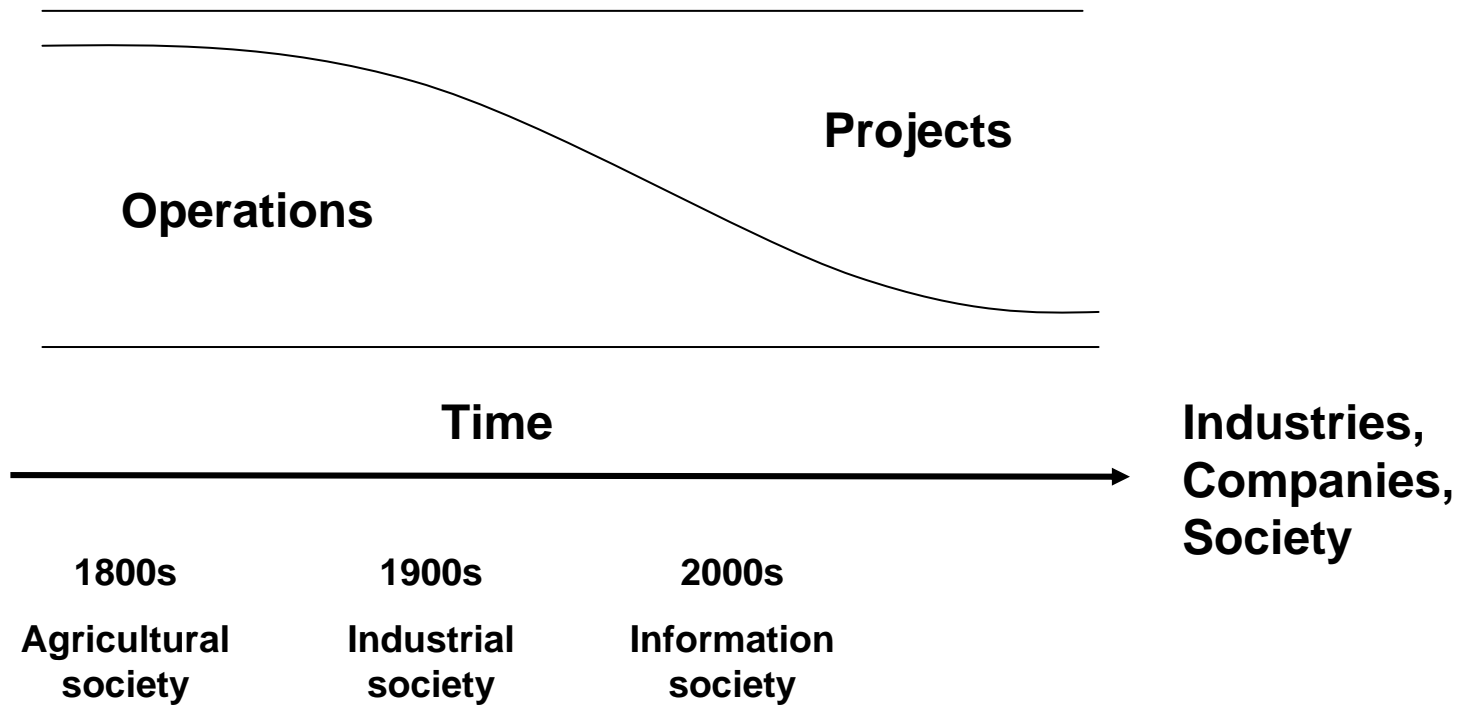


# The Project Management Education Panel

**Jim Schneidmuller, Murugappan P. Chettiar, Aaron J. Shenhar**

**June 2006**

# The Increasing Share of Projects



# Project Performance Studies

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- **Standish Group 2000 – 28% success**
- **Standish 2003 – IT projects \$82B out of \$382B were a waste**
- **Shenhar 1996 –Overrun in 85% of projects (60% B, 70% T)**
- **Cooper 1993 – Commercial Success only in 1 of 4 projects**
- **Bull Corp 1998 – 75% of projects missed deadlines**
- **Rand Corp 1988 - 88% Cost overrun, Only 1/3 were profitable**

# Motivation

An Increasing Use of Projects in all Industries

Problem: Low Project Success

*Most projects overrun*

*Many disappointing business results*



What Can the Educational Sector do About it?

