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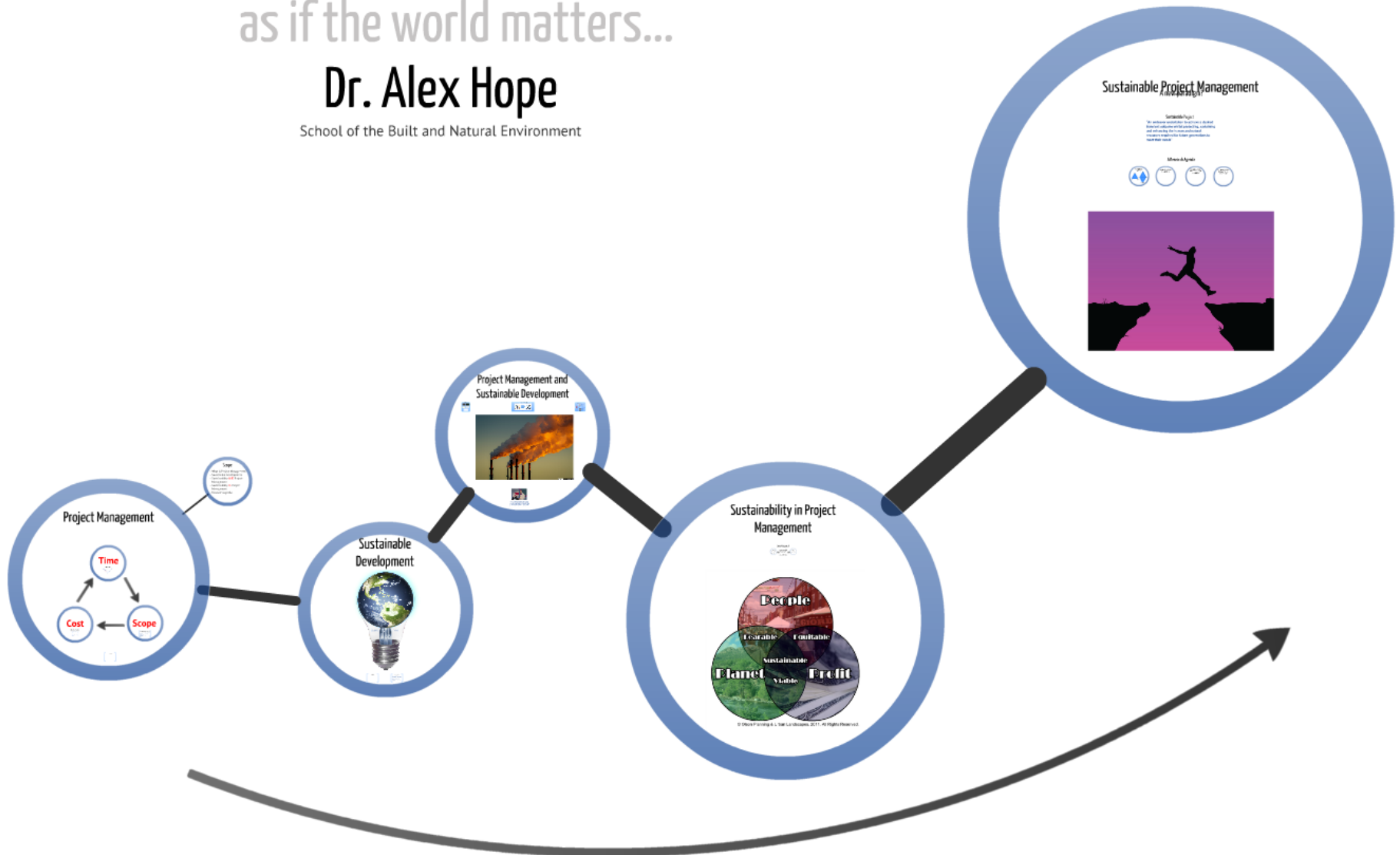


Project Management

as if the world matters...

