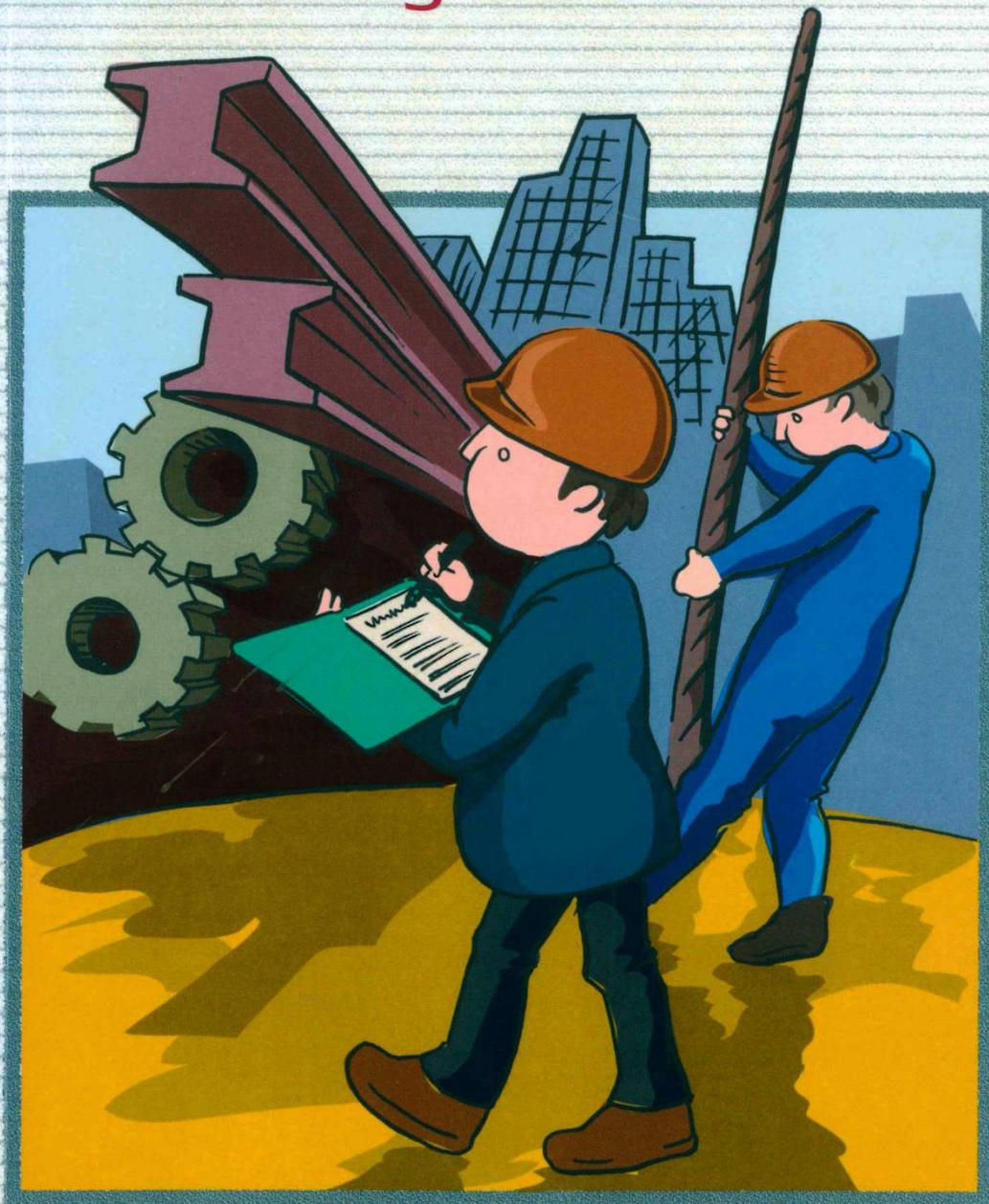


The Strategic Project Manager's Guide



Ir. Dr. Peter Kwan

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The Strategic Project Manager's Guide

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The Strategic Project Manager's Guide

“ In dealing with Project management, we need to know the methodology, good analysis, and evidence (sometimes experience) to guide us to formulate a decision at all times. **This book can guide you and sharpen one's decision route.** Remember that every decision has its time factor especially in running a construction project.

Moreover, the author takes a strong approach to tackle decisions in relation to background of Hong Kong and Asian development. This is seldom seen. He made a good decision to select such a topic and well addressed.”

By Mr. Leung Hon Ming

Registered architect, Authorised Person List 1

Managing Director of Seniorman Design Limited.

Ir. Dr. Peter Kwan (**First revised for e-book Edition in 2017**)

BSc(Eng), DBA, CEng, CDCFM,
FCIBSE, FHKIFE, FIDCE, MCIQB

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3. I would also like to thank my beloved children, Joseph, Kelly, Christie and Kelwyn Kwan, who had to do their homework themselves while I struggled with sleepiness and laziness when writing this book since 1995.
4. Finally, without HIM and His arrangement, my dreams can never come true. For this, I would like to share two best sentences that I have ever heard in my life:

◆ “Happy are those who dream dreams, and ready to pay for the price to make their dreams come true.” – Jonathan Livingstone Seagull.

