

# Northumbria Research Link

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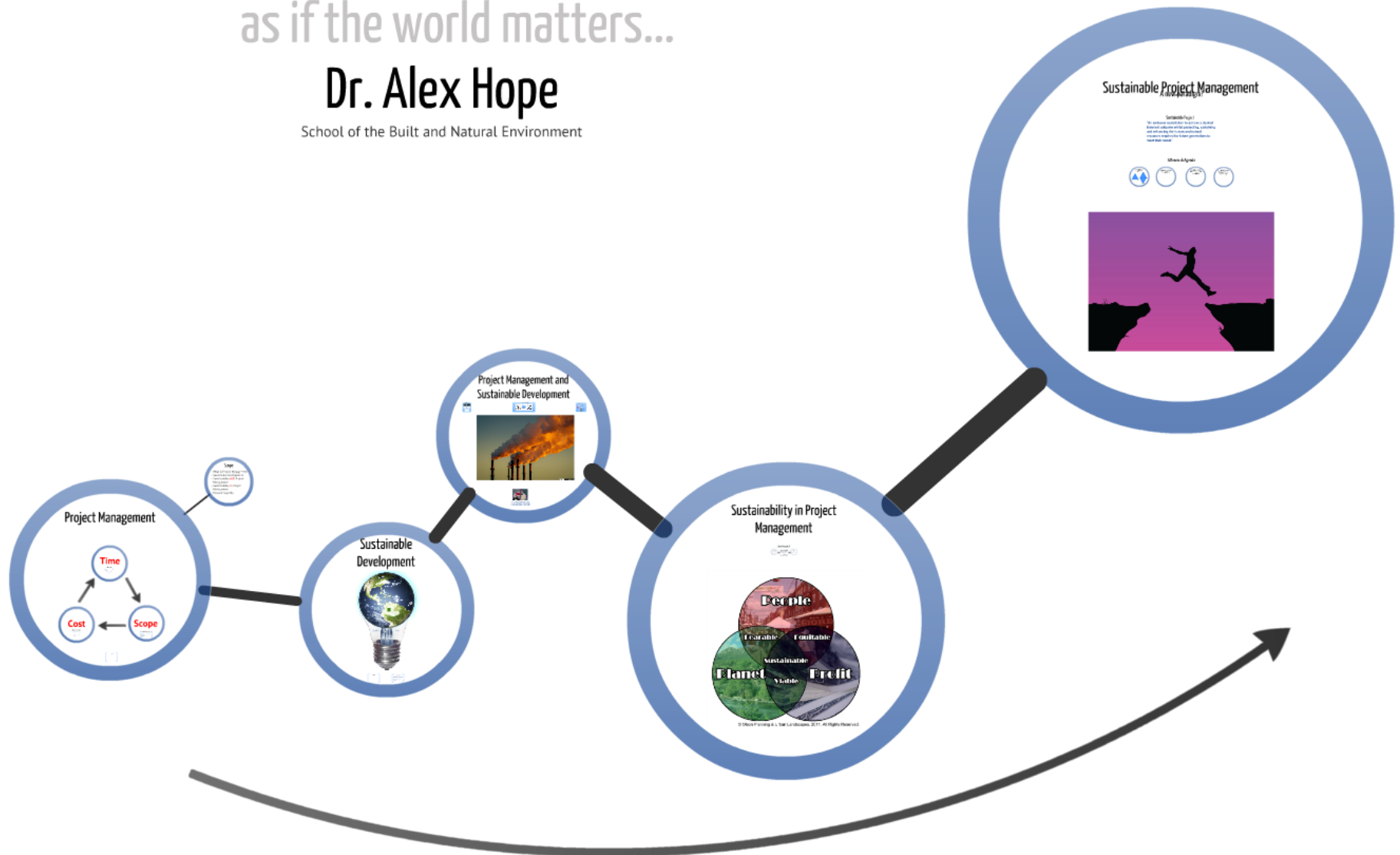
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# Project Management

as if the world matters...

