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## Research Status and Trend Analysis of British Public Project Management

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**Abstract:** Through the analysis of the development status and trend, education and certification situation, it can be seen that British public project management is application-oriented, it will be trend to be more about commodity and industry expansion and attaches great importance to comprehensive public project management in the future. Research on British public project management has important significance to learning from foreign advanced management experience and perfecting our public project management system and mode.

**Key words:** Britain, public project management, research status, development trend

### INTRODUCTION

During World War II, British general, Bernard Law Montgomery, who in addition to fight against the enemies for himself, but also support the Allies, so that the UK project planners should assume 6 million people's food, fuel and other supplies. Under the pressure of warfare, the UK project planners begin to investigate and plotting the factories, suppliers and the number and location of staff which support the war, eventually making the logistics of the British a complete success. At this point, Britain's project planning reached a new stage: Project management (Kreuk and Wang, 2001). In 1972, the British founded APM (Association for Project Management) and started on the scientific research of public project management and project manager's professional development and qualification awarded. APM caused British public project management towards the road of standardization and generalization. At present, Britain has perfect project management laws, regulations and specific contracts, it have made great achievements in public project management theoretical research and engineering practice.

**Research status of British public project management**  
**Based on the research of project management business framework:** In the background of project management and program management is widely accepted by people and different industries project management theory also increasingly mature. According to the number of project and the number of companies involved in Andrew Davis and his partner break through the original project classification method and formed a business framework of project management (Table 1).

Table 1: British project management business framework

Project type	Single enterprise	Multiple enterprise
Single project	Single project management	Project network management
Multiple project	Project oriented enterprise management	Enterprise network management

In the framework of four areas, which are Single project management, Project network management, Project oriented enterprise management, Enterprise network management, respectively. This classification can help project managers realize project location, thus in order to make the right decisions. Simultaneously, these four areas are clearly divided the research emphasis in various fields. More attention in the field of single project management is single project management techniques and methods. Project network management emphasized the relationship between each enterprise and enterprise internal management. Project oriented enterprise management attaches great importance to the project management competence. Enterprise strategy the coordination of relations between each enterprise is the research focus in Enterprise network management.

**Based on the research of project management knowledge system framework:** Standardized project management knowledge system framework can provide successful method and path for project management. Project management knowledge system stipulate standard definition of project management and provide reference for APM qualification and level of certification. As early as 1992, APM published its own first version <APM body of knowledge>. In 2012, APM issued the sixth revision of <APM body of knowledge>, this is also the latest edition of this book. The latest version <APM body of knowledge> whose five professional certification basis

