

Interview: Harvey Maylor

Project Management



SM	This is a podcast for Cranfield School of Management. I am Steve Macaulay and I am interviewing Harvey Maylor about his book <i>Project Management</i>. Now, Harvey, project management hasn't always got the best of names. Lots of people think about project management in the context of failed high profile projects like Heathrow Terminal 5 or government computer failures. Business people seem to think of it more as a kind of back room activity with people sweating away in a room with Gantt charts and Microsoft Project programmes and so on – are they wrong?
HM	The work we have done over the past few years has reinforced that your view is consistent with what a lot of people in the past have thought about project management and its role in business. What we have seen is that project management itself has emerged from about the 1950s on as a recognised discipline, as a recognised activity within business and that there is a toolset associated with it. The work we did during the late 90s showed very clearly that certainly Chief Execs' perceptions of project management was that it was just about Gantt charts and kind of what else was there? Now the examples that you have just mentioned, that this is an activity that is fundamental to so many organisations – it's not just the way they deliver value. So all the organisations that were working on the Terminal 5 project were project based organisations. But it's also about the ways that organisations change and the particular failure that you mention at Terminal 5 is very pertinent, because that was a failure of organisational change, particularly on the part of British Airways. So that was being run as a project as well. So what we have got is something here that has been perceived in those ways. But if you just compare that with the reality of the importance of this and getting it right, it's totally different, its core business and core activity for so many organisations today, that to treat it as a low level task is entirely inappropriate now. This is a core strategic activity.
SM	So, it's a core activity, it's strategic – can you give me some sense, without stating the obvious, what project management is in your view?

Interview Harvey Maylor Project Management

Karin Bredin, PhD, Cecilia Enberg



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