◆ “神未嘗留下一樣好處不給那行動正直的人!” – 聖經詩篇

Ir. Dr. Peter Kwan
Hong Kong May, 1998

PREFACE

1. In 1978, I was determined to be a mechanical/building services engineer after my second attempt for school certificate examination had not been very successful. At that time, one of my brothers was an electrical engineer, one was a civil engineer and the other one was a building engineer. For ten years, I worked my way up from a technician trainee and became a professional engineer in 1988.
2. After studying and working in Scotland for over ten years, I returned to Hong Kong and worked on the construction of the United Christian Hospital in 1992. From then onwards, I realized how big differences the training and work practices between UK and Hong Kong were. At that time, my ex-colleague Ir. K K Chan (MCIBSE) asked me if I was interested to teach a short course on energy conservation. Of course, I had waited for so long to offer my good training and learned experience in building services engineering and management to my fellow engineers
3. The draft of this copy started in 1995. The core principles of this book came from my six weeks training as a project manager in UK in 1990, together with my 17 years of bitter experience with over 70 number of both public and commercial projects in UK and Hong Kong.
4. Some of the questions in the progress tests were similar to those raised by the students/engineers in my course conducted at the University of Hong Kong SPACE Programme and the Hong Kong Productivity Council.
5. Finally, I am sure that this first book of mine will be of great value to those who are practising in project management, be they the young and the experienced, the engineers or the architects, the surveyors or the project managers, the client or the developers etc. It is also a very useful reference book for the university and college degree students who are taking an advanced subject in project management or construction management.

AUTHOR

Ir. Dr. Peter Kwan. MHTI Dip, TEC Dip, BSc(Eng), DBA, CEng, CDCFM, FCIBSE, FHKIFE, FIDCE, MCIQB began his career by taking an organized training course at the Morrison Hill Technical Institute in 1978. After graduation, he further his study at the then Hong Kong Polytechnic. As he was not satisfied with his development, he applied for a scholarship successfully from the Hong Kong Marine and Fisheries Department and pursued his dream in university education. In 1981, his tears went down his nose as he stepped on the soil of Scotland alone and took a joint honour degree in Naval Architecture and Mechanical Engineering at the University of Glasgow. Later, he also obtained his MBA degree at the University of Strathclyde by specializing in strategic management.

After graduation in 1984, he has been holding earlier responsibilities in UK and HK as consulting engineer, senior project engineer, senior hospital engineer, hotel chief engineer, energy manager, project manager and maintenance manager. He was one of the CIBSE (HK Branch) Principal Interviewers, a registered VTC Engineering Supervisor. He also devoted his evenings in lecturing short courses at the University of Hong Kong, the Hong Kong Polytechnic University, The Hong Kong Baptist University, the Hong Kong Productivity Council and the American Hotel & Motel Association (HK Chapter) till 1999.

How to Use This Book

1. This book is designed for the project manager professionals as a guide to managing projects. It is also useful for the beginners as well as the experienced.
2. It has three distinct key features:
 - a) The checklist format which is very convenient for the readers to use depending on which stage of the project that it is in.
 - b) The progress test at the end of each chapter will not only provide quick information on that particular topic but also serve as a memory test for the experienced.
 - c) The first time ever published overall strategies and total quality management in managing projects on time, cost and quality. (1999)
3. Readers are expected to use this book as follows:
 - a) For the engineering degree students and beginners, read though the book chapter by chapter. Think hard to understand and visualize the contents with pictures in mind, and then complete the progress tests to strengthen their learning.
 - b) For the practical engineers, architects, surveyors and managers, this book should be read as a guide and it will remind them the project procedure that they should be implementing. The tests are then for widening their knowledge.
 - c) For the experienced project management professionals, this is a strategic reference book and the tests will refresh their memory!

Ir. Dr. Peter Kwan (First revised for e-book Edition in 2017)

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SECTION 1

STRATEGIC PROJECT MANAGEMENT **IN PRACTICE**

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Chapter 1

Why Projects Fail or Succeed



Chapter 1

Why Projects Fail or Succeed

1.0 Why Projects Fail

2.0 Why Projects Succeed

1.0 Why Projects Fail

1.1 Poor and inexperienced project manager

1.2 Poor project management skills

1.3 Poor Planning and control

1.4 Insufficient resources or support

1.5 Failure to use modern technology

1.6 Poor contractors' performance or low labour productivity

1.7 The project is too large or complicated

1.8 Inappropriate contract strategy

1.9 Unrealistic project requirements

1.10 Late or continuous changes of design

1.11 Exceptional circumstances

1.12 Faulty design, materials and construction workmanship

1.13 Poor coordination and communication among all parties

1.14 Inadequate experience of the contractors

1.15 Fail to identify and concentrate on critical activities

2.0 Why Projects Succeed

- 2.1 Matching the Project requirements
- 2.2 Good front end project requirements
- 2.3 Carry out end Planning
- 2.4 Good Planning and control
- 2.5 Appropriate project control
- 2.6 Willing to change plan and strategy
- 2.7 Planning to complete
- 2.8 Managing projects strategically
- 2.9 Avoid those project failing factors

