

Industrial Users Panel

Chair Management of Engineering Projects

- 14.00 Welcome and Opening by Ir. Ron van den Akker
- 14.10 Sana Lateef (PhD)
PhD Research in the IDM section
- 14.40 Jaap Stoffels
Role and responsibilities of the Project Steering Committees
- 15.10 Coffee/Tea
- 15.30 Dr. Ir. Maedeh Molaei
My research at the Architecture Faculty
- 16.00 Dr. Ir. Marian Bosch-Rekvelde (associate professor)
The effect of diversity on project performance
- 16.30 Prof. Dr. Hans Bakker
16 years MEP
- 17.00 Closing and Drinks

16 years MEP



Onderwijs

Onderzoek

Valorisatie

Minor: PM from Nano to Mega

Modules in the Minor: PM from Nano to Mega



Project Management Basics (13 weeks)

Legal and Financial aspects of Project Management (13 weeks)

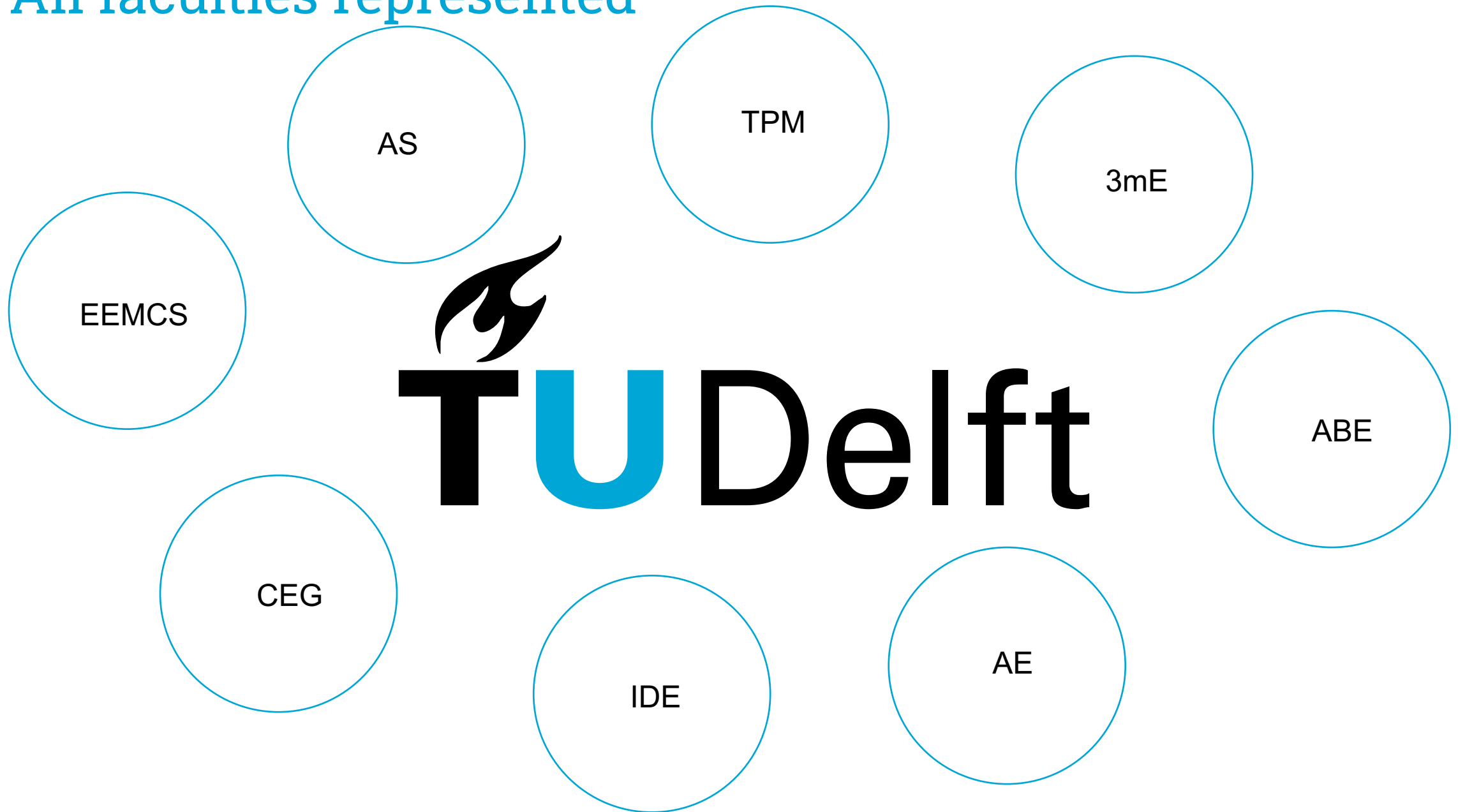
Process Management (13 weeks)