Dr. Alex Hope

School of the Built and Natural Environment



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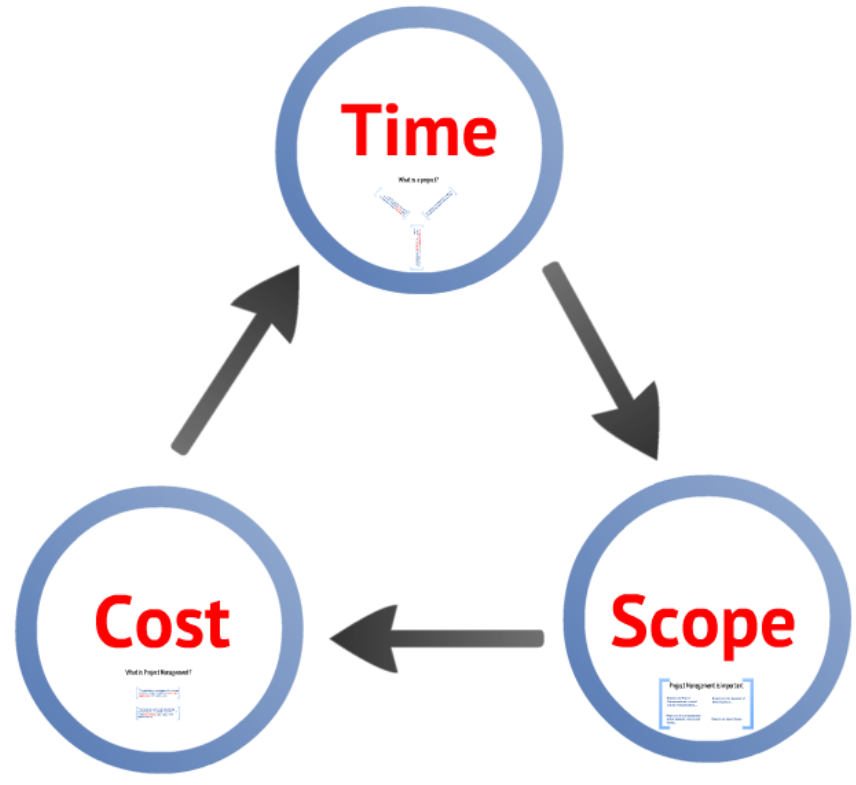
School of the Built and Natural Environment

Scope

- What is Project Management?
- Sustainable Development
- Sustainability **AND** Project Management
- Sustainability **IN** Project Management
- Research Agenda

- Sustainability AND Project Management
- Sustainability IN Project Management
- Research Agenda

Project Management



Project Management
The
Triangular
Relationship
Time
Scope
Cost

What is a project?

"A **temporary** endeavor undertaken to create a **unique** product, service or result" (PMI, BOK 2009 p.442)

"An individual or collaborative enterprise planned and designed to achieve an aim"

"A **unique, transient** endeavor undertaken to achieve a desired **outcome**" (APM BOK 2006 p.150)

