



Lessons Learned from the Edinburgh Tram Project's Management Failures

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Introduction

Failed projects can offer critical lessons for best practices in project management. The Edinburgh Tram project was troubled for many years, so the initial objectives were not achieved. Even though most of the problems emanated from an unfavorable political climate, the project managers also played a critical role in handling the project. This report focuses on presenting real-life recommendations to help resolve problems and lead to a successful outcome for the Edinburgh tram project. The key areas emphasized in this report include forecasts, budgets, schedules, deviations from plans, project management practices, organization structure, key stakeholders, and administrative performance and planning.

Forecasts, Budgets, and Schedules

Forecasts, budgets, and schedules can dictate project progress from an early stage. These elements appear during the initial planning stages, including the business case presentation. The Edinburgh Tram project was large and complex, meaning that forecasts and budgets depended on numerous variables. Therefore, deviations from the master plan become inevitable. The case can be said of scheduling since multiple large and small tasks must be accounted for to the last detail. In this case, the CEC's methods and techniques to forecast, budget, and schedule the project are unclear.

Management Lessons From Engineering Failures

Kenneth Gible



Management Lessons From Engineering Failures:

Management Lessons from Engineering Failures Kenneth Gible, 1986 Proceedings of a symposium on management lessons from engineering failures presented at the ASCE National Convention held in Boston Massachusetts October 28 1986 Sponsored by the Engineering Management Division of ASCE This collection contains six papers describing failures associated with the technical quality or functional capability of the project as designed and constructed Engineering failures are not always catastrophic More of them are attributable to improper management of contracts than to actual physical failures While these failures involve technical issues they also involve management issues and communication problems are often a contributing cause These papers examine failures to show what caused the failures what resulted from them and in some instances what could have been done to prevent them

Democracy, Bureaucracy, And The Study Of Administration Camilla Stivers, 2018-03-09 This anthology addresses several of the most central ideas in the field of public administration These ideas are as relevant to public budgeting as they are to performance measurement or human resource management Collectively and individually the essays explore what Dwight Waldo referred to as the political theories of public administration issues that are ultimately unresolvable yet crucial to understanding the nature of public administrative practice How can democracy and efficiency be balanced Can there be a science of administration How should we think about administrative accountability What is the nature of the relationship between citizen and state Is professionalism an adequate mechanism for ensuring accountability How efficient can or should bureaucracy be What is proper leadership by administrators hoping to address political democracy and managerial efficiency This ASPA Classics Volumes serves to connect the practice of public policy and administration with the normative theory base that has accrued and the models for practice that may be deduced from this theory

Forensic Engineering Kenneth L. Carper, 2000-09-28 This edition of Forensic Engineering updates the original work with new case studies and investigative techniques Contributors to the book are the foremost authorities in each area of specialization These specialty areas include fire investigation industrial accidents product liability traffic accidents civil engineering and transportation di

Learning from Failures Ashraf Labib, 2014-06-19 Learning from Failures provides techniques to explore the root causes of specific disasters and how we can learn from them It focuses on a number of well known case studies including the sinking of the Titanic the BP Texas City incident the Chernobyl disaster the NASA Space Shuttle Columbia accident the Bhopal disaster and the Concorde accident This title is an ideal teaching aid informed by the author's extensive teaching and practical experience and including a list of learning outcomes at the beginning of each chapter detailed derivation and many solved examples for modeling and decision analysis This book discusses the value in applying different models as mental maps to analyze disasters The analysis of these case studies helps to demonstrate how subjectivity that relies on opinions of experts can be turned into modeling approaches that can ensure repeatability and consistency of results The book explains how the lessons learned by studying these individual

cases can be applied to a wide range of industries This work is an ideal resource for undergraduate and postgraduate students and will also be useful for industry professionals who wish to avoid repeating mistakes that resulted in devastating consequences Explores the root cause of disasters and various preventative measures Links theory with practice in regard to risk safety and reliability analyses Uses analytical techniques originating from reliability analysis of equipment failures multiple criteria decision making and artificial intelligence domains *Forensic Engineering* Colin R. Gagg, 2020-02-21 Forensic Engineering The Art and Craft of a Failure Detective synthesizes the current academic knowledge with advances in process and techniques developed in the last several years to bring forensic materials and engineering analysis into the 21st century The techniques covered in the book are applied to the myriad types of cases the forensic engineer and investigator may face serving as a working manual for practitioners Analytical techniques and practical applied engineering principles are illustrated in such cases as patent and intellectual property disputes building and product failures faulty design air and rail disasters automobile recalls and civil and criminal cases Both private and criminal cases are covered as well as the legal obligation requirements and responsibilities under the law particularly in cases of serious injury or even death Forensic Engineering will appeal to professionals working in failure analysis loss adjustment occupational health and safety as well as professionals working in a legal capacity in cases of product failure and liability including criminal cases fraud investigation and private consultants in engineering and forensic engineering Public Service Management, 1921 **Proceedings**, 2006 **Cumulative Book Index**, 1925 A world list of books in the English language Transactions of the American Society of Civil Engineers American Society of Civil Engineers, 1988 Vols 29 30 contain papers of the International Engineering Congress Chicago 1893 v 54 pts A F papers of the International Engineering Congress St Louis 1904

