

Project Failure Case Studies and Suggestion

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ABSTRACT

In this research paper three different case studies are taken under consideration. Step by step all three cases are described. These cases are about projects which had to face failure. Therefore, the reasons for failure of projects are identified and recommendations are given to all failing projects.

First case study is about British Petroleum which is oil and Gas Company had to face situation which was not just critical but new for any oil company. The incident occurred due to explosion in the deep-water horizon while BP technical staff was trying to drill a well. Moreover, BP was not able to stop oil flow for three months.

Second case is about Chrysler and Fiat. Both were automobile companies and had to face failure. Marchionne was the one who saved both companies. The main focus of this case is merger of these two companies and the challenges faced by CEO due to organizational change after merger.

Third case study is about Millennium Dome, one of the controversial projects in the history of construction projects because of number of reasons. With the help of case study we will be able to learn the causes of failure of this project. Further recommendations to all failure are given.

Key Words

Project Failure, British Petroleum, Chrysler and Fiat, Millennium Dome, Success.

1. INTRODUCTION

Before we start focusing on the main topic, it is vital to clearly understand some core terms/definitions.

2. PROJECT

A project is a mode of organizing resource. It is a group of individuals who are assembled to execute different tasks on a familiar set of objectives for a distinct period of time. Projects need a leader who can identify the work objectives and criteria for success and recruit staff from all relevant areas of proficiency.

2.1 Key Reasons for Project failure

Most organizations have experienced projects that did not end on time, were over budget, or changed in scope over time. There are many pitfalls that can sink projects. Here we will focus on some basic reasons why projects fail.

- **Lack of senior management**

Senior management must prioritize requirements and make decisions. If any person is not actively involved in a project, that project is doomed for failure.

- **Unclear Project Objectives**

Most organizations have more opportunities and project initiatives than they can ever hope to fulfil. Many companies

embark upon more initiatives than they probably should, causing over worked and often unhappy team members.

- **Scope creep**

Scope creep is a serious issue in many projects. Scope creep means an increase in what you have to deliver, without a corresponding increase in resources or an extension to the project timeline.

- **Gaps in communication**

Once a project is in full swing, a common issue is communication. Most project teams use email to communicate about their projects and tasks. The biggest complaint here is that project communication resides in each individual's email box. So, if a new resource joins the project, there is no centralized view of the project history.

- **Lack of visibility of all projects**

A common reason why projects fail is related to visibility. All three tiers of the project team, executive management, project managers, and team members, need access to the right level of information at the right time.

3. SOME OF WORLD'S MAJOR PROJECT FAILURE EXAMPLES

After analyzing these examples we will be able to come up with widespread conclusion with the lesson we learned from these project failures.

Here we are going to do in- depth case study of world's top most oil industrial market leader project failure

3.1 Case Study: British Petroleum

In today's dynamic and ever changing situation have forces the business organization to adopt and implement the new strategies as it is necessary to survive in the ever changing and competitive environment. In this case study we will analyse the situation of BP Oil Spill in Gulf of Mexico situated in United States of America. This oil spill results in a situation which is not only critical but also new for any oil company in the world[1]. As this deep oil spill accident was one of the worst disasters ever cost in the history of modern era. Such situation required some extremely crucial strategic management decisions. In the end we will discuss about the strategic management that can lead to a better solution of the issue.

3.2 Background of BP

British petroleum (BP) founded in 1909 as the Anglo-Persian oil and gas company headquartered in London England, United Kingdom. It's a sixth largest O&G company by production and fifth largest company by annual revenue [2]. Its major field of operations are exploration, production, refining, distribution and marketing of the hydrocarbon products. BP operating in over 80 countries of the world

Business Report About Project Failure

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Essential Project Investment Governance and Reporting Steven C. Rollins, Richard B. Lanza, 2005-01-15 This title suggests proactive processes for ensuring proper financial reporting of project investments in compliance with the new Sarbanes Oxley Federal Law and techniques for preventing detecting and managing the risks of fraud Grand Successes and Failures in IT: Public and Private Sectors Yogesh K. Dwivedi, Helle Zinner Henriksen, David Wastell, Rahul De', 2013-06-22 This book constitutes the refereed proceedings of the IFIP WG 8.6 International Working Conference on Transfer and Diffusion of IT TDIT 2013 held in Bangalore India in June 2013 The 35 revised full papers presented together with an invited paper 12 short papers and 3 poster papers were carefully reviewed and selected from 65 submissions The full papers are organized in the following topical sections IS success and failure studies of IT adoption software development IT in the public sector and theory and methods **Using the Project Management Maturity Model** Harold Kerzner, 2011-11-29 Updated for today's businesses a proven model FOR assessment and ongoing improvement Using the Project Management Maturity Model Second Edition is the updated edition of Harold Kerzner's renowned book covering his Project Management Maturity Model PMMM In this hands on book Kerzner offers a unique industry validated tool for helping companies of all sizes assess and improve their progress in integrating project management into every part of their organizations Conveniently organized into two sections this Second Edition begins with an examination of strategic planning principles and the ways they relate to project management In the second section PMMM is introduced with in depth coverage of the five different levels of development for achieving maturity Easily adaptable benchmarking instruments for measuring an organization's progress along the maturity curve make this a practical guide for any type of company Complete with an associated Web site packed with both teaching and learning tools Using the Project Management Maturity Model Second Edition helps managers engineers project team members business consultants and others build a powerful foundation for company improvement and excellence **Project Management ROI** Jack J. Phillips, Wayne Brantley, Patricia Pulliam Phillips, 2011-09-20 Business Economics Project Management An exclusive portal to the methods and tools the ROI Institute uses to determine return on investment in project management To survive this modern age of financially skeptical show me the ROI investors it is a crucial step for companies to develop an effective project management strategy in order to stay ahead of the curve and achieve success Project Management ROI takes the guesswork out of determining how to monetarily value projects by teaching the time tested Return on Investment ROI methodology It presents these results based concepts in a methodical reproducible manner that project managers executives and analysts can use as a validated reference for future projects This book focuses on an array of measures to forecast project value and collect data during and after implementation including reaction learning application and implementation impact return on investment and intangibles Project Management ROI Is the first book from the renowned ROI Institute to focus on project management ROI Provides both the tools and methodology

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pair it with you you re welcome to say you re welcome my pleasure you have two options de

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