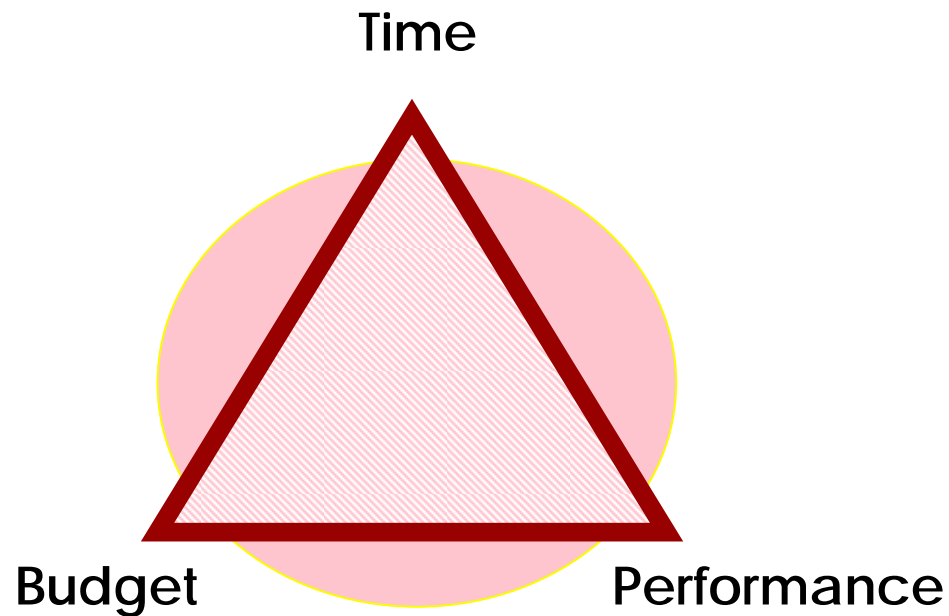
# Is it the Tools?

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INTD

# Traditional Project Management

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# Current PM Concept

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- **Focus on meeting time, budget, and requirements – the “Triple Constraint”**
- **Plan and stick to the plan**
  - **Get the Job Done – Operational Mindset**
- **One size fits all**
- **No specific business focus**

# Why Projects Fail? In Reality...

- Meeting time and budget goals  $\neq$  success
- There are dynamic changes
- One size does Not fit all projects
- Projects are done for Business Results
- Project management is not just planning
- Successful projects need leadership
- Project management is an integrative, business-related activity

# The Stevens Approach

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## **Traditional Approach**

**Projects are focused on meeting time and budget**

**Project management is a process of activities that need to be managed to deliver the triple constraint**

## **Stevens Approach**

**Projects are business related initiatives**

**Project management is an integrative leadership function with a responsibility to achieve the business results**

# The Stevens Approach

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**We Combine the  
Strategic, Operational, and Human  
Sides of Project leadership**

**(The Mini CEO Concept)**



# How to Educate Project Managers According to this Approach?

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- **Teach Project Leaders to take bigger responsibility and be accountable – understand the principles of leadership**
- **Learn to define expected business results upfront and constantly focus on achieving them**
- **Use an adaptive approach (the right style to the right project) and be ready to make changes in the plan if it serves better business results**
- **Learn how to create and implement a strategic plan for your project, which is aligned with the business strategy**

# The Stevens PM Program

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- **Mgt 609 – Introduction to Project Management**
- **Mgt 610 – Strategic Perspectives in Project Management**
- **Mgt 612 – The Human Side of Project Leadership**
- **Mgt 614 – Advanced Project Management**

# **Project Management Education**

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## **Discussion and Ideas for Future Plans...**