Reflecting on Service-Learning in Higher Education M. Gail Hickey, 2016-05-12 Reflecting on Service Learning in Higher Education Contemporary Issues and Perspectives examines forms of pedagogy such as service learning experiential learning and problem based learning in order to determine how students make connections between and among abstract academic concepts and real life issues This edited collection is divided into three sections Reflecting on Community Partnerships Reflecting on Classroom Practice and Reflecting on Diversity so as to represent interdisciplinary subjects diverse student populations and differing instructional perspectives about service learning in higher education Contributors provide service learning programs and plans that can be replicated or adapted at other institutions of higher education This book is recommended for scholars and practitioners of education *Proceedings of the Engineers' Club of Philadelphia*, 1929 **Interdisciplinary and Transdisciplinary Failures** Dena Fam, Michael O'Rourke, 2020-11-01 Unlike other volumes in the current literature this book provides insight for interdisciplinary and transdisciplinary researchers and practitioners on what doesn't work Documenting detailed case studies of project failure matters not only as an illustration of experienced challenges but also as projects do not always follow step by step protocols of preconceived and theorised

processes Bookended by a framing introduction by the editors and a conclusion written by Julie Thompson Klein each chapter ends with a reflexive section that synthesizes lessons learned and key take away points for the reader Drawing on a wide range of international case studies and with a strong environmental thread throughout the book reveals a range of failure scenarios for interdisciplinary and transdisciplinary projects including Projects that did not get off the ground Projects that did not have the correct personnel for specified objectives Projects that did not reach their original objectives but met other objectives Projects that failed to anticipate important differences among collaborators Illustrating causal links in real life projects this volume will be of significant relevance to scholars and practitioners looking to overcome the challenges of conducting interdisciplinary and transdisciplinary research

Project Evaluation R. K. Corrie, 1991 This book is concerned with the evaluation of an engineering project and those factors which affect its outcome at any stage in its life cycle It deals both with the initial project feasibility appraisal and with the subsequent review of performance which ensures the project s objectives are met

ASCE Combined Index American Society of Civil Engineers, 1994 Indexes materials appearing in the Society s Journals Transactions Manuals and reports Special publications and Civil engineering

Engineering Disasters Don S. Lawson, 2005 In this practical and highly topical book the author provides thoroughly researched accounts of well known disasters and failures worldwide Historical events such as the Hindenburg Disaster and Chernobyl are covered as well as more recent occurrences such as the World Trade Center and Columbia Space Shuttle disasters The author provides valuable interpretive sections revealing the lessons to be learned in each case Examples are included from a wide range of industries as well as background information and views from several known experts in the field The author discusses the common threads and conclusions from accident investigations and offers excellent references for further study

Excellence in the Constructed Project Ronald J. Bard, 1989 Proceedings of Construction Congress I held in San Francisco California March 5 8 1989 Sponsored by the Construction Division of ASCE This collection contains 83 papers addressing diverse technical subjects in the context of the integrated construction project Topics include owner involvement automation and construction process contracting and dispute resolution management procedures control techniques and the role of resident engineers In addition a mock trial portraying typical problems of construction and the courtroom process is presented

Engineering and Contracting, 1922

Reliability-based Design Singiresu S. Rao, 1992 S S Rao presents the principles of reliability based engineering and design in a simple and straight forward approach He addresses the design of mechanical components and systems Monte Carlo simulation reliability based optimum design strength based reliability and interface theory reliability testing time dependent reliability of components and systems failure modes event tree and fault tree analysis quality control and reliability modeling of geometry weakest link and fail safe systems maintainability and availability extremal distributions random variables and probability distributions functions of random variables and basic probability theory With 254 illustrations and an index

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