Fit for purpose Project Management (13 weeks)

Integration course (26 weeks)

..... in total 30 study points (half a year workload)

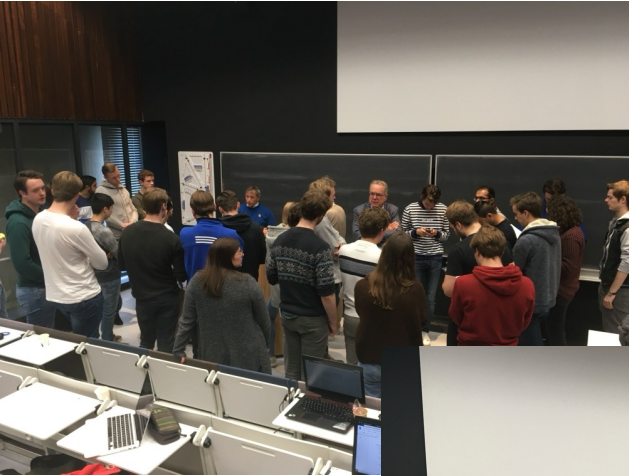
All faculties represented



Students 1st Lecture Basic PM



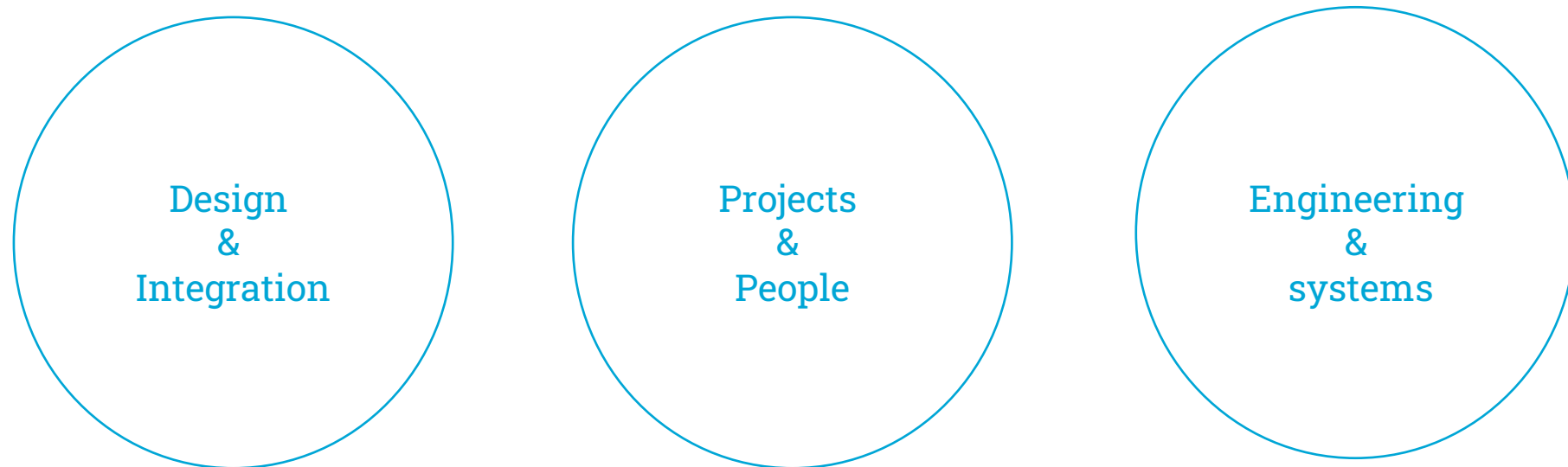
Guest lecturers Fit for purpose PM



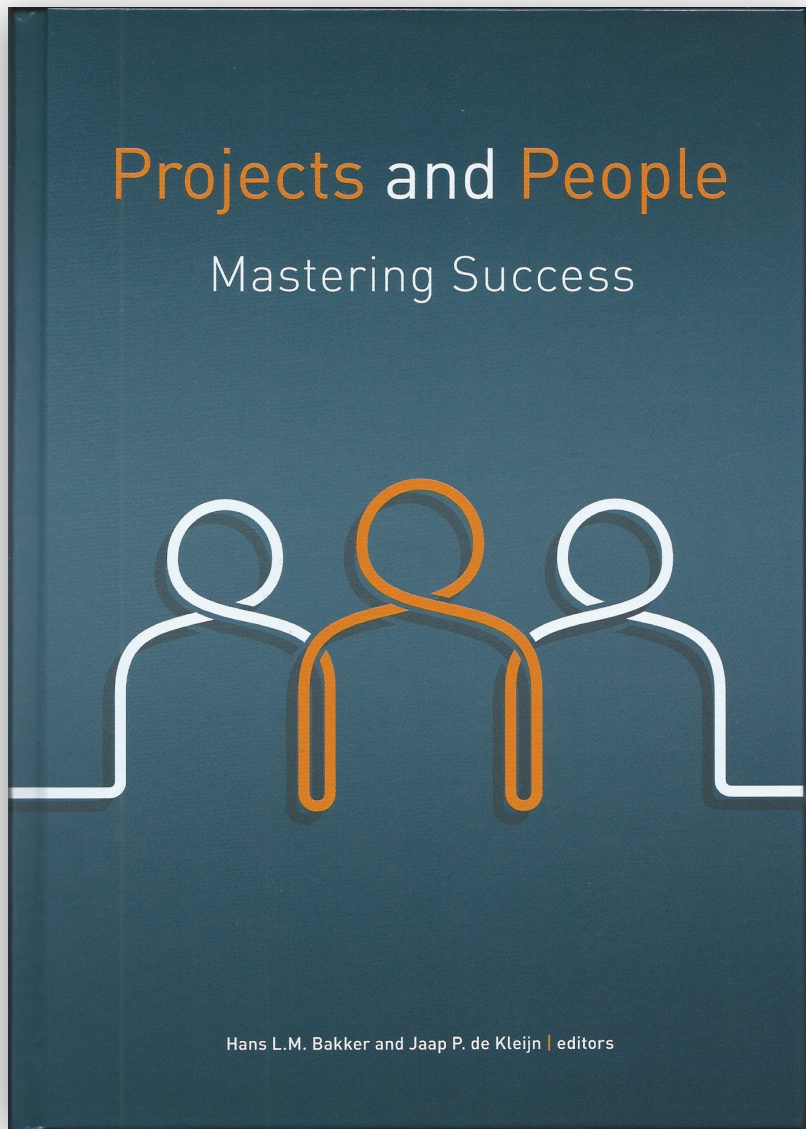


CME: Dynamic Control of Projects

Master Construction Management and Engineering



Three graduation domains



...even more focus on People

Published September 2018:
Different team (26 authors),