Dr. Alex Hope

School of the Built and Natural Environment



# Project Management

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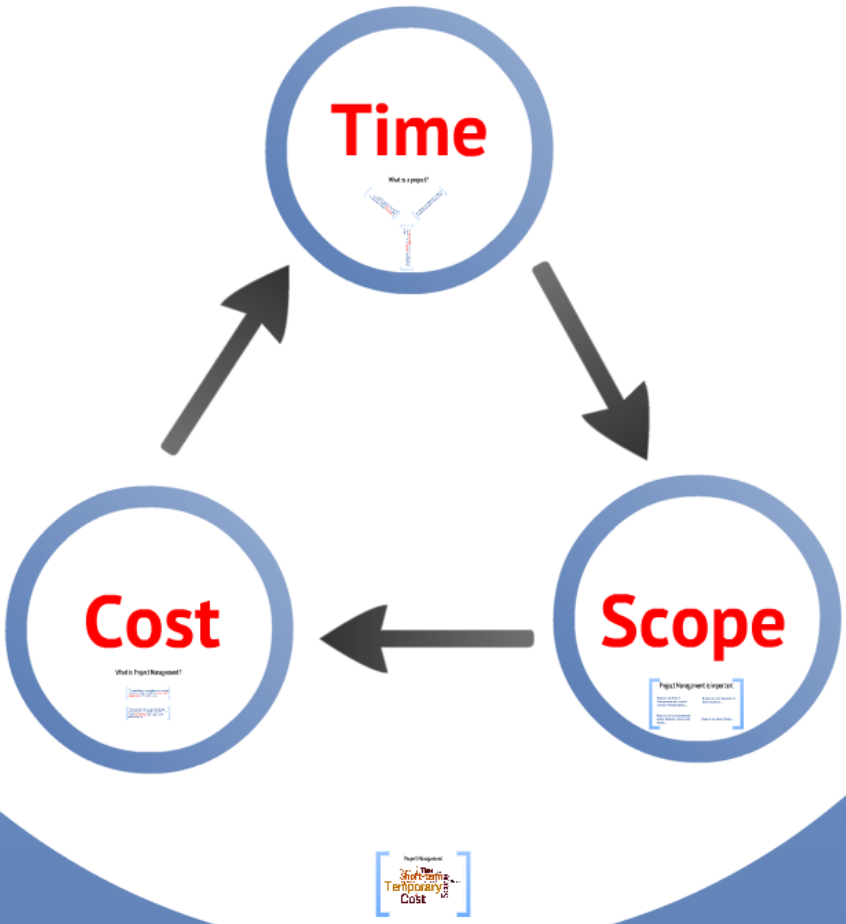
School of the Built and Natural Environment