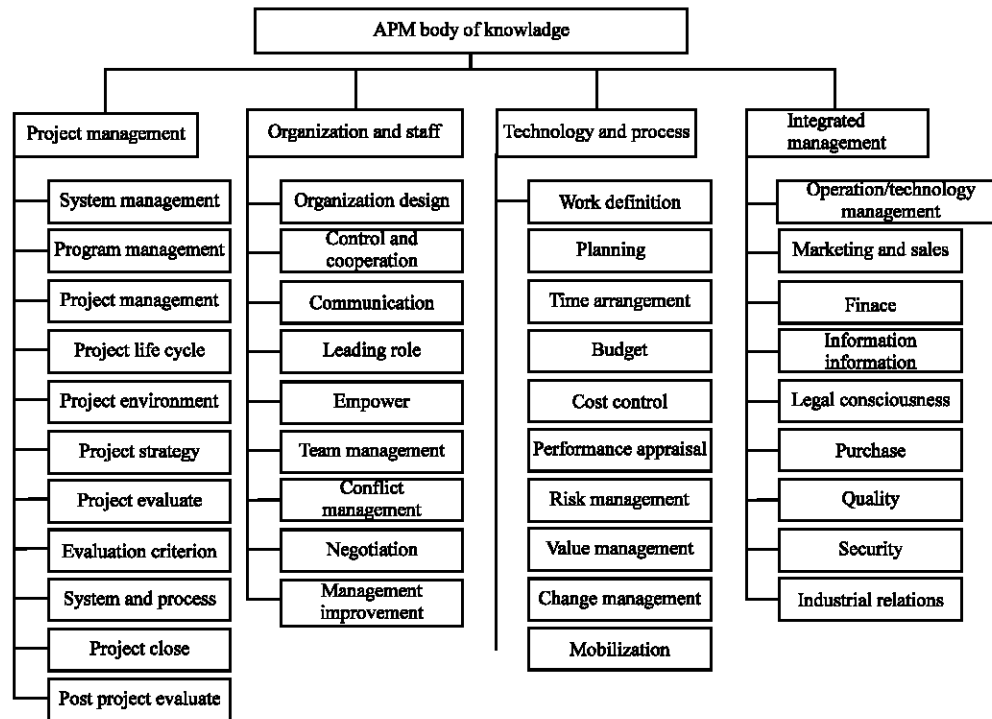


Fig. 1: APM body of knowledge framework

mainly comes from various industries provides project management successful key factors in this industry. And laid a foundation for the successful delivery of various industries and its departments project, program and project portfolio. It is worth mentioning that this version of body knowledge, according to industry standards and requirement, it allows project management team improved it and on this account we can explore more professional talents. The contents of the latest version <APM body of knowledge> include four parts: project management, organization and staff, technology and process and integrated management (Fig. 1).

**Based on the research of public project management theory and practice:** In Britain, professional associations and practitioner of project management service in this professional development and undertake the task of related research actively, it promotes the research and promotion of public project management method and also play an important role in the construction of British project management. Through setting standards, training courses and providing certification, some professional associations such as Association for Project Management (APM), the Chartered Institute of Building (CIOB), Royal Institution of Chartered Surveyor (RICS) and Chartered Management Institute (CMI) promoted the development of British public project management and created the

public project management system which with British characteristics and theory and practice promote each other.

The theoretical research is closely linked with practice, through the analysis of the problems in the project implementation process and timely draw lessons of experience, so that form thoughts to discuss with project management professionals. In the process, they give full play to the enthusiasm and creativity of first-line managers, constantly listening to the problems encountered in practice and comments, makes the public project management method derive from practice which is more feasible. This development model which from practice to theory to practice can better help public project management forms practical methods and ideas (Butler, 2009).

**Based on the research of public project management standardization:** British public project management discipline standard construction increasingly sophisticated. With the increase of social demand public project management talents, more and more British colleges and universities establish public project management course. But unlike other disciplines, from the date of opening and according to the APM or PMI's body of knowledge guideline, public project management major is opened, so that it with strong unity. Through the

APM and PMI academic certification, each university in addition to segregated in direction, it also have strong standard on the project management body of knowledge cover and course depth. On the one hand is to adapt to the needs of deepening international communication, Britain must comply with the international general project management practices, such as the FIDIC clauses in international contracting and other international project management system. On the other hand, the application of project management has prompted British government introduced corresponding policies and regulations, like PRINCE2 issued by British Ministry of Commerce, the qualification training standards which British Trade and Industry participate in and so on are reflected project management standardization. Simultaneously, different industries have also developed corresponding project management practices, which have contributed greatly to the development of British public project management standardization.

**British public project management educational institutions and qualification authentication institutions:** Due to project management is widely attend, master the project management expertise has become a necessary condition for the promotion of senior management. The number of participating in various project management learning is growing. Currently, with the help of project management professional association, British project major education formed the model which is on the basis of university project management professional and corresponding training institution as important part of professional certification.

**Association for project management (APM):** APM was established in 1972, which is the largest British project management organization and represent British project management professional organization joined International Project Management Association (IPMA), become a member of IPMA. At the beginning of the establishment, APM has only 78 members, by 2012 this number has more than 20,000. APM has played an irreplaceable role for the development of British project management.

In the first place, APM bring domestic and foreign experts together in the field of project, who can provide intellectual support for problems in the project management field in time. Users can also register as members of APM, get the latest information for project management, participate in the discussion of the project management, put forward problems encountered in management and thus get help.

Furthermore, APM provide multiple levels of certification services for organizations and individuals. To begin with, APM provide enterprise certification, training certification and accreditation-related certification for organizations. Enterprise certification can evaluate an organization's development plan, making its stakeholder more confident. Training certification is to evaluate training institutions, in order to determine whether their curriculum standards and teaching materials meet the requirement of APM. As of march 2011 there are 21 teaching modules of 14 universities passed APM audit. Moreover, APM provide five levels of certification for individuals: APM Introductory Certificate, Association for Project Management Professional (APMP), equivalent to IPMA's level D; Practitioner Qualification, equivalent to IPMA's level C; Certificated Project Manager, equivalent to IPMA's level B; APM Project Risk Management Certificates. Among them, except APM Introductory Certificate, the rest four levels are with reference to the IPMA's IPMP certification level.