same editors,
same approach

Intensive MEP course

Intensive course: Management of Engineering Projects

5 whole days (over 5 weeks)

Self study of the book at home

Discussion and debate in class

Develop project execution plan of Windpark

Final presentation to Board of Foundation

Playing a serious game



Massive Open On-line Courses (MOOCs)

Project Management of Engineering Projects

Preparing for success!

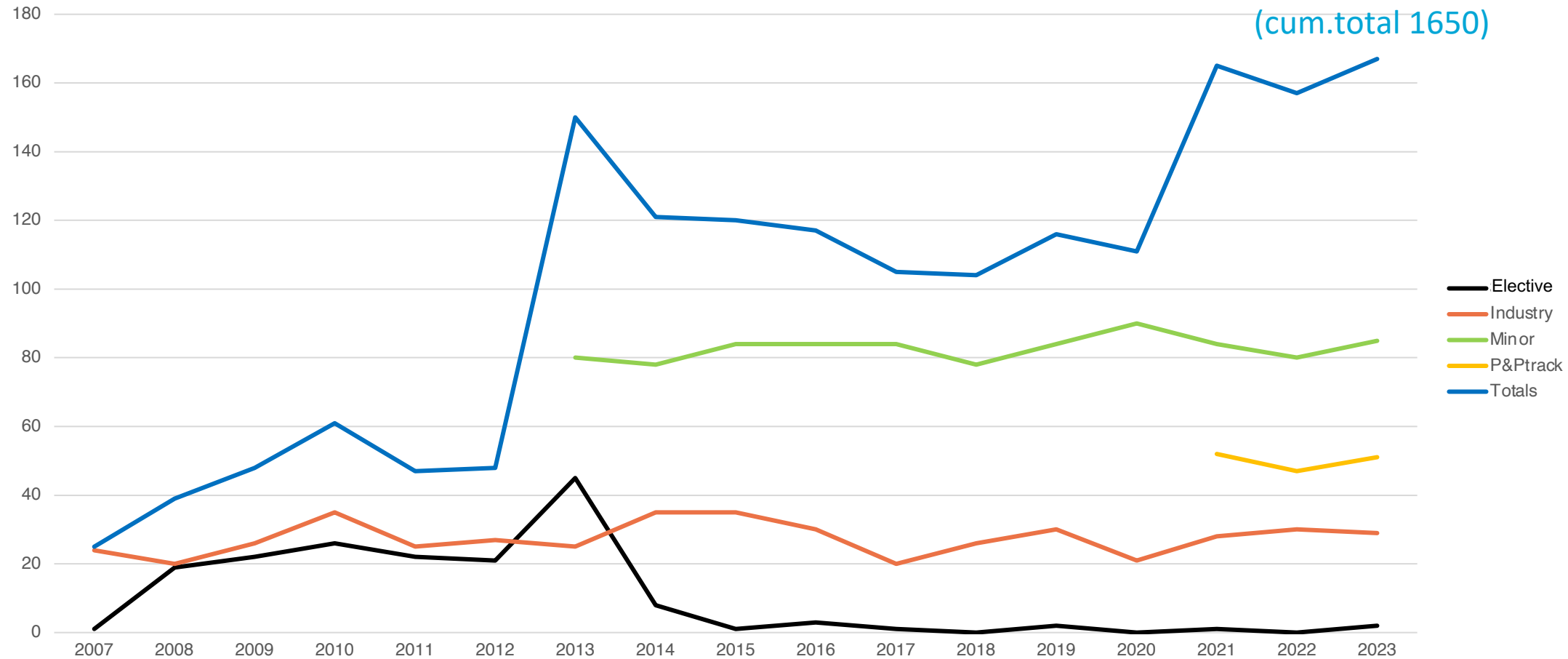
Prof. Dr. Hans Bakker, Prof. Dr. Ir. Marcel Hertogh, Dr. Ir. Marian Bosch-Rekvelde