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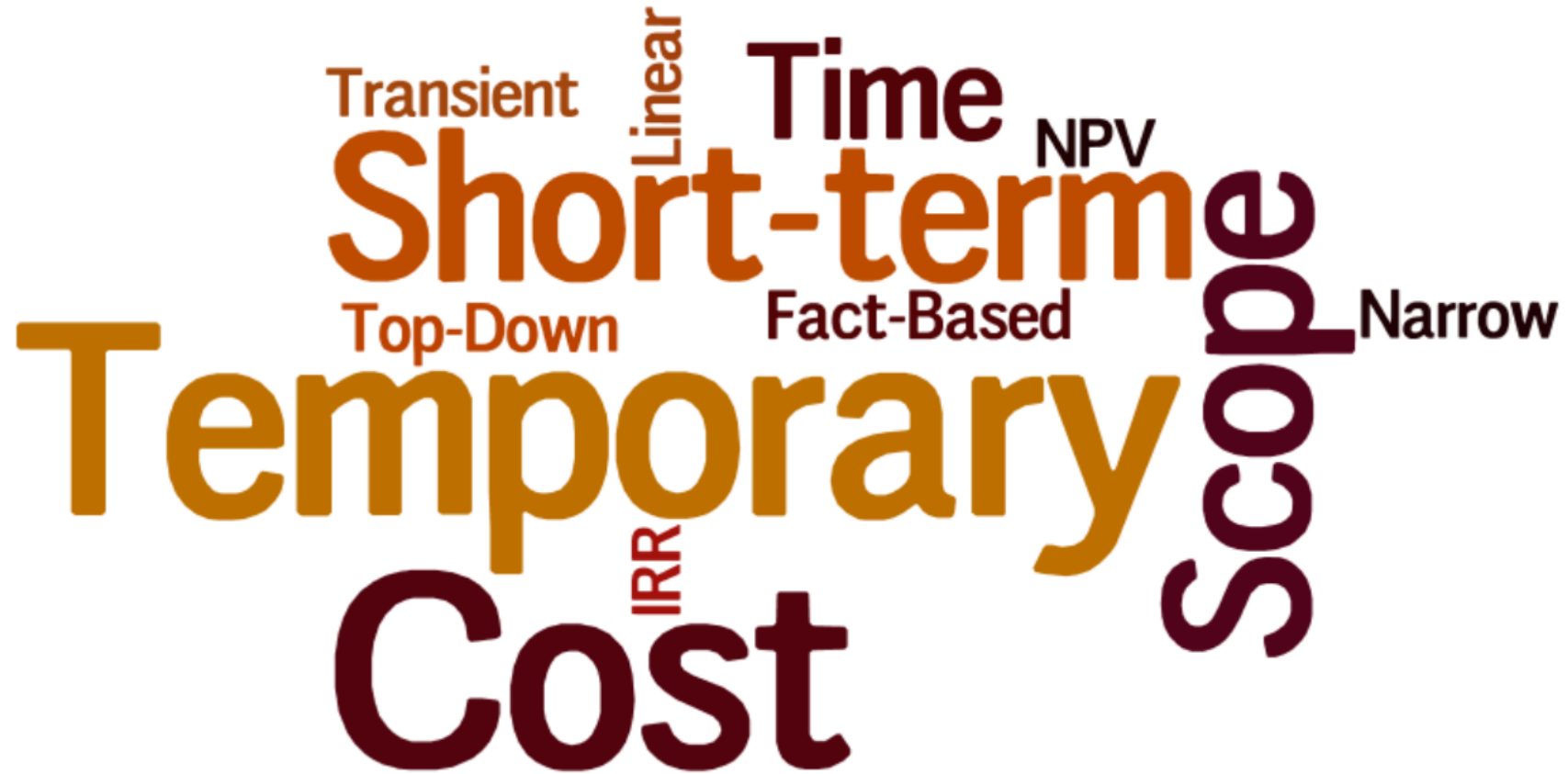
"A **unique, transient** endeavor undertaken to achieve a desired **outcome**" (APM BoK 2006 p.150)

What is Project Management?

“The application of knowledge, skills, tools and techniques to project activities to **meet project requirements**” (PMI, 2009 p.443)

“The process by which projects are defined, planned, monitored, controlled and delivered so that **agreed benefits** are realised” (APM BoK 2006 p.151)

Project Management



A word cloud of project management terms. The words are arranged in a roughly rectangular shape, with 'Temporary' and 'Scope' being the largest. Other prominent words include 'Short-term', 'Cost', 'Time', and 'Top-Down'. Smaller words include 'Transient', 'Linear', 'NPV', 'Fact-Based', 'Narrow', and 'IRR'. The colors range from dark brown to light tan.

Transient Linear Time NPV
Short-term
Top-Down Fact-Based Narrow
Temporary Scope
Cost IRR

Project Management is Important

Projects and Project Management are a crucial activity of organisations....

Project are how organisations deliver products, services and change...

Projects are the 'business' of doing 'business'....

Projects are about change...

Sustainable Development



“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland, 1987).

“Adopting business strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining and enhancing the human and natural resources that will be needed in the future” (International Institute for Sustainable Development)

Society

Economy

Sustainable
Development

Environment



Sustainability



Sustainability is important

**The choices we make
today affect the future...**

**Maintaining ecosystem
services without which
we cannot survive**

**Creating a more equitable
and just society**

**Sustaining human
development**

Project Management and Sustainable Development



"Project Managers are ideally placed to make contributions to sustainability practices" (APM, 2006; Taylor, 2010)

Project Management vs Sustainability

Project Management

Short term oriented
Sponsors – narrow stakeholders
Deliverable/result orientated
Scope, Time, Budget
Reduced Complexity
Top Down Decision Making
Fact Based
Linear & Mathematical Analysis
NPV – IRR



Sustainable Development

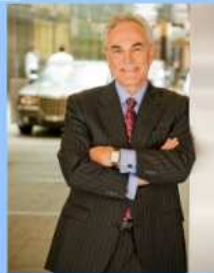
Long term oriented
Current and future generations
Life-cycle oriented
People, Planet, Profit
Increasing Complexity
Consensus/Bottom up
Precautionary
Systemic Approach - Ecosystem
Triple bottom line

Adapted from Silvius & Schipper (2011)

Unsustainable Projects?



