

Appreciate the possibilities offered by the Build-Operate-Transfer model in the execution of large and complex infrastructure projects

Reference Numbers

ICMR	PROM 006
ECCH	
Organization(s)	Eiffage Group TP
Countries	France
Industry	Engineering, Construction, and Real Estate
Pub/Rev Date	2006
Case Length	22 Pages
TN Length	3 Pages

The Delhi Metro Project: Effective Project Management in the Indian Public Sector

Abstract

The Delhi Metro project gave Delhi a world-class mass rapid transit system. More importantly, it stood out from most other public sector projects in India in that it was completed on schedule and within the budgeted cost. The case describes the organization and planning of the project and highlights the steps taken by the DMRC to ensure the successful completion of the project. It also explains how the DMRC managed the various stakeholders like the central and state governments, the contractors, and the citizens of Delhi, to ensure that the project was implemented smoothly. The case ends with a brief discussion on the future plans of the DMRC.

Issues

Understand the preliminary activities to be taken up before a large infrastructure project can be started

Appreciate the significance of the role of a project manager in project execution

Understand the importance of the right work culture in successful project management

Recognize the importance of managing the various stakeholders in a project

Appreciate the difficulties involved in the execution of large infrastructure projects in developing countries, and how these can be overcome

Reference Numbers

ICMR	PROM 005
ECCH	606-052-1

Organization(s)	Delhi Metro Rail Corporation Ltd.
Countries	India
Industry	Engineering, Construction, and Real Estate
Pub/Rev Date	2006
Case Length	22 Pages
TN Length	3 Pages

The Concorde Project: A Technical and Engineering Triumph but a Commercial Disaster

Abstract

This case narrates the various stages in the project life cycle for an ambitious project taken up by two governments, UK and France, to create a plane that would break down the barriers of distance by traveling at speeds greater than that of sound. The case tells how the project sponsors' (UK and France) dream of creating a supersonic passenger plane materialized and the various problems that resulted in huge cost and schedule over runs. This is a typical example of a project that was technologically successful but was a commercial failure.

Issues

The importance of a project plan and control.

Reference Numbers

ICMR	PROM 004
ECCH	604-006-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages



Project Management
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Scheduling the Project Activities

Abstract

The effectiveness of a project manager can be seen in the way he manages key project variables like time, cost and quality. Caselet 01 discusses a typical project management problem which requires the manager to use various techniques to schedule activities so as to complete the project within the minimum possible time. Caselet 02 explains the process of identifying the project activities while preparing a project schedule.

Issues

The process of scheduling project activities.

Reference Numbers

ICMR	PROM 003
ECCH	604-001-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	5 Pages

Implementing Risk Management Program

Abstract

The element of risk is inherent in every activity of a project. Projects are exposed to various types of risks like technical risks, economic risks, social risks, production risks, financial risks and human risks. This case describes how a company developed and implemented a risk management system to help it deal with the uncertainties in the business environment. The case explains the various stages involved in developing a risk management system: identifying the areas to be monitored by the risk management system; setting priorities for managing risks and developing appropriate risk responses; implementing the risk response; and monitoring the effectiveness of the risk management program.

Issues

The need to develop a risk response strategy.

Reference Numbers

ICMR	PROM 002
ECCH	604-008-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages

Need for Project Management

Abstract

Projects are different from processes in many ways. Projects are carried out in an uncertain environment and project managers have to manage many external and internal factors that are ignored while managing a process. Caselet 01 highlights the need to adopt a project management approach to cater to the diverse needs of customers. Caselet 02 focuses on the need to manage the interests of various stakeholders to implement a project successfully. This case also introduces the readers to various project roles and the reporting relationships that exist in a project organization.

Issues

The need for project management and the impact of stakeholders on a project's.

Reference Numbers

ICMR	PROM 001
ECCH	304-008-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages

A Note on Currency and Index Futures

Abstract

The note provides some of the basic definitions used in futures contracts. It covers in detail the application of futures as a derivative instrument, and how market participants like hedgers, speculators and arbitrageurs use futures. The note also explains the role of the clearing house and settlement procedures in futures contracts, and why the contracts need to be marked to market. The objective of this note is to make the reader understand better, the use of futures as a tool for the purpose of hedging, speculating and arbitraging particularly, in terms of currency and index futures. The note is intended to provide supporting material for case studies/courseware pertaining to currency and index futures.

