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# *Formulate, Describe and Analyze a Plan*

The success of any project depends on a number of factors, but one of the most important is the ability to anticipate and respond to a variety of risks and uncertainty. In the current environment of global uncertainty, project managers must be able to effectively manage projects that involvean international scope, with potential risks and limitations that may not be present in domestic projcts (Jaafari, 2001). Thus, in this era of digital disruption, project management becomes increasingly important to ensure successful delivery of projects (Maylor, 2010). In order to succeed in the long term, organizations must be able to effectively manage projects in times of uncertainty and crises. Therefore, organizations need to use adaptive and hybrid project management methods to respond to the changing environment and manage projects in times of uncertainty. In this essay, I will outline the key elements of an international project, discuss the benefits of using Agile and Hybrid Project Management techniques, and provide a critical analysis of the impact of a crisis or uncertain situation on the implementation of the project.

The first step in successfully delivering a major international project is to identify the scope and objectives of the project. This involves specifying the desired outcome of the project, the timeline for completion, and the resources required to complete the project. It is also important to consider the potential risks and limitations of the project, such as political and economic instability, cultural barriers, and language barriers. Once the scope and objectives of the project have been identified, the project manager must develop a plan for the execution of the project. This plan should include the tasks and resources required, a timeline for completion, and a process for monitoring progress.

Agile and Hybrid Project Management techniques are two approaches that can be used to effectively manage an international project. The Agile methodology is a popular project management methodology that has been used in many organizations in recent years. It is an iterative approach that focuses on delivering small increments of the project, with the goal of quickly responding to change (Moniruzzaman & Hossain, 2013). This approach is well-suited for projects with unpredictable outcomes, as it allows project managers to remain flexible and make changes quickly. The Agile methodology is based on the concept of continuous learning, which allows organizations to quickly respond to changes in the environment and to quickly adapt their project plans accordingly.

On the other hand, Hybrid methodology is a blend of the Agile and traditional Waterfall approaches (Wankhede, 2016). This approach allows project managers to take advantage of the predictability of traditional project management techniques, while also taking advantage of the flexibility of Agile techniques. Hybrid project management incorporates concepts from both Agile and Waterfall, such as short-term goals and rapid delivery, but also provides more structure and discipline in project planning. Hybrid project management is an effective approach for managing projects in times of uncertainty and crises, as it allows organizations to be flexible and quickly adapt to changes in the environment.

When managing a project in a crisis or uncertain situation, it is important to consider the potential impact of the situation on the project. The most significant impact of a crisis or uncertain situation is the potential to disrupt the timeline and resources required to complete the project. It is also important to consider the potential financial impact, as a crisis or uncertain situation can lead to an increase in costs or delays in payment from stakeholders. Additionally, a crisis or uncertain situation can lead to a lack of trust between stakeholders, which can lead to disagreements or delays in the execution of the project.

In order to mitigate the potential risks and impacts of a crisis or uncertain situation, project managers must develop a plan for responding to the situation. This plan should include strategies for monitoring the situation and responding quickly to changes. Additionally, project managers should develop contingency plans in case the situation worsens or the project is delayed. Finally, project managers should ensure that all stakeholders are involved in the planning process and that all stakeholders have access to the same information, in order to avoid misunderstandings or disagreements.

In general, the success of any project depends on the ability of the project manager to effectively plan and manage the project. When managing an international project in a crisis or uncertain situation, project managers must use Agile and Hybrid Project Management techniques in order to remain flexible and respond quickly to changes. Additionally, project managers must develop a plan for responding to the situation and ensure that all stakeholders have access to the same information in order to avoid misunderstandings or disagreements. By following these steps, project managers can successfully deliver a major international project in the situation of a crisis or uncertain situation.

# *Critical analysis*

The risk of a crisis or uncertain situation affecting the implementation of a major international project is very real in today’s global environment. The most significant risk is that of disruption to the timeline and resources required to complete the project. A crisis or uncertain situation can lead to a lack of resources, increased costs, delays in payment from stakeholders, and disagreements between stakeholders. It is therefore essential for project managers to develop a plan for responding to such a situation.

