



Project Management Case Studies and Lessons Learned

Stakeholder, Scope,
Knowledge,
Schedule,
Resource
and Team
Management

 **CRC Press**
Taylor & Francis Group
AN AUERBACH BOOK

M. Kemal Atesmen

Project Management Case Studies and Lessons Learned

Stakeholder, Scope,
Knowledge, Schedule,
Resource and
Team Management

Project Management Case Studies and Lessons Learned

Stakeholder, Scope,
Knowledge, Schedule,
Resource and
Team Management

M. Kemal Atesmen



CRC Press

Taylor & Francis Group

Boca Raton London New York

CRC Press is an imprint of the
Taylor & Francis Group, an **informa** business
AN AUERBACH BOOK

CRC Press
Taylor & Francis Group
6000 Broken Sound Parkway NW, Suite 300
Boca Raton, FL 33487-2742

© 2015 by Taylor & Francis Group, LLC
CRC Press is an imprint of Taylor & Francis Group, an Informa business

No claim to original U.S. Government works

Printed on acid-free paper
Version Date: 20141007

International Standard Book Number-13: 978-1-4987-0040-5 (Paperback)

This book contains information obtained from authentic and highly regarded sources. Reasonable efforts have been made to publish reliable data and information, but the author and publisher cannot assume responsibility for the validity of all materials or the consequences of their use. The authors and publishers have attempted to trace the copyright holders of all material reproduced in this publication and apologize to copyright holders if permission to publish in this form has not been obtained. If any copyright material has not been acknowledged please write and let us know so we may rectify in any future reprint.

Except as permitted under U.S. Copyright Law, no part of this book may be reprinted, reproduced, transmitted, or utilized in any form by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying, microfilming, and recording, or in any information storage or retrieval system, without written permission from the publishers.

For permission to photocopy or use material electronically from this work, please access www.copyright.com (<http://www.copyright.com/>) or contact the Copyright Clearance Center, Inc. (CCC), 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400. CCC is a not-for-profit organization that provides licenses and registration for a variety of users. For organizations that have been granted a photocopy license by the CCC, a separate system of payment has been arranged.

Trademark Notice: Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

Library of Congress Cataloging-in-Publication Data

Atesmen, M. Kemal.

Project management case studies and lessons learned : stakeholder, scope, knowledge, schedule, resource, and team management / M. Kemal Atesmen.
pages cm

Summary: "Based on the author's 35 years of experience in project management, this book is filled with case studies and lessons learned on managing project stakeholders, teams, resources, and schedules. The aim of the book is to help project managers with solutions to common project problems. It also helps project managers to gain insight into crafting solutions to unique challenges in managing projects. This book is especially helpful to project managers whose teams are globally dispersed and present challenges based on cultural differences"--
Provided by publisher.

Includes bibliographical references and index.

ISBN 978-1-4987-0040-5 (pbk.)

1. Project management. 2. Industrial management. I. Title.

HD69.P75.A84 2014
658.4'04--dc23

2014039475

Visit the Taylor & Francis Web site at
<http://www.taylorandfrancis.com>

and the CRC Press Web site at
<http://www.crcpress.com>

Contents

PREFACE	vii
ACKNOWLEDGMENTS	ix
ABOUT THE AUTHOR	xi
INTRODUCTION	xiii
CHAPTER 1 CASE STUDIES IN STAKEHOLDER MANAGEMENT	1
CHAPTER 2 CASE STUDIES IN SCOPE MANAGEMENT	57
CHAPTER 3 CASE STUDIES IN KNOWLEDGE MANAGEMENT	77
CHAPTER 4 CASE STUDIES IN SCHEDULE MANAGEMENT	103
CHAPTER 5 CASE STUDIES IN RESOURCE MANAGEMENT	119
CHAPTER 6 CASE STUDIES IN TEAM MANAGEMENT	151
INDEX	199

Preface

As global project managers we continually have to fight against ever-changing currents of project stakeholder management, scope management, knowledge management, schedule management, resource management, and above all team management. As global project managers we have to strategize and find plausible solutions in a timely fashion to all events that endanger our project's feasible direction. Finding timely solutions to challenging events becomes more difficult in a global project environment.

In this book, I outline 82 challenging cases that I encountered during my global project management career all over the world. I analyze each case by detailing the issue, how I strategized and approached it for a solution, what the solution was, and what I learned from that case. As I became more experienced in project management, the quantity of challenging events in a project decreased. Lessons learned from each surprising event or personal mistake transformed me into a more careful and more detailed project manager. The benefits from this book can make a global project manager more proactive, more careful, more disciplined, and ready for sudden and similar surprises that can affect his or her project. Project cases detailed in this book will support and guide your strategizing process during the execution of global projects. Lessons learned are summarized after every case.

Challenging cases detailed in this book in a global project environment cover stakeholder management issues, scope management issues, knowledge management issues, schedule management issues, resource management issues, and team management issues.

M. Kemal Atesmen

Santa Barbara, California