**Present condition of public project management major in British colleges and universities:** British universities project management major through APM and PMI's assessment. For example, in undergraduate stage, University of Leeds' civil engineering and project management and University College London's construction engineering project management. In graduate stage, Glasgow Caledonian University's international project management and University College London's project management module, etc. In general, the public project management major construction presents following features:

- Firstly, a growing number of colleges and universities set up project management and related profession and trying to through APM and PMI certification, this fully prove good employment prospects for project management graduates and the powerful help of through the certification of profession construction
- Secondly, most colleges and universities in Britain whose project management tightly depends on building, civil engineering and other project related major, most graduates obtained B.S. degree. Even though in graduate stage many universities open profession whose name is project management, almost all colleges and universities require at least one year working experience in architecture and engineering, of course this is closely related to project management profession features and British architectural project management development. The

number of colleges and universities which create commercial project management profession is still in minority, but with the development of project management techniques in business field, commercial project management will surely get attention

- Thirdly, the university's public project management course generally including project management foundation, project management planning control, risk management, strategic management, etc. various colleges and universities also add some characteristic courses according to their own reasons

British public project management profession construction has formed a certain scale and it carried out under the project management body of knowledge in the beginning of establishment, so that it has strong normative. In Britain, public project management major has become one of the most popular majors at present.

**British project management certification status:** In British public project management field, the certification system which is widely accepted by professional person including PRINCE2, MSP and P3O which is issued by British Ministry of Commerce, APM individual authentication system and PMI's PMP. In addition to these, some universities formed its own authentication system, such as Cambridge University's CDPM certification, APM and CMI joint development of PPM, etc. The rise of training institutions is closely to these certifications, but British APM effectively standard public project management training industry through the audit of training institutions.

**Public project management research trend in Britain**  
**Emphasis on the development of enterprise management by project (EPM):** In Britain, as more and more enterprise's daily work conducted in the form of project, some enterprises apply traditional project methods and techniques to all of projects, the specialized project management technology's outstanding performance in new product development, technology innovation, marketing and sales and product industrial upgrade beyond project management itself and rise to a new enterprise management operation pattern, that is EPM.

Adopting EPM approach can involve all levels of enterprise, so that it can organize project from different angles, like from product, custom, business and many other dimensions to carry out project management. According to the nature and degree of innovation EPM can be divided into three types of retentive, improved and innovative to form a variety of enterprise project types, so that to manage each project more systematically and

effectively. The advantages of implementation of EPM are more scientific and systematic decision, more stringent management control, more flexible organization structure, the promotion of teamwork and personnel training and the promotion of enterprise culture construction, etc.

**Emphasis on the applied research of project management:** Project management theory and practice have made great progress in present stage, what involved in it is no longer traditional project management which give priority to construction project. Especially after 1990s, along with the emergence of a batch of project management frontier like IT industry, financial industry, manufacturing industry, real estate sector and high and new technology industry, project management theory and method have also been improved and its application range is also increasingly broad. In order to pursue investment efficiency and adapt to the growing needs of construction project, British experts and scholars from all walks are increasingly feel the importance of project management. According to the needs of industry and combining with industrial characteristics some project management insights enriched and improved project management method system. Some more differentiation application fields project management research like engineering project management, IT project management, financial project management and so on will become more mature (Ojiako *et al.*, 2011).

**Emphasize the role of project management (PMO):** ESI international company's new study found that PMO average life is 4 years and maybe it will further reduced if project performance cannot make a good impression on executives and shareholders. PMO is set up to improve project performance. However, few organizations give PMO adequate resource and authority to carry out the work. To change this situation, more and more British organizations began to introduce PMO audit work, so that PMO can improve the quality and effectiveness of project implementation in a shorter time. PMO director need to know their own responsible to determine the key business indicators and make the result of PMO corresponds to enterprise performance target by starting evaluation process (Pellegrinelli and Garagna, 2009).

**Emphasis on more unique large-scale project management:** Take British national defense project for example, in 2012 Britain National Audit Office (NAO) reviewed 16 largest national defense projects, found that in the past year the project was adjourned for 139 months and the cost increased by 468 million pounds. This means that the since the project has been approved, the cost

increased by 6.6 billion pounds which is about 12% higher than the plan and delayed for 468 months which is later than the origin plan about one-third, this made Britain feel great pressure in the aspect of more unique large-scale project management. Apart from this, some projects like Engineering Procurement Construction Management (EPCM) project, oil and gas exploration, development of major weapons system and large-scale transportation plans usually involves outsourcing. These projects involve massive manpower and material resource and technology is complex, thus only a few of companies can successfully manage. In view of this, there will be more British companies and organizations build more professional in-house technology to supervise its contractors to complete the contract project efficiently.

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