Views from the Field...



“PM's need to consider environmental and social constraints as part of the planning process and identify risks, challenges and opportunities to the company before the project is launched” Gregory Balestrero - Ex President and CEO of the Project Management Institute (PMI)



“The further development of the project management profession requires project managers to take responsibility for for sustainability” Mary McKinlay - Adjunct Professor of Project Management ESC Lille

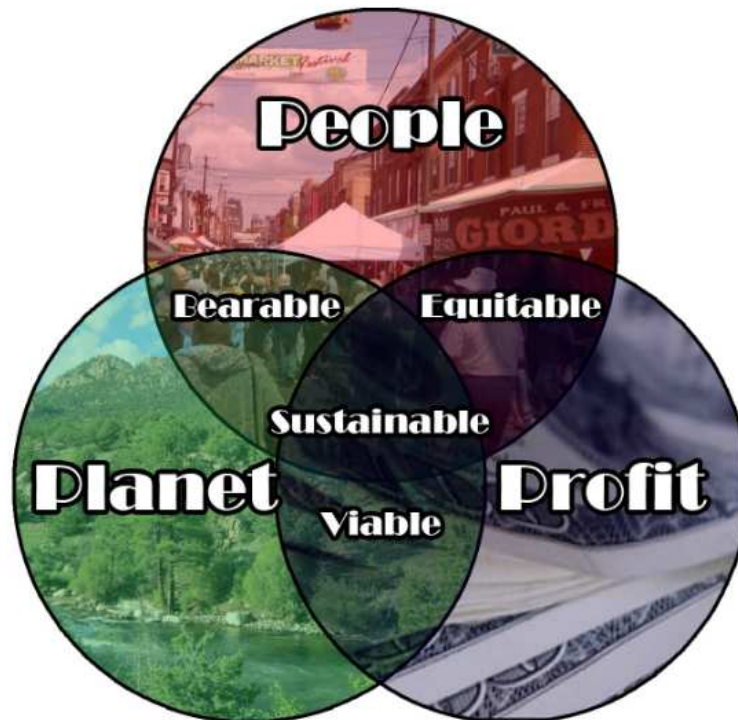


“Delivery of sustainable communities will depend on embedding principles and understanding... ..in the approach to project management and amongst project management professionals.” Academy for Sustainable Communities - Mind the Skills Gap



"Project Managers are ideally placed to make contributions to sustainability practices" (APM, 2006; Taylor, 2010)