# 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



# 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)

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

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

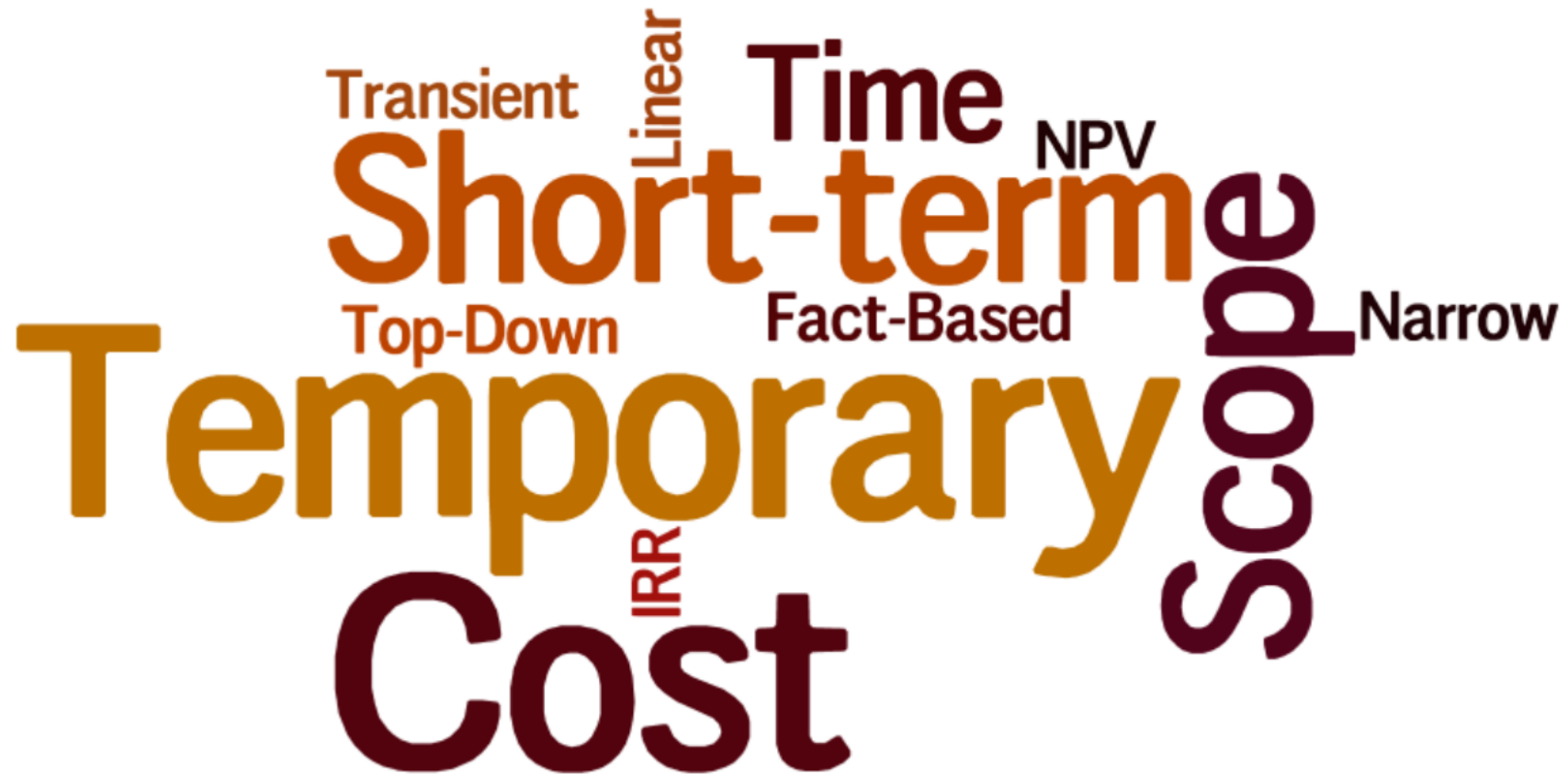
**"A unique, transient endeavor undertaken to achieve a desired outcome" (APM BoK 2006 p.150)**

# 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 centered on the slide, featuring various project management terms. The words are arranged in a cluster, with 'Temporary' and 'Scope' being the largest. Other prominent words include 'Short-term', 'Cost', 'Time', and 'NPV'. Smaller words like 'Transient', 'Linear', 'Top-Down', 'Fact-Based', 'Narrow', and 'IRR' are also visible. The colors range from dark brown to light orange.

