

Airbus A380 Project Failure Lessons Learned

A company's reputation is one of its most valuable assets, and reputational risk is high on the agenda at board level and amongst regulators. Rethinking Reputational Risk explains the hidden factors which can both cause crises and tip an otherwise survivable crisis into a reputational disaster. It uses case studies such as BP's Deepwater Horizon oil spill, Volkswagen's emissions rigging scandal, Tesco, AIG, EADS Airbus A380, and Mid-Staffordshire NHS Hospital Trust. Reputations are lost when the perception of an organization is damaged by its behaviour not meeting stakeholder expectations. Rethinking Reputational Risk lays bare the actions, inactions and local 'states of normality' that can lead to perception-changing consequences and gives readers the insight to recognize and respond to the risks to their reputations. Through case studies and analysis of failures, this hard-hitting guide also applies lessons drawn from behavioural economics to the behavioural risks that underlie reputation risk. An essential read for risk professionals, business leaders and board members who need to understand and deal with business-critical threats to their reputation, this book presents a new framework that will be invaluable for all involved in safeguarding an organization's reputation. Presents information on flight operations in aircraft with the latest "glass cockpit" advanced avionics systems, covering such topics as automated flight control, area navigation, weather data systems, and primary flight display failures. Pioneering software engineer Capers Jones has written the first and only definitive history of the entire software engineering industry. Drawing on his extraordinary vantage point as a leading practitioner for several decades, Jones reviews the entire history of IT and software engineering, assesses its impact on society, and previews its future. One decade at a time, Jones assesses emerging trends and companies, winners and losers, new technologies, methods, tools, languages, productivity/quality benchmarks, challenges, risks, professional societies, and more. He quantifies both beneficial and harmful software inventions; accurately estimates the size of both the US and global software industries; and takes on "unexplained mysteries" such as why and how programming languages gain and lose popularity. The 2013 merger of American Airlines and US Airways marked a major step in the consolidation of the U.S. airline industry. A young management team that began plotting mergers a decade earlier designed a brilliant strategy to seize an industry prize. In doing so, it enlisted the help of unions who engineered one of the labor movement's biggest corporate victories. The airlines' histories and the inside story of the takeover is told by two veteran airline reporters. A new edition of the most popular book of project management case studies, expanded to include more than 100 cases plus a "super case" on the Iridium Project Case studies are an important part of project management education and training. This Fourth Edition of Harold Kerzner's Project Management Case Studies features a number of new cases covering value measurement in project management. Also included is the well-received "super case," which covers all aspects of project management and may be used as a capstone for a course. This new edition: Contains 100-plus case studies drawn from real companies to illustrate both successful and poor implementation of project management Represents a wide range of industries, including medical and pharmaceutical, aerospace, manufacturing, automotive, finance and banking, and telecommunications Covers cutting-edge areas of construction and international project management plus a "super case" on the Iridium Project, covering all aspects of project management Follows and supports preparation for the Project Management Professional (PMP®) Certification Exam Project Management Case Studies, Fourth Edition is a valuable resource for students, as well as practicing engineers and managers, and can be used on its own or with the new Eleventh Edition of Harold Kerzner's landmark reference, Project Management: A Systems Approach to Planning, Scheduling, and Controlling. (PMP and Project Management Professional are registered marks of the Project Management Institute, Inc.)

NEW YORK TIMES BESTSELLER • The author of *The Power of Habit* and “master of the life hack” (GQ) explores the fascinating science of productivity and offers real-world takeaways to apply your life, whether you’re chasing peak productivity or simply trying to get back on track. “Duhigg melds cutting-edge science, deep reporting, and wide-ranging stories to give us a fuller, more human way of thinking about how productivity actually happens.”—Susan Cain, author of *Quiet* In *The Power of Habit*, Pulitzer Prize–winning journalist Charles Duhigg explained why we do what we do. In *Smarter Faster Better*, he applies the same relentless curiosity and rich storytelling to how we can improve at the things we do. At the core of *Smarter Faster Better* are eight key concepts—from motivation and goal setting to focus and decision making—that explain why some people and companies get so much done. Drawing on the latest findings in neuroscience, psychology, and behavioral economics—as well as the experiences of CEOs, educational reformers, four-star generals, FBI agents, airplane pilots, and Broadway songwriters—this book reveals that the most productive people, companies, and organizations don’t merely act differently. They view the world, and their choices, in profoundly different ways. *Smarter Faster Better* is a story-filled exploration of the science of productivity, one that can help us learn to succeed with less stress and struggle—and become smarter, faster, and better at everything we do.