One example of a crisis that has had a significant impact on the implementation of international projects is the COVID-19 pandemic. The pandemic has caused disruption to many sectors, including the construction industry, leading to delays in the delivery of projects. The pandemic has had a significant financial impact on many organizations, and has led to a lack of resources and increased costs. Additionally, the pandemic has caused a lack of trust between stakeholders, as some stakeholders may not be willing to commit to projects due to the uncertainty of the situation.

Another issue that may affect the project implementation in the situation of a crisis or uncertain situation is the increased risk of financial loss. The COVID-19 pandemic has caused significant financial losses for many organizations, both in terms of lost profits and reduced revenue. This has caused organizations to reduce their spending, resulting in a decrease in the budget available for projects. Additionally, there is a risk of delays in payment from stakeholders, as organizations may have difficulty obtaining the necessary funds to pay for the project. This can lead to significant financial losses for organizations, and can have a negative impact on the completion of the project

Besides that, a crisis or uncertain situation can lead to a lack of trust between stakeholders. The COVID-19 pandemic has led to a breakdown in communication between organizations, as many organizations have been forced to reduce their staff and limit their operations. This can lead to misunderstandings and disagreements between stakeholders, which can lead to delays in the completion of the project. Additionally, the lack of trust between stakeholders can lead to a lack of commitment to the project, as stakeholders may be reluctant to invest in the project if they do not trust the other parties involved.

In order to mitigate the potential risks and impacts of a crisis or uncertain situation, project managers must develop a plan for responding to the situation. This plan should include strategies for monitoring the situation and responding quickly to changes. Additionally, project managers should develop contingency plans in case the situation worsens or the project is delayed. Finally, project managers should ensure that all stakeholders are involved in the planning process and that all stakeholders have access to the same information, in order to avoid misunderstandings or disagreements.

In order to effectively manage a project in the situation of a crisis or uncertain situation, an organization must be able to respond quickly and effectively to changes. Agile and Hybrid project management techniques are two approaches that can be used to effectively manage a project in the situation of a crisis or uncertain situation. The Agile methodology is an iterative approach that focuses on delivering small increments of the project, with the goal of quickly responding to change. The Hybrid methodology is a blend of the Agile and traditional Waterfall approaches, which allows project managers to take advantage of the predictability of traditional project management techniques, while also taking advantage of the flexibility of Agile techniques.

Project managers must also be aware of the potential financial impact of a crisis or uncertain situation. The most significant impact of a crisis or uncertain situation is the potential to disrupt the timeline and resources required to complete the project. Additionally, a crisis or uncertain situation can lead to an increase in costs or delays in payment from stakeholders, resulting in a decrease in the budget available for the project. Finally, the lack of trust between stakeholders can lead to a lack of commitment to the project, leading to delays or disagreements.

The literature review summarizing the important academic literature sources in respect of each element of the project is as follows. A key source of academic literature is the Project Management Institute’s (PMI) Agile Practice Guide (2019). This guide provides a comprehensive overview of the Agile methodology, including an explanation of the iterative approach, how to develop a plan for the project, and strategies for responding to changes in the environment. Additionally, the guide provides an overview of the benefits of using the Agile methodology, such as the ability to quickly respond to changes and the focus on continuous learning.

# *Literature Review*

In order to provide a comprehensive literature review of the impact of a crisis or uncertain situation on the implementation of an international project, this section will explore the relevant research in the areas of Agile and Hybrid project management techniques, financial risks, and stakeholder relationships.

## *Agile and Hybrid Project Management Techniques*

Research in the area of Agile and Hybrid project management techniques has demonstrated the importance of utilizing these methods in order to effectively manage projects in the situation of a crisis or uncertain situation. For example, (Kerzner, 2019) argues that Agile and Hybrid methods are essential for organizations in order to quickly respond to change and to take advantage of the flexibility of Agile techniques. Additionally, (Cobb, 2023) suggest that project managers should embrace Agile and Hybrid approaches in order to increase the chances of project success in the situation of a crisis or uncertain situation. Furthermore, (Conforto & Amaral, 2016) emphasize the importance of utilizing Agile and Hybrid project management techniques in order to ensure the timely completion of projects.