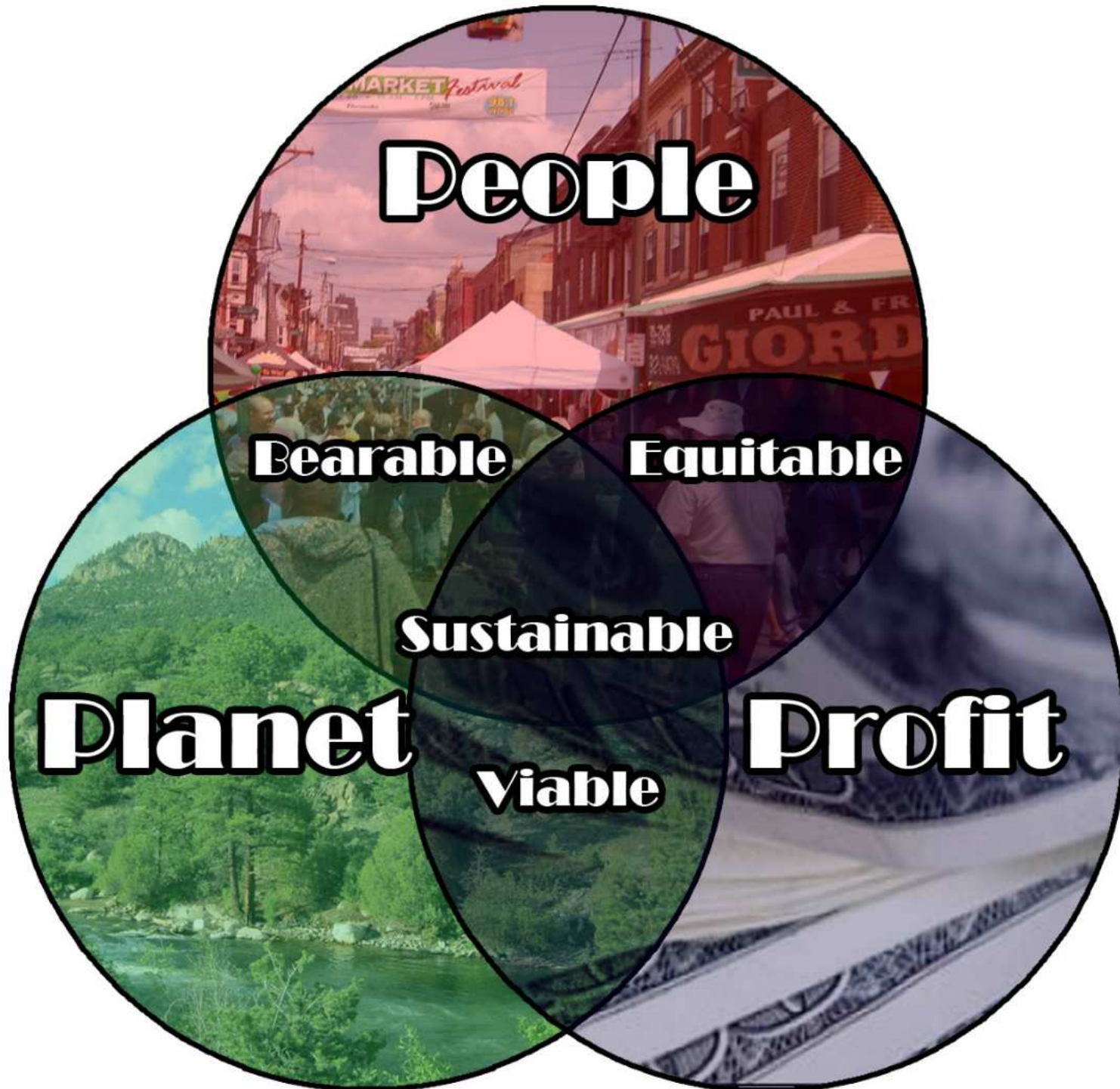
Sustainability in Project Management



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Current Research





Sustainable Project Management

A new paradigm?

Sustainable Project

"An endeavor undertaken to achieve a desired transient outcome whilst protecting, sustaining and enhancing the human and natural resources required for future generations to meet their needs"

A Research Agenda

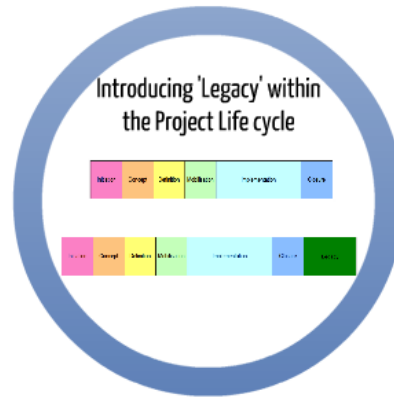
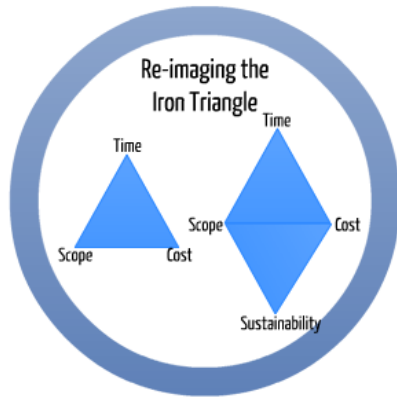