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

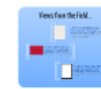
**The choices we make  
today affect the future...**

**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

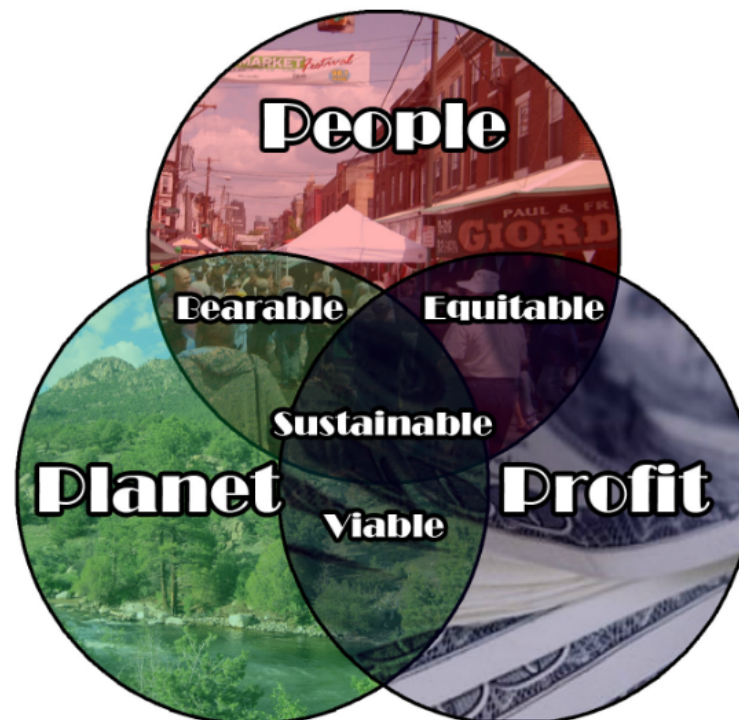


“Delivery of sustainable communities will depend on embedding principles and understanding... ..in the approach to project management and amongst project management professionals.” Academy for Sustainable Communities - Mind the Skills Gap



