

Interview: Harvey Maylor
Project Management



SM	<p>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?</p>
HM	<p>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.</p> <p>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.</p> <p>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.</p>
SM	<p>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?</p>

Interview Harvey Maylor Project Management

LL Leslie



Interview Harvey Maylor Project Management:

Unveiling the Energy of Verbal Art: An Emotional Sojourn through **Interview Harvey Maylor Project Management**

In a global inundated with displays and the cacophony of immediate transmission, the profound energy and emotional resonance of verbal artistry often diminish in to obscurity, eclipsed by the continuous onslaught of sound and distractions. However, set within the musical pages of **Interview Harvey Maylor Project Management**, a charming perform of literary brilliance that pulses with natural feelings, lies an wonderful trip waiting to be embarked upon. Penned with a virtuoso wordsmith, that enchanting opus books viewers on an emotional odyssey, delicately revealing the latent potential and profound impact embedded within the elaborate web of language. Within the heart-wrenching expanse of this evocative analysis, we can embark upon an introspective exploration of the book is main themes, dissect its interesting publishing fashion, and immerse ourselves in the indelible impact it leaves upon the depths of readers souls.

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