A revealing, behind-the-scenes look at the development of the biggest commercial aircraft ever built. With 200 colour photos, this book takes readers through the drama of the A380 project, introducing all the key players and unravelling the controversies surrounding its development.

The PRINCE2 Agile guide supports a new qualification which is being offered as an extension for those who already hold a PRINCE2 Practitioner qualification. PRINCE2 Agile is the most up-to-date and relevant view of agile project management methodologies and the only framework covering a wide range of agile concepts, including SCRUM, Kanban and Lean Startup. Key features: PRINCE2 Agile provides guidance on tailoring PRINCE2 in an agile context and covers: How to tailor the integrated set of PRINCE2 principles, themes and processes How to produce the PRINCE2 management products How to map the common agile roles to the PRINCE2 project management team structure How to incorporate the fundamental agile behaviours, concepts and techniques into PRINCE2 The strength of PRINCE2 lies in the areas of project direction and project management.

As a business academic leading some of the world's key business schools, head of a shipping company and board member for several

multinational companies, Peter draws on his own experiences and those of other CEOs interviewed to identify the type of organization leaders must create in order to meet the challenges they face in these turbulent times.

Where do you begin? In *The Accidental Project Manager*, seasoned guide Patricia Ensworth calmly walks you through every aspect and challenge of this new and exciting experience. This 'cheat sheet' provides you with practical advice and critical information you need to manage successful software projects. To help you successfully manage your projects, Ensworth provides you with all of the forms you'll encounter during your project, when you'll need them, and how to use them. With minimum jargon and maximum common sense, you'll learn about: The various associates who become members of your team, upon whose skills and efforts you will depend The four major phases of a software development project and the project manager's role within each phase Ways in which different organizations vary with regard to the responsibilities of the software quality assurance group All the necessary steps for planning and budgeting your software project Advice on how to evaluate the software project managers who may report to you and how you can help them do a better job.

Over the past decade or so, systems integration has become a key factor in the operations, strategy and competitive advantage of major corporations in a wide variety of sectors (e.g. computing, automotive, telecommunications, military systems and aerospace). Systems integration is a strategic task that pervades business management not only at the technical level but also at the management and strategic levels. This book shows how and why this new kind of systems integration has evolved into an emerging model of industrial organization whereby firms, and groups of firms, join together different types of knowledge, skill and activity, as well as hardware, software, and human resources to produce new products for the marketplace. This book is the first to systematically explore systems integration from a business and innovation perspective. Contributors delve deeply into the nature, dimensions and dynamics of the new systems integration, deploying research and analytical techniques from a wide variety of disciplines including, the theory of the firm, the history of technology, industrial organization, regional studies, strategic management, and innovation studies. This wealth of research capability provides deep insights into the new model of systems integration and supports this with an abundance of empirical evidence. The book is organized in three main parts. The first part focuses on the history of systems integration. Contributors trace the early history of systems integration using different industrial examples. The second part presents theoretical and analytical aspects of systems integration. Contributions concentrate on the regulatory and cognitive features of systems integration, the relationships between systems integration and regional competitive advantage, and the way in which systems integration supports the competitive advantage of firms. The third part takes industry and firm-level approaches. Contributions focus on different sectors and highlight the specificity of systems integration in various industrial domains, stressing its importance for systems integration in the case of complex capital goods, such as aircraft and telecommunications equipment, as well as consumer goods, such as personal computers and automobiles.

Today, a prosperous technology company can be disrupted and put out of business in a blink of an eye. The development of many different technologies that once took years can be done in months or weeks. There are also few examples where the engineering work is completely contained in one company or one engineering organization. Business strategies have evolved. The analysis of competitive forces in an industry has matured to include the concepts of disruptive innovation and co-opetition. In an ecosystem characterized by rapid changes in technology and how it is developed, an engineering R&D organization will quickly become irrelevant if it fails to keep the pace of innovation needed to succeed. This book provides readers with a holistic approach to engineering management. We have seen that successful managers create a strong foundation of a common culture that enables learning, value creation, diversity and inclusion. They create organizations that tightly connect the core engineering functions of strategic planning, research and development and are able to comprehend and direct a broader R&D system that stretches well beyond their own organization's boundary. Doing all of this to extract the greatest value in the least amount of time is what we call holistic engineering management. The content for this book is based on over 105 years of combined experience working in a rapidly changing industry. In most chapters, practical examples and case studies of the concepts provided are given. As noted in the foreword by Pat Gelsinger (CEO, VMWare) and in comments from other technology leaders: Aart de Geus (Chairman and co-CEO, Synopsys, Inc.), Aicha Evans (CEO, Zoox, Inc.), William M Holt, (former Executive VP, GM, Intel, Corp.), and Amir Faintuch (Senior VP, GM, GlobalFoundries, Inc.), this book will be valuable for students of engineering management and current engineering managers.