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

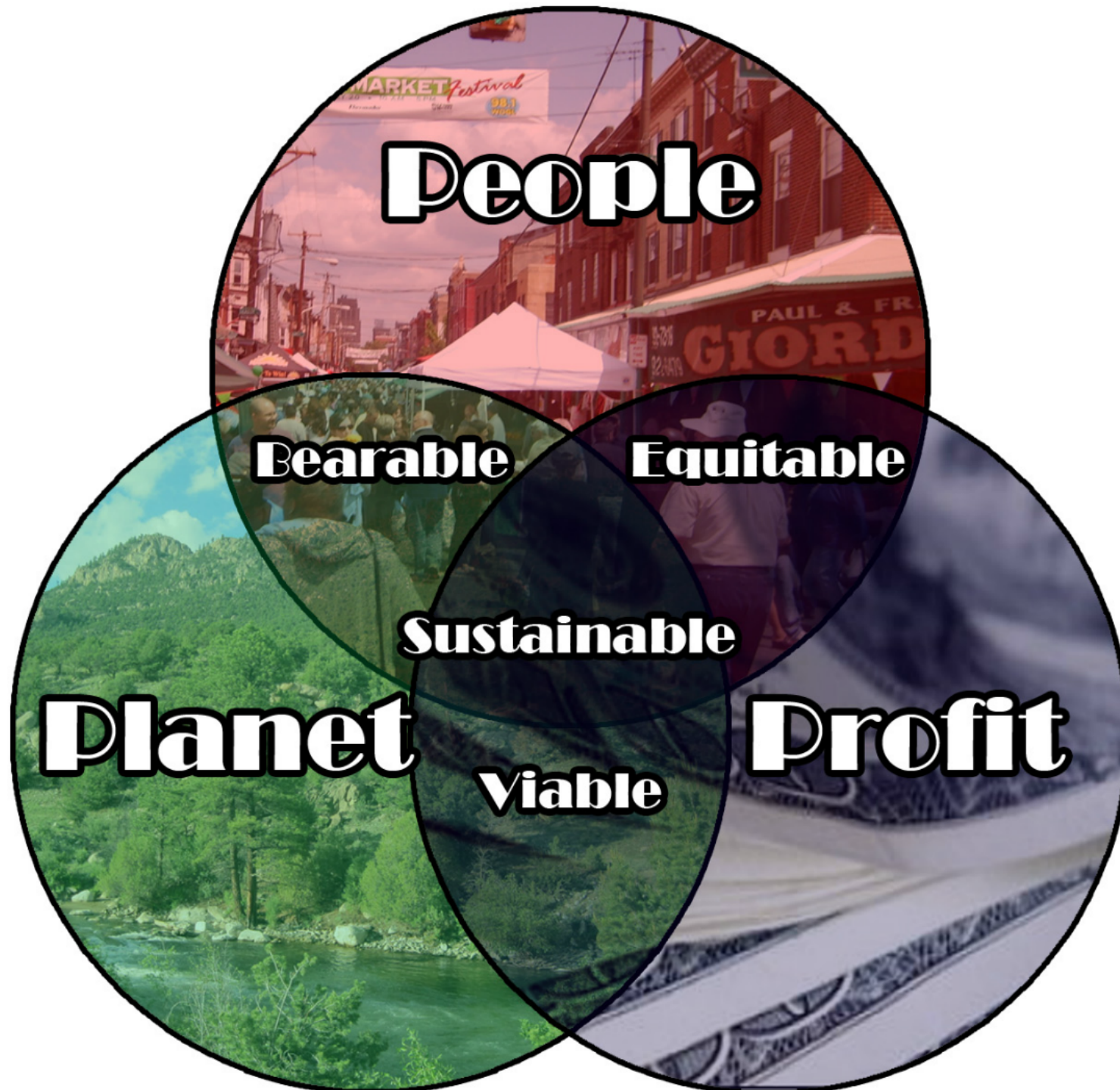
# Sustainability in Project Management



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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

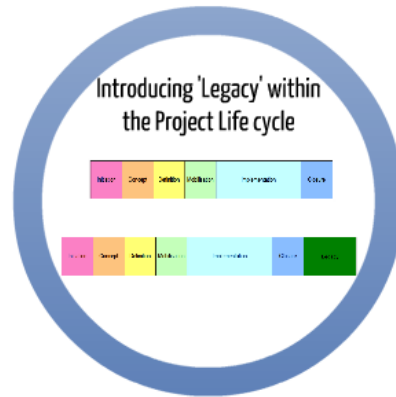
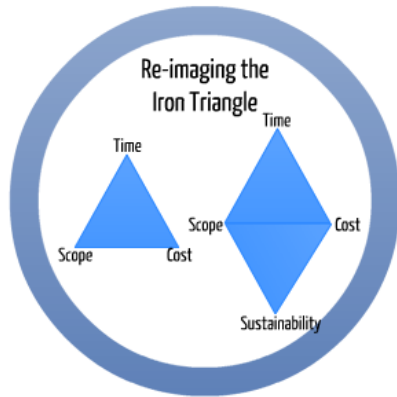