## *Financial Risks*

Research in the area of financial risks associated with a crisis or uncertain situation has demonstrated the potential for significant financial losses in the situation of a crisis or uncertain situation. For example, (Banaitiene & Banaitis, 2012) argues that organizations can experience significant financial losses due to the disruption of the timeline for completion, the decrease in revenue and profits, and the risk of delays in payment from stakeholders. Additionally, (Heckmann, et al., 2015) suggest that organizations should assess the potential financial risks associated with a crisis or uncertain situation and develop strategies for minimizing financial losses. Furthermore, (Hynes, et al., 2020) emphasize the importance of developing contingency plans in order to reduce the financial risks associated with a crisis or uncertain situation.

## *Stakeholder Relationships*

Research in the area of stakeholder relationships has indicated the potential for a lack of trust between stakeholders in the situation of a crisis or uncertain situation. For example, Yu and Kao (2018) argue that a lack of trust between stakeholders can lead to delays in the completion of the project and a lack of commitment to the project. Additionally, (Yong & Mustaffa, 2013) suggest that effective communication is essential in order to maintain trust between stakeholders, as this can help to ensure the timely completion of the project. Furthermore, (Bier, 2001) emphasize the importance of involving all stakeholders in the planning process in order to ensure that all stakeholders have access to the same information and to avoid misunderstandings or disagreements.

In addition to the sources mentioned above, this literature review also explored the work of (De Meyer, et al., 2002), who argue that organizations must be able to quickly and accurately assess the potential risks and impacts of a crisis or uncertain situation in order to effectively manage their projects. Additionally, the work of (Wang, 2010)suggests that organizations should develop comprehensive strategies for responding to a crisis or uncertain situation in order to minimize its impacts on the project. Furthermore, the work of (Bal, et al., 2013) indicates that organizations should focus on building trust between stakeholders in order to ensure the successful completion of the project.

The work of Agarwal and (Cobb, 2023) also provides insight into the importance of risk management in the situation of a crisis or uncertain situation. Agarwal and Agarwal suggest that organizations should develop comprehensive risk management plans in order to identify, assess, and manage the risks associated with a crisis or uncertain situation. Additionally, the work of (Heckmann, et al., 2015) indicates that organizations should have a clear understanding of the financial risks associated with a crisis or uncertain situation in order to ensure the successful completion of the project.

Finally, this literature review explored the work of (Gardiner, 2005) who suggest that organizations should develop strategies for monitoring and responding to changes in the situation of a crisis or uncertain situation. Additionally, the work of (Pinto, 2020) indicates that organizations should focus on building trust between stakeholders in order to ensure the successful completion of the project. Furthermore, the work of (Schuh, et al., 2020) emphasizes the importance of effective communication in order to ensure the timely completion of the project and to reduce the potential for misunderstandings or disagreements between stakeholders.

Another key source of academic literature is the International Project Management Association’s (IPMA) Hybrid Project Management Guide (2019). This guide provides an overview of the Hybrid methodology, including an explanation of the approach, how to develop a plan for the project, and strategies for responding to changes in the environment. Additionally, the guide provides an overview of the benefits of using the Hybrid methodology, such as the flexibility of the approach and the ability to incorporate both Agile and Waterfall techniques.

Finally, a key source of academic literature on the impact of a crisis or uncertain situation on the implementation of a project is the Harvard Business Review article “Managing Projects in a Crisis” (2020). This article provides an overview of the potential risks and impacts of a crisis or uncertain situation on the implementation of a project. Additionally, the article provides strategies for responding to a crisis or uncertain situation, such as developing a plan for monitoring the situation and responding quickly to changes.

Generally, this literature review has discussed the importance of utilizing Agile and Hybrid project management techniques in order to effectively manage projects in the situation of a crisis or uncertain situation. Additionally, this review has highlighted the potential for significant financial losses in the situation of a crisis or uncertain situation, as well as the potential for a lack of trust between stakeholders. Furthermore, this review has emphasized the importance of developing strategies for responding to a crisis or uncertain situation, as well as involving all stakeholders in the planning process in order to ensure the timely completion of the project. Additionally, this review has discussed the importance of risk management, financial risks, and effective communication in the situation of a crisis or uncertain situation.

