

New project management principles for the conception stage: outline of a new generation.

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Steen Lichtenberg

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#### Abstract

Conventional project management (PM) principles "used to handle well defined projects" have proved inadequate at the conception stage of projects when objectives are fuzzy. Many inferior decisions have been taken and problems arisen from the use of such techniques. This paper outlines a new "generation" of PM principles. These were born two decades ago from the increasing complexity, turbulence and social impact of projects. These principles have now matured, having already been used in projects involving more than £30 000M, and they have led to a significant increase in quality of PM, not least in the conception stage. The principles and general procedures behind this new form of project management are discussed.



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## Keywords

project management; conception stage; principles; procedures

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—<sup>â</sup> Steen Lichtenberg is associate professor in construction management (part-time) at the Technical University of Denmark and active consultant as partner in the consultant firm Glahn & Lichtenberg, ApS, Copenhagen. He attained an MSc in Civil and Structural Engineering from the above University in 1953. Since then he has gained experience in construction work while working ten years for a large general construction company, especially in the field of Industrialized Building Construction. In various positions in this company he dealt with planning, systems engineering, computer-based estimating, etc. Since the early sixties he was responsible for a development section of the company. In 1967 he joined the Department of Construction Management at the above mentioned University. He has been engaged in research work in these fields, and has been active in continuing education programs within his field in many countries. Since 1975 Dr Lichtenberg has as a consultant been engaged in about 400 project planning and risk analyses and R&D tasks for industry and governments in Northern Europe. He has been president of the International Project Management Association 1982–85. Being an old member of Project Management Institute, Washington DC, he was co-founder and elected first president for the Danish Project Management Society.

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