# Sustainable Project

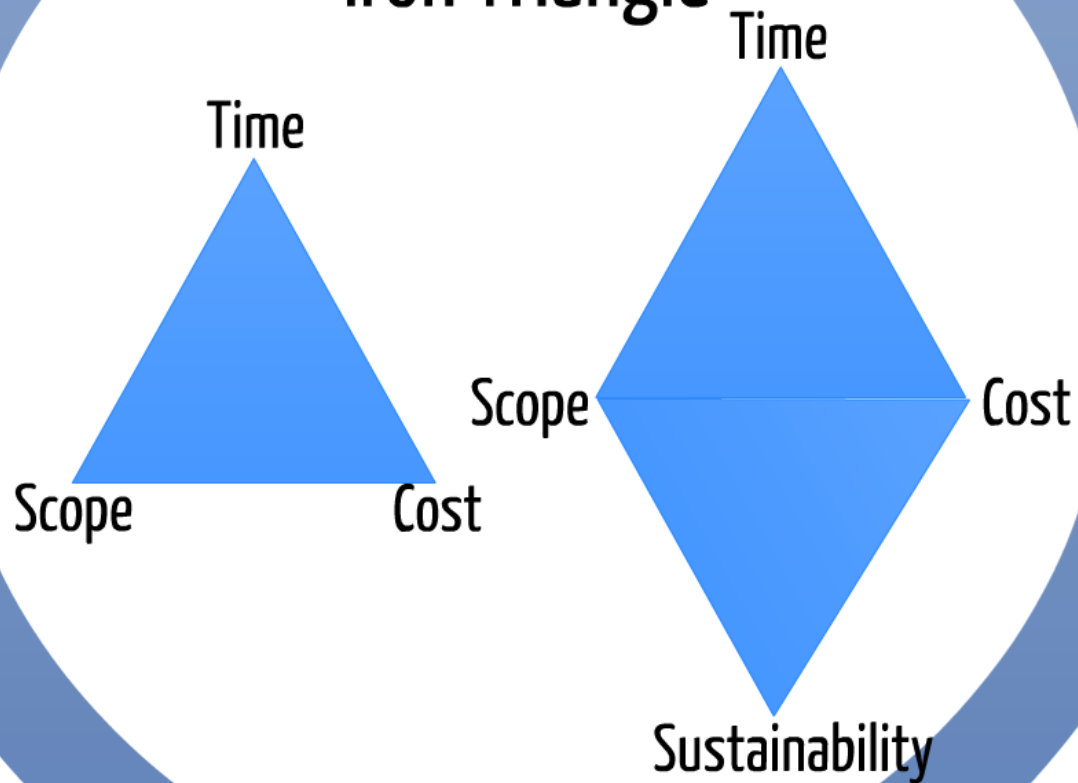
**“An endeavor undertaken to achieve a desired transient outcome whilst protecting, sustaining and enhancing the human and natural resources required for future generations to meet their needs”**

and enhancing the human and natural resources required for future generations to meet their needs”

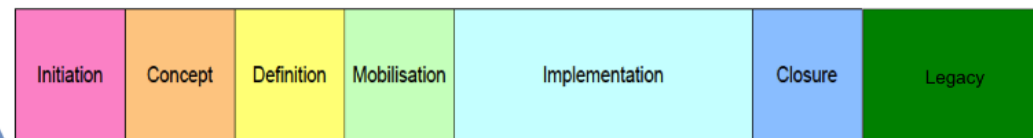
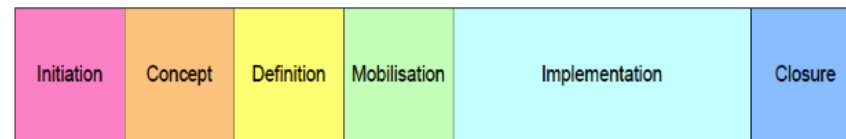
## A Research Agenda



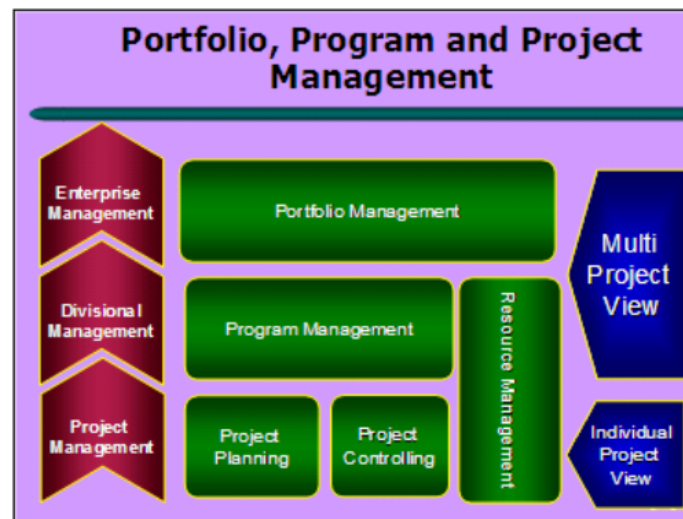
## Re-imaging the Iron Triangle



# 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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