

## Interview: Harvey Maylor

### Project Management



<b>SM</b>	<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>
<b>HM</b>	<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>
<b>SM</b>	<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

**Emilie Sanchez**



## **Interview Harvey Maylor Project Management:**

**Managing Innovation, Design and Creativity** Bettina von Stamm, 2008-04-28 Innovation is the major driving force in organisations today. With the rise of truly global markets and the intensifying competition for customers, employees and other critical resources, the ability to continuously develop successful innovative products, services, processes and strategies is essential. While creativity is the starting point for any kind of innovation, design is the process through which a creative idea or concept is translated into reality. **Managing Innovation, Design and Creativity 2nd Edition** brings these three strands together in a discussion built around a collection of up to date case studies.

**How to Measure Anything in Project Management** Douglas W. Hubbard, Alexander Budzier, Andreas Bang Leed, 2025-10-22 Uncover common project management myths to improve project success. **How to Measure Anything in Project Management** explains why popular methods for measurement in project management are flawed and describes how to conduct measurements that better inform decisions, reduce project risks and improve the chance of project success. The authors argue that anything that matters to project management at all is measurable and that these measurements address many of the problems in project management. The authors leverage an exclusive survey on the state of the art of measuring projects, new case studies of things that are seemingly hard to measure and a database collected by Oxford Global Projects of thousands of projects in software development, construction, energy and many other fields, including some of the biggest projects in history. The book is accompanied by a set of useful spreadsheet based power tools that support the more technical aspects of quantifying project risk, forecasting outcomes and conducting seemingly difficult measurements. In this book, readers will learn why many of the methods they have been taught to use are little more than a type of analysis placebo. Why many popular methods lead to extreme overconfidence in estimates. How some of the most important measurements a project could conduct are currently rarely used. **How to Measure Anything in Project Management** earns a well deserved spot on the bookshelves of managers, executives, auditors, controllers and consultants seeking to improve project performance through superior measurement methodology.

**Researching Business and Management** Harvey Maylor, Kate Blackmon, Martina Huemann, 2017-09-16 This core textbook combines a highly engaging approach with academic rigour to guide students through understanding and using research methods. Now in its second edition, this text has been fully updated and revised throughout. With a focus that is fresh and applied, **Researching Business and Management** goes beyond the theory to demonstrate how to actually do research. The unique 4 Ds model shows students how to define, design, do and describe their research and in this way offers them a definitive guide to the research process as a system and a lifecycle that they can relate to their own work. Its user friendly style enlivens the text and makes even some of the most complex issues accessible. Written by a dynamic author team of leading experts in the field, this is an ideal textbook for undergraduate, postgraduate and MBA students studying research methods and essential reading for any business student doing a research project. New to this Edition: Even more cases and

examples to highlight real life examples of student research that helps bring the process to life Increased coverage of the internet and online research Expanded material on quantitative analysis to provide a truly balanced overview of the discipline New dedicated chapter on research ethics and avoiding plagiarism Accompanying online resources for this title can be found at [bloomsburyonlineresources.com](http://bloomsburyonlineresources.com) researching business and management 2e These resources are designed to support teaching and learning when using this textbook and are available at no extra cost

*Project Management* Harvey Maylor, 2005 Combining a strong academic approach with relevant practical cases this text skilfully shows the range of issues that face project managers throughout the project cycle Harvey Maylor considers projects as being a core business activity and approaches the subject from a strategic perspective covering both the role of projects in the execution of organisational strategy and the application of strategic principles in projects Classic features Covers a wide range of project settings from traditional large scale industrial projects through to small scale personal projects in both service and manufacturing settings Each chapter contains examples of Project Management in Practice as well as case studies discussion questions and exercises to help you check your understanding This new Media Edition comes with a free CD Rom containing a 60 day evaluation version of Microsoft Office Project Professional 2003 to help familiarise you with the most commonly used project management software Project Management is used extensively to accompany courses on undergraduate masters and MBA programmes as well as for in company training and for professionals wanting to bring themselves up to date with developments in the field Extra teaching materials are available online for lecturers at <http://www.booksites.net/maylor> Dr Harvey Maylor is Lecturer in Operations and Project Management at the University of Bath School of Management He is also a consultant and trainer in the area of Project Management and has received funding for his research from industry government the European Commission and most recently the Project Management Institute For all involved in projects it s a book that needs to be on your bookshelf but better in your hand Bob Saunders Open University and Association for Project Management A thorough introduction to project management Highly recommended for use as an introductory course text Paul Walley Lecturer in Operations Management Warwick Business School A useful introduction to the subject for students as it indicates the complexity of the subject and its importance in a wide range of industries Prof J H Rogerson Dean of Engineering Science and Manufacturing Cranfield University

**Books In Print 2004-2005** Ed Bowker Staff, Staff Bowker, Ed, 2004 **Australian National Bibliography**, 1996-05 [Designs, Methods and Practices for Research of Project Management](#) Ms Beverly Pasion, 2015-05-28 Project management as a discipline has experienced near exponential growth in its application across the business and not for profit sectors This original authoritative guide provides both practitioner and student researchers with a complete guide to research practice on project management In [Designs Methods and Practices for Research of Project Management](#) Beverly Pasion has brought together original chapters from a veritable who s who of project management research including authors such as Harvey Maylor Christophe Bredillet Derek Walker Miles Shepherd

Janice Thomas Naomi Brookes and Darren Dalcher The collection looks at research strategy management methodology techniques as well as emerging topics such as social network analysis The 38 chapters offer an international perspective with examples from a wide range of project management applications engineering construction mega projects high risk environments and social transformation Each chapter includes tips and exercises for the research student as well as a complete set of further references *Project Management* Maylor Harvey,1999

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