Reliability Based Aircraft Maintenance Optimization and Applications presents flexible and cost-effective maintenance schedules for aircraft structures, particular in composite airframes. By applying an intelligent rating system, and the back-propagation network (BPN) method and FTA technique, a new approach was created to assist users in determining inspection intervals for new aircraft structures, especially in composite structures. This book also discusses the influence of Structure Health Monitoring (SHM) on scheduled maintenance. An integrated logic diagram establishes how to incorporate SHM into the current MSG-3 structural analysis that is based on four maintenance scenarios with gradual increasing maturity levels of SHM. The inspection intervals and the repair thresholds are adjusted according to different combinations of SHM tasks and scheduled maintenance. This book provides a practical means for aircraft manufacturers and operators to consider the feasibility of SHM by examining labor work reduction, structural reliability variation, and maintenance cost savings. Presents the first resource available on airframe maintenance optimization Includes the most advanced methods and technologies of maintenance engineering analysis, including first application of composite structure maintenance engineering analysis integrated with SHM Provides the latest research results of composite structure maintenance and health monitoring systems

Nineteen chapters detail the role of knowledge in technical innovation at the individual, organizational, national, and international levels of the large commercial aircraft (LCA) aerospace community, how U.S. public policy shapes the external environment of that community, and the influence of the community's actors on technological practice. Scholars from disciplines such as business and strategic management, communications, economics, international political economy, library and information science, organizational science and learning theory, political science, public policy, and sociology treat topics such as: the growth of LCA manufacturing, U.S. research and development funding, engineers' information production and use behaviors, the relationship between technical uncertainty and information use, the use of computer networks, and a number of chapters on the structural behavior of engineers' communication and information use. Annotation copyrighted by Book News, Inc., Portland, OR

In the post-Cold War era, most countries have been forced to radically reduce their arms industries, and abandoned self-sufficiency in favour of a subordinate role in an increasingly globalized worldwide defence industry. This has significant implications for the future of armaments production, for proliferation, and for arms control.

Every 7 minutes, an A380 takes off or lands somewhere in the world...The Airbus was initially designed and developed in order to provide a contender to the Boeing's growing monopoly of the skies in the biggest large-aircraft market in the world. Ambitious in design, the undertaking seemed mammoth. Yet scores of aviation engineers and pilots worked to get the design off the ground and the Airbus in our skies. This double-decker, wide-body, 4 engine jet airliner promised to redefine expectations when it came to commercial flight. Five years on from its launch, Graham Simons provides us with this, an impressively illustrated narrative history of the craft, its achievements, and the legacy it looks set to provide to a new generation of aviation engineers, enthusiasts and passengers. Operated by airlines such as Emirates, Singapore Airlines, Qantas and Lufthansa, the story of the A380 could be said to represent the story of modern-day travel itself, characterised by major technological advances across the world that

constantly push the boundaries of expectation. Sure to appeal broadly across the market, this is very much a commemorative volume, preserving the history of this iconic craft in words and images.

Poised for takeoff on that hot morning in April 2005, the Airbus A380 had the purposeful, powerful presence of a giant predatory bird. With its enormous gulled wings, imperiously tall tail, and broad, domed forepeak, it looked ready to take on the world. And along the way, it has had plenty of supporters—and critics. No civil airliner since the supersonic Concorde has aroused such emotion, such fascination, and such cause célèbre. To a confident Airbus and the thousands of awestruck workers who cheered it into that cloudless sky over Toulouse, it means so much more. The European company has been transformed under the broad wings of this incredible project into a single corporate entity—from a loose consortium into a new, more dynamic force to challenge its worthy adversary Boeing in every market sector.