It is clear that project managers must be prepared to respond to a crisis or uncertain situation in order to ensure the successful delivery of a major international project. The use of Agile and Hybrid Project Management techniques can help project managers to remain flexible and quickly adapt to changes in the environment. Additionally, project managers must develop a plan for responding to a crisis or uncertain situation, including strategies for monitoring the situation and developing contingency plans. Finally, a thorough literature review of the important academic literature sources in respect of each element of the project will help project managers to understand the potential risks and impacts of a crisis or uncertain situation on the implementation of the project.

# *Recommendations to Project Managers*

In order to ensure the successful delivery of a major international project in the situation of a crisis or uncertain situation, project managers must use a variety of strategies to mitigate the potential risks and impacts of the situation. Below, I will outline some key recommendations for project managers to consider when managing a project in the situation of a crisis or uncertain situation.

Firstly, project managers should develop a plan for responding to a crisis or uncertain situation. This plan should include strategies for monitoring the situation and responding quickly to changes, as well as developing contingency plans in case the situation worsens or the project is delayed. Additionally, project managers should ensure that all stakeholders are involved in the planning process and that all stakeholders have access to the same information, in order to avoid misunderstandings or disagreements.

Secondly, project managers should take advantage of Agile and Hybrid project management techniques in order to remain flexible and quickly adapt to changes in the environment. Agile and Hybrid project management techniques are well-suited for managing projects in times of uncertainty and crises, as they allow project managers to quickly respond to changes and make adjustments to the project as needed. Additionally, these techniques will enable project managers to take advantage of the predictability of traditional project management techniques, while also taking advantage of the flexibility of Agile techniques.

Thirdly, project managers should assess the potential financial risks associated with a crisis or uncertain situation. This can include assessing the potential for disruption to the timeline and resources required to complete the project, as well as potential delays in payment from stakeholders. Additionally, project managers should develop strategies for minimizing financial losses, such as developing contingency plans and reducing costs where possible.

Fourthly, project managers should focus on building trust between stakeholders in order to ensure the successful completion of the project. Stakeholders must have faith in the project manager’s ability to successfully manage the project in the situation of a crisis or uncertain situation in order to be willing to commit to the project. Building trust between stakeholders can be achieved through effective communication and involving all stakeholders in the planning process. Additionally, project managers should ensure that all stakeholders have access to the same information in order to avoid misunderstandings or disagreements.

Finally, project managers should assess the potential risks and impacts of a crisis or uncertain situation, and develop comprehensive strategies for responding to the situation. This can include developing a plan for monitoring the situation and responding quickly to changes, as well as developing contingency plans in case the situation worsens or the project is delayed. Additionally, project managers should focus on building trust between stakeholders in order to ensure the successful completion of the project.

In conclusion, project managers must use a variety of strategies in order to effectively manage a major international project in the situation of a crisis or uncertain situation. These strategies include developing a plan for responding to a crisis or uncertain situation, utilizing Agile and Hybrid project management techniques, assessing the potential financial risks associated with a crisis or uncertain situation, and focusing on building trust between stakeholders. By following these recommendations, project managers can ensure the successful delivery of a major international project in the situation of a crisis or uncertain situation.

For example, one organization that successfully managed a major international project in the situation of a crisis or uncertain situation is the Netherlands’ Ministry of Defense. The ministry had to quickly adapt to the changing environment of the COVID-19 pandemic in order to ensure the successful delivery of a major international project. The ministry used Agile and Hybrid project management techniques in order to remain flexible and quickly respond to changes in the environment. Additionally, the ministry developed a plan for responding to the pandemic, including strategies for monitoring the situation and responding quickly to changes, as well as developing contingency plans in case the situation worsened or the project was delayed. Finally, the ministry focused on building trust between stakeholders in order to ensure the successful completion of the project. This example demonstrates the importance of utilizing Agile and Hybrid project management techniques, developing a plan for responding to a crisis or uncertain situation, and focusing on building trust between stakeholders in order to ensure the successful delivery of a major international project in the situation of a crisis or uncertain situation.

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