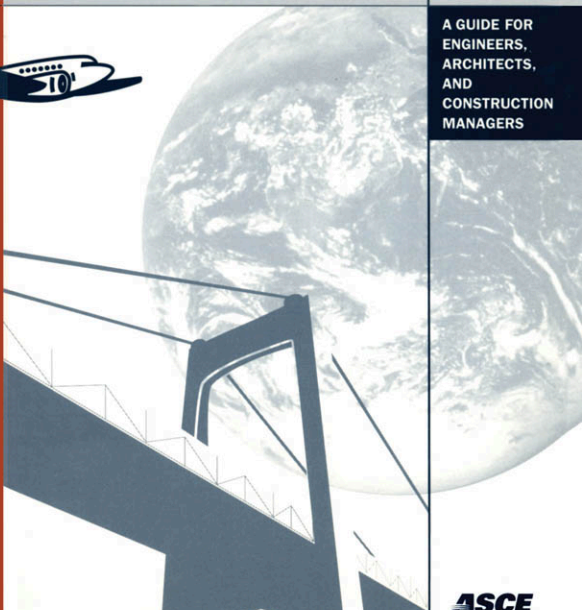


Roozbeh Kangari • Chester L. Lucas



Managing International Operations

A GUIDE FOR
ENGINEERS,
ARCHITECTS,
AND
CONSTRUCTION
MANAGERS



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Roozbeh Kangari, Ph.D. • Chester L. Lucas, P.E.

Managing International Operations

**A GUIDE FOR ENGINEERS, ARCHITECTS,
AND CONSTRUCTION MANAGERS**

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Abstract:

Managing International Operations will serve both as a guide for design professionals as well as an undergraduate and graduate text for students studying international construction. Designed for individuals wishing to operate internationally--exporters, bankers, lawyers, accountants, contractors, suppliers--this book offers guidance for successfully facing both the professional and cultural challenges of international business operations. Employees of engineering firms with international divisions, in addition to students of both engineering and architecture, will benefit from the information provided.

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To those who promoted international collaborations.

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PREFACE

International work is unusual and challenging. The difficult tests are related to client communications, understanding a new culture, avoiding local politics, and supervising a diverse group of senior professionals. Less difficult, but still challenging, are the tasks of collecting invoices, supervising international contractors, and satisfying the client's staff.

Literature about the management of domestic operations for architects, engineers, construction managers, and related professionals still remains scarce. Overseas offices and foreign projects are covered, if at all, by discouraging horror stories of the "tried-it-once-and-didn't-like-it" sort.

Our goal is to provide positive and enthusiastic guidance—candidly and pragmatically—to professionals entering the international market. The basic premise is that the reader will be interested in international practice and, after reading this book, will be better equipped to decide whether he or she can cope with the challenges that will inevitably confront the new entrant.

The reader will find sound practical approaches for planning and executing fact-finding studies, selecting associates, marketing, presenting proposals, and negotiating contracts. Once the contract is firmly in hand, chapters on organization, project management, logistics, personnel, and financial management will provide positive guidance. In later chapters, such sophisticated challenges as extras and claims, politics, bribery, and unstable conditions are discussed.

Although the primary audience is assumed to be professionals with an interest in foreign work, the material is structured for architects, engineers, construction managers, bankers, lawyers, suppliers, graduate students, and, in fact, anyone who intends to operate in another culture. In offering the reader guidance for coping successfully with the many new and challenging aspects of foreign business, we stressed attitudes of awareness and understanding that will equip and encourage competent professionals to enter the international market, meet the competition, and successfully complete foreign assignments.

It is our premise that an understanding of the client's problems, careful planning, and delivery of a quality product will lead to success in the overseas arena. A conscious effort has been made to refrain from pedantic solutions. Rather, we attempt to stimulate original thinking based on proven principles of operation. A rational approach to the international market coupled with enthusiastic and strong leadership will certainly bring professional and personal satisfaction to those attracted to this exciting and rewarding field.

Those who work in international architectural consulting, engineering and construction gain long and intensive exposure to new cultures, customs, cuisines, and environments. A good knowledge of languages, history, and people is acquired, almost without conscious effort. Successful internationalists reflect enthusiasm, professional satisfaction, and pride. So, take time to appreciate the history, culture, and the great people encountered along the way. Enjoy the satisfaction of being part of the construction team, and accept gracefully the role of teacher and unofficial ambassador.

Roozbeh Kangari & Chester L. Lucas