Sustainable Project

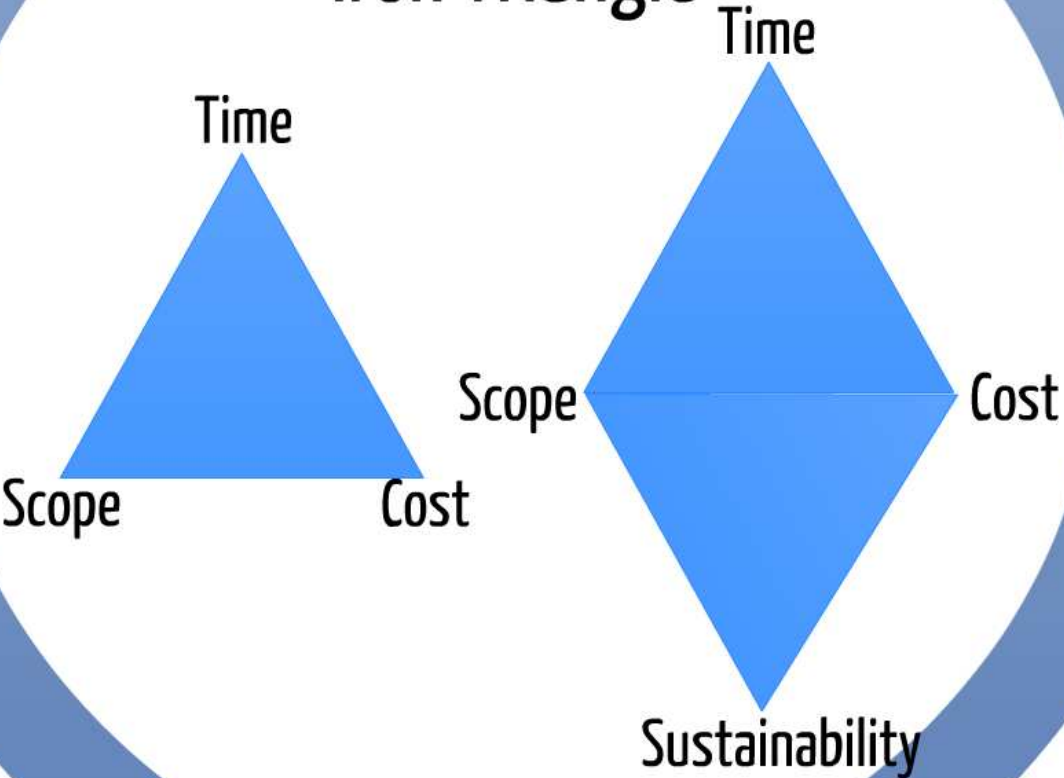
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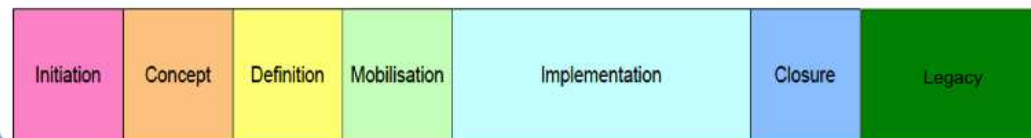
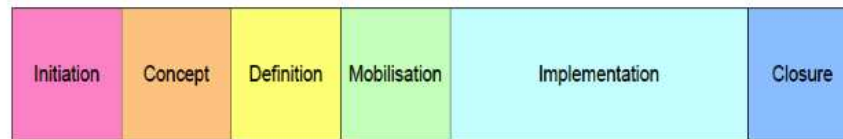
A Research Agenda



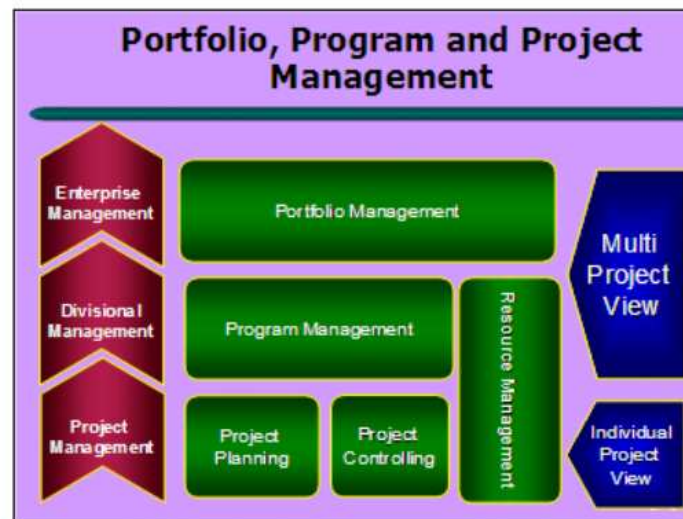
Re-imagining the Iron Triangle



Introducing 'Legacy' within the Project Life cycle



Programme & Portfolio Management - Planning for sustainability



**Community-based Project
Management: Where is
the Community?**





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