Massive Open On-line Course (MOOC)

More than 100.000 participants from 192 countries

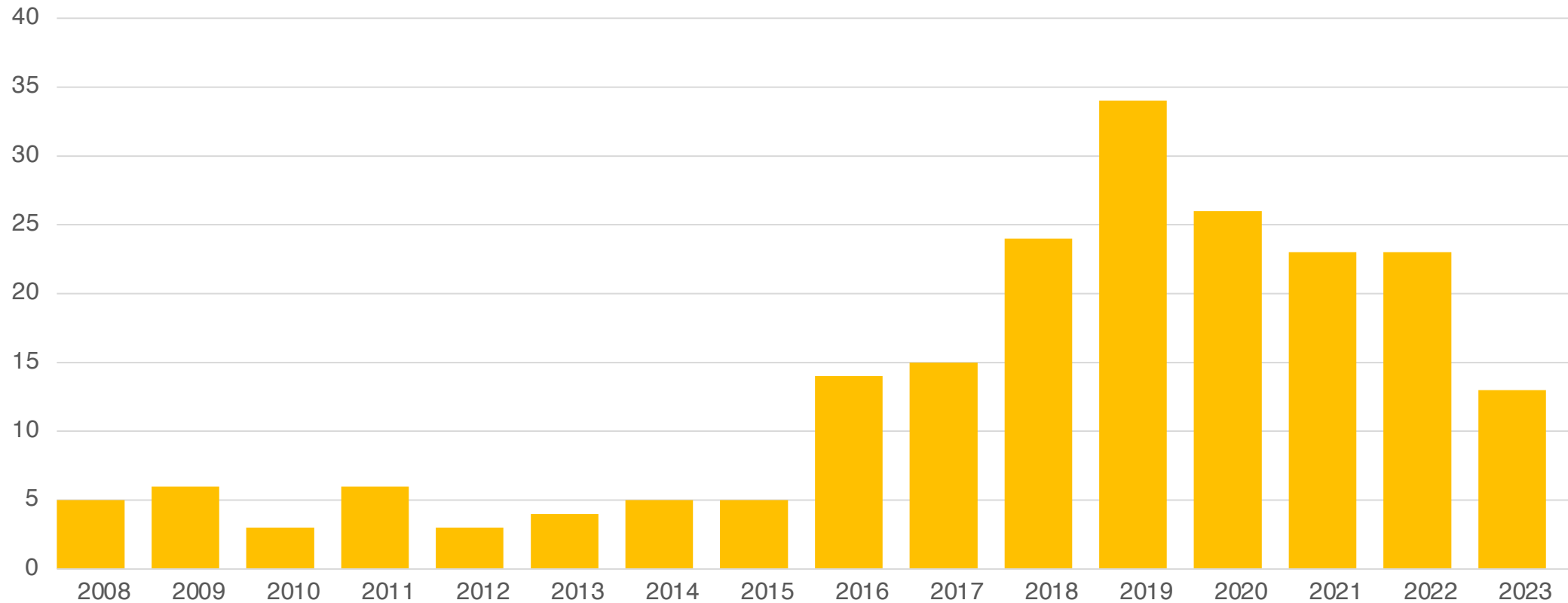
Student numbers in courses



Research in Management of Projects

Master students through the years

(cum.total 209)



Graduating *and Sponsoring* companies

Accenture, Aecom, *Aker Kvaerner