The book offers important insight relevant to Corporate, Government and Global organizations management in general. The internationally recognised authors tackle vital issues in decision making, how organizational risk is managed, how can technological and organizational complexities interact, what are the impediments for effective learning and how large, medium, and small organizations can, and in fact must, increase their resilience. Managers, organizational consultants, expert professionals, and training specialists; particularly those in high risk organizations, may find the issues covered in the book relevant to their daily work and a potential catalyst for thought and action. A timely analysis of the Columbia disaster and the organizational lessons that can be learned from it. Includes contributions from those involved in the Investigation Board report into the incident. Tackles vital issues such as the role of time pressures and goal conflict in decision making, and the impediments for effective learning. Examines how organizational risk is managed and how technological and organizational complexities interact. Assesses how large, medium, and small organizations can, and in fact must, increase their resilience. Questions our eagerness to embrace new technologies, yet reluctance to accept the risks of innovation. Offers a step by step understanding of the complex factors that led to disaster. Presents an introduction to the processes of portfolio management, discussing how to identify business goals, develop strategy, evaluate environmental and risk factors and successfully complete project objectives. Original.

"Hypersonic missiles--specifically hypersonic glide vehicles and hypersonic cruise missiles--are a new class of threat because they are capable both of maneuvering and of flying faster than 5,000 kilometers per hour. These features enable such missiles to penetrate most missile defenses and to further compress the timelines for a response by a nation under attack. Missiles are being developed by the United States, Russia, and China. Their proliferation beyond these three could result in other powers setting their strategic forces on hair-trigger states of readiness. And such proliferation could enable other powers to more credibly threaten attacks on major powers. Diffusion of hypersonic technology is under way in Europe, Japan, Australia, and India--with other nations beginning to explore such technology. Proliferation could cross multiple borders if hypersonic technology is offered on world markets. Probably less than a decade available to substantially hinder the potential proliferation of hypersonic missiles and associated technologies. To this end, the report recommends that (1) the United States, Russia, and China should agree not to export complete hypersonic missile systems or their major components and (2) the broader international community should establish controls on a wider range of hypersonic missile hardware and technology"--Publisher's description.

Best practices for picking up the pieces when projects fail There are plenty of books available offering best practices that help you keep your projects on track, but offer guidance on what to do when the worst has already happened. Some studies show that more than half of all large-scale projects fail either fail completely, or at least miss targeted budget and scheduling goals. These failures cost organizations time, money, and labor. Project Recovery offers wise guidance and real-world best practices for saving failed projects and recovering as much value as possible from the wreckage. Since failing projects cannot be managed using the same lifecycle phases employed with succeeding projects, most project management professionals are unprepared to tackle the challenge of project recovery. This book presents valuable case studies and a recovery project lifecycle to help project managers identify and respond effectively to a troubled project. Includes case studies and best practices for saving failing projects or recovering projects that have already failed. Written by experienced project manager Howard Kerzner, the author of Project Management Best Practices, Third Edition. Features proven techniques for performing project health checks and determining the degree of failure and the recovery options available. Includes a new recovery lifecycle that includes phases and checklists for turning around failing projects. With comprehensive case studies, checklists, worksheets, and cross listings to the appropriate project management body of knowledge, Project Recovery offers a much needed lifeline for managers facing the specter of failure. MANAGEMENT, 12E, takes a functional, skills-based approach to the process of management with a focus on active planning, leading, organizing and controlling. Griffin carefully examines today's emerging management topics, including the impact of technology, importance of a green business environment, ethical challenges, and the need to adapt in changing times. This edition builds on proven success to help strengthen your management skills with a balance of classic theory and contemporary practice. Numerous new and popular cases and learning features highlight the challenges facing today's managers. Hundreds of well-researched contemporary examples, from Starbucks to The Hunger Games to professional baseball, vividly demonstrate the importance of strong management to any type of organization. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

The author of *The Sporty Game* journeys behind the scenes to examine the high-stakes rivalry between the world's two largest aircraft manufacturers--Boeing and Airbus--drawing on interviews with industry insiders to reveal how Boeing lost its edge in the marketplace and what it is doing to reclaim its status. Reprint. 20,000 first printing.