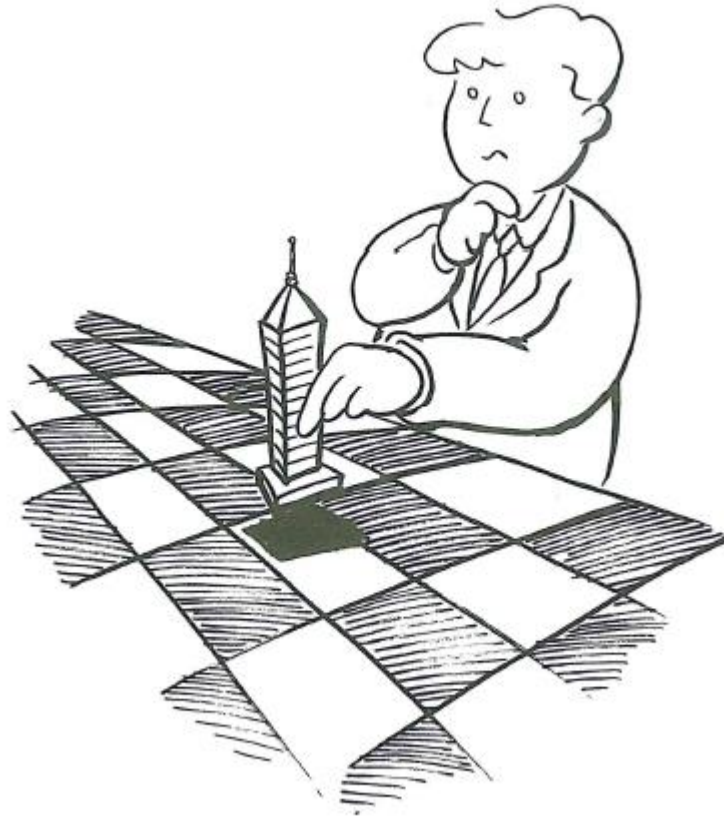
☞References 2,6,8,9.☞

Progress Test 1

1. Large projects are less easy to be successful due to its complexity. (True/ False)
2. Which of the following is NOT a key factor for failing projects?
 - a) poor and inexperienced project manager
 - b) poor planning and control
 - c) late and continuous changes of design
 - d) exceptional circumstances
3. Some projects failed because the project manager cannot identify the critical activities. (True/False)
4. A tight project is a factor for failing project? (True/False)
5. Which one of the following is NOT a criterion for defining whether a project is successful or failing?
 - a) time
 - b) cost
 - c) quality
 - d) defects rectification
6. Good projects succeed because of:
 - a) good front end-planning
 - b) good planning and control
 - c) managing projects strategically
 - d) all of the above
7. Good planning and control is an essential project management skill. (True/False)
8. A mega-size project is more likely to be successful if a feasibility study is carried out. (True/False)
9. A large project is more likely to be successful if it is broken down into suitably sized packages. (True/False)
10. A project strategy once fixed should not be changed at all. (True/False)

Chapter 2

Strategic Project Management



Chapter 2

Strategic Project Management

- 1.0 Strategic Planning and Management Process
- 2.0 Strategic Project Management

1.0 Strategic Planning and Management Process

- 1.1 Appoint a strategist
- 1.2 Set objectives
- 1.3 Strength and weaknesses analysis
- 1.4 Opportunities and threats analysis
- 1.5 Develop the strategic alternatives
- 1.6 Evaluate the strategic solution fitness
- 1.7 Implement the strategy
- 1.8 Feedback

2.0 Strategic Project Management

- 2.1 A strategic plan (Strategy) is a plan of actions
- 2.2 Definition of project management-the management of a project or a sequence of activities with both human and technical management skills and at the same time achieving the time, cost and quality and those project requirements set.
- 2.3 Definition of strategic project management-This is the application of the strategic planning and management technique in project management.

☞References 4.4

Progress Test 2

1. The key difference in strategic project management and the normal project management is in:
 - a) use of good project manager
 - b) the application of strategic action plan in project management
 - c) emphasis on site control
2. The use of strategic project management is an open loop process. (True/False)
3. In applying the strategic project management technique, it is more useful to analyse the external forces first before analysing the internal strengths. (True/False)
4. A strategy is a planned, systematic long-term strategic approach. (True/False)
5. A strategy which is suitable for one organisation is not necessarily suitable for another one. (True/False)
6. In applying the strategic project management technique, one must have the strategist and the objectives as the starting point. (True/False)
7. “Strategic Fit” means evaluation of the strategic solutions fitting the particular organisation. (True/False)
8. There is not much use in applying the strategic project management technique in very small projects. (True/False)
9. Having applied strategic project management technique, it can guarantee that the project will be successful. (True/False)
10. As projects are getting more and more complicated, applying strategic project management technique is a reasonable approach. (True/False)

Chapter 3

The Strategic Project Manager



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