Issues

Currency and Index Futures.

Reference Numbers

ICMR	MISC 013
ECCH	104-018-6
Organization(s)	
Countries	Global

Industry	Derivatives
Pub/Rev Date	2003
Case Length	18 Pages
TN Length	3 Pages

A Note on Interest Rate Futures

Abstract

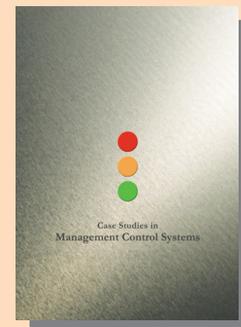
The note covers in detail the applications of interest rate futures including T-Bill futures, Eurodollar futures and T-bond futures. It explains how an investor can use these instruments to obtain either a predictable cost of funds or a predictable return on assets. The note also explains how an investor can use T-Bill futures for arbitraging. In addition, the note gives a detailed explanation of the pricing of T-bond futures and explains how one can determine cheapest to deliver bond. The objective of this note is to help the reader understand the concept and applications of interest rate futures better.

Issues

Interest Rate Futures.

Reference Numbers

ICMR	MISC 011
ECCH	104-019-6
Organization(s)	
Countries	Global
Industry	Banking and Financial Services
Pub/Rev Date	2003
Case Length	15 Pages
TN Length	3 Pages



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A Note on Financial Ratios Analysis

Abstract

This technical note explains in detail the analysis of financial statements of a company. It provides insights into two widely used financial tools, ratio analysis and common size statements analysis.

The objective of this note is to help the reader understand how these tools should be used to analyze the financial position of a firm. To demonstrate the process of financial analysis, Hindustan Lever Limited's (HLL's) balance sheet and income statements are analyzed in this note.

Issues

Financial Ratios Analysis.

Reference Numbers

ICMR	MISC 010
ECCH	104-001-6
Organization(s)	
Countries	Global
Industry	Banking and Financial Services
Pub/Rev Date	2003
Case Length	21 Pages
TN Length	3 Pages

A Note on Financial Evaluation of Projects

Abstract

This note provides guidance on the financial evaluation of projects. It explains in detail the various financial appraisal techniques of a project, including non-discounted and discounted cash flow techniques, with suitable explanations, formulae and numerical examples.

The objective of this note is to make the reader understand the concept and applications of various financial appraisal techniques for the financial evaluation of projects.

Issues

Financial Evaluation of Projects.

Reference Numbers

ICMR	MISC 009
ECCH	104-002-6
Organization(s)	
Countries	Global
Industry	Banking and Financial Services
Pub/Rev Date	2003
Case Length	22 Pages
TN Length	3 Pages

GSM Vs CDMA: A Comparative Study

Abstract

The cellular industry is dominated by two technologies - Global System for Mobile Communication (GSM) and Code Division Multiple Access (CDMA). This note gives an overview of the two different technologies. The note starts with the history of GSM and goes on to describe the GSM architecture and the GSM family. It also provides information on the services provided by GSM and the working of GSM. The note also takes a look at the history of CDMA and its commercial development. It then does a comparative study of the two technologies and discusses their advantages and disadvantages.

Issues

Technologies in the mobile telephony industry.

Reference Numbers

ICMR	MISC 008
ECCH	
Organization(s)	
Countries	Global
Industry	Telecom and Broadband
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	3 Pages

A Note on Investment Strategies Involving Options

Abstract

The note discusses some of the basic definitions often used in option contracts. It covers in detail the various investment strategies involving options. The objective of this note is to make the reader understand better the potential of options as an investment tool and how an options strategy can be designed to take advantage of certain market conditions.

Issues

Investment strategies involving options.

Reference Numbers

ICMR	MISC 003
ECCH	103-031-6
Organization(s)	
Countries	Global
Industry	Banking and Financial Services
Pub/Rev Date	2003
Case Length	18 Pages
TN Length	3 Pages



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