Innovation studies and partnering/collaborative alliances are rapidly growing areas of interest. Originally combining the two areas, this book examines the role of business partnering as a pathway to innovation for small and medium enterprises – SMEs. This text outlines global and regional trends, focusing in particular on the role of Poland and Eastern Europe as an emerging region for new innovative ideas, how innovation is promoted in the United States, and how it is facilitated in Japan. It assesses the reasons why American SMEs are significantly ahead of their European counterparts in the fields of research and development investment and innovation, and demonstrates how business partnering can assist in increasing research and development investment, profit, finding new suppliers and aiding growth. In addition, the book shows how business partners can cut the costs of doing research for innovation and analyzes the threat that poorly

constructed and over-burdensome regulation and bureaucracy pose to innovation. This book is a timely contribution to the literature on both innovation and business partnering in Japan, Europe and the United States.

If you really want to improve product designs, you must do more than conceive and develop ideas using intuitive and inductive thinking. While innovation and creativity which are driven by insight and inductive generalizations are critically important in today's competitive world, inspired ideas that are not executed with exquisite attention to detail are, more often than not, doomed to the scrap heap of history. That's where a design failure modes and effects analysis (DFMEA) comes in. But like anything, it has to be done well. Even with a clever or exciting design, a poorly developed DFMEA means that there will likely be serious problems with the design, either during the development cycle or after customers begin to use the product, or both. This book is aimed at engineers, managers, and other professionals who are active participants in product development activities for industrial and commercial products, including design engineers, designers, product engineers, program managers, quality managers and engineers, manufacturing engineers, and business unit managers. How can you turn DFMEA into the powerful tool that it can become? How should DFMEA be approached? This book answers these questions. It introduces DFMEA, outlines some common mistakes made when doing it, and goes deep into a straightforward but comprehensive 7-step process that will ensure your designs and products are world-class.

Popular Science gives our readers the information and tools to improve their technology and their world. The core belief that Popular Science and our readers share: The future is going to be better, and science and technology are the driving forces that will help make it better.

QF32 is the award winning bestseller from Richard de Crespigny, author of the forthcoming Fly!: Life Lessons from the Cockpit of QF32 On 4 November 2010, a flight from Singapore to Sydney came within a knife edge of being one of the world's worst air disasters. Shortly after leaving Changi Airport, an explosion shattered Engine 2 of Qantas flight QF32 - an Airbus A380, the largest and most advanced passenger plane ever built. Hundreds of pieces of shrapnel ripped through the wing and fuselage, creating chaos as vital flight systems and back-ups were destroyed or degraded. In other hands, the plane might have been lost with all 469 people on board, but a supremely experienced flight crew, led by Captain Richard de Crespigny, managed to land the crippled aircraft and safely disembark the passengers after hours of nerve-racking effort. Tracing Richard's life and career up until that fateful flight, QF32 shows exactly what goes into the making of a top-level airline pilot, and the extraordinary skills and training needed to keep us safe in the air. Fascinating in its detail and vividly compelling in its narrative, QF32 is the riveting, blow-by-blow story of just what happens when things go badly wrong in the air, told by the captain himself. Winner of ABIA Awards for Best General Non-fiction Book of the Year 2013 and Indie Awards' Best Non-fiction 2012 Shortlisted ABIA Awards' Book of the Year 2013

Indexes the Times, Sunday times and magazine, Times literary supplement, Times educational supplement, and the Times higher education supplement.

Project Recovery Case Studies and Techniques for Overcoming Project Failure John Wiley & Sons

Seminar paper from the year 2011 in the subject Business economics - Business Management, Corporate Governance, grade: 1,2, Anglia Ruskin University, course: Systems and Operations Management, language: English, abstract: The production of the A380 aircraft ran two years behind schedule, causing financial losses, bad reputation and disappointment. To make decisions for future improvements and strategies, the situation has been analysed for management purposes. This report addresses the current situation and the causes of the problems by covering systems, operations and other important factors. It gives recommendations for improvement for these areas as well as for people, technological and organisational issues. It is shown that even a multinational company such as Airbus suffers from stultifying problems, using different systems at their plants or internal rivalries amongst top managers. Complex operations and dispersed plants further hampered the project. Finally it is recommended for Airbus, to integrate operations and systems in a better way, to introduce new systems to all plants and to ease organisational structures. Written with students of aerospace or aeronautical engineering firmly in mind, this is a practical and wide-ranging book that draws together the various theoretical elements of aircraft design - structures, aerodynamics, propulsion, control and others - and guides the reader in applying them in practice. Based on a range of detailed real-life aircraft design projects, including military training, commercial and concept aircraft, the experienced UK and US based authors present engineering students with an essential toolkit and reference to support their own project work. All aircraft projects are unique and it is impossible to provide a template for the work involved in the design process. However, with the knowledge of the steps in the initial design process and of previous experience from similar projects, students will be freer to concentrate on the innovative and analytical aspects of their course project. The authors bring a unique combination of perspectives and experience to this text. It reflects both British and American academic practices in teaching aircraft design. Lloyd Jenkinson has taught aircraft design at both Loughborough and Southampton universities in the UK and Jim Marchman has taught both aircraft and spacecraft design at Virginia Tech in the US. * Demonstrates how basic aircraft design processes can be successfully applied in reality * Case studies allow both student and instructor to examine particular design challenges * Covers commercial and successful student design projects, and includes over 200 high quality illustrations

When it comes to very highly complex, commercially funded product-development projects it is not sufficient to apply standard project management techniques to manage and keep them under control. Instead, they need a project management approach which is perfectly adapted to their complex nature. This, however, may generate additional cost and a dilemma arises because in commercially-driven product developments there is the natural tendency to limit the management-related costs. The development of a new commercial aircraft is no exception. In fact, it can be regarded as an extreme example of this kind of project. This is why it is especially useful to analyse the project management

capabilities and practices needed to manage them. Cost reductions can still be achieved by concentrating on the essential elements of some project management disciplines, to maintain their principal strengths, and combining them in a pragmatic way on the basis of an integrated architecture. This book goes beyond descriptions of management disciplines found elsewhere in its treatment of the architecture integration necessary to interlink product, process and resources data. Only with this connectedness can the interoperation of the management essentials yield maximum efficiency and effectiveness. *Commercial Aircraft Projects: Managing the Development of Highly Complex Products* proposes an integrated architecture and details, step-by-step, how it can be used for the management of commercial aircraft development projects. The findings can also be applied to other industrial sectors that produce complex hardware based on design inputs.

Combining the considerable respective expertise of Triant Flouris and Dennis Lock, this unique book highlights the ways that successful businesses are managed in the aviation industry through the identification and application of proven project management methods. Theoretical concepts are defined, clarified and shown how they can be valuable to business managers and students of the aviation business sector. *Aviation Project Management* builds on the successful and popular work of Dennis Lock but is considerably enhanced by applications, examples, illustrations and case examples pertaining to projects exclusively from the aviation industry. Theory in the project management field is already well evolved, so the purpose of this book is not to review that theory but rather to demonstrate how the lessons of theory can be of practical use to aviation students and business managers. It provides a practical guide to those interested in how projects are managed and the common mistakes that aviation project managers should avoid.

The primary focus of the chapters presented in this book is the European Union. The EU is a treaty-based, institutional framework that defines and manages economic and political co-operation among its 25 member states (Austria, Belgium, Cyprus, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Poland, Portugal, Slovakia, Slovenia, Spain, Sweden, and the United Kingdom). The Union represents the latest stage in a process of European integration begun after World War II to promote peace and economic prosperity in Europe. This European integration project has evolved from encompassing primarily economic sectors to include developing a common foreign policy and closer police and judicial co-operation. With the end of the Cold War, the Union has also sought to extend the political and economic benefits of membership, especially to central and eastern Europe. This book examines the Union's expectations of the future, and the relationships that it has with countries in other parts of the world.

Triant Flouris is a prominent academic and administrator in aviation management education; Dennis Lock has more than forty years experience in practising, lecturing and writing about project management. When these two experts combined their considerable talents to write their earlier book *Aviation Project Management*, it was little wonder that distinguished reviewers gave generous praise and acclaimed it as a welcome addition to what, until then, had been a neglected field. That first title was structured as an essential primer for managers and students. The authors have now written this more in-depth book for managers and students who need to study aviation project management in much greater detail, as well as critically connect project management within an aviation context to prudent business decision-making. *Aviation project management* is described in considerable detail throughout all stages of a lifecycle that begins when the project is only a vague concept and does not end until the project has been successfully completed, fully documented, and put into operational service. Aviation projects have commonly failed to deliver their expected outcomes on time and have greatly exceeded their intended budgets. Many of those failures would have been prevented if the project managers had adhered to the sound principles of project management, as described and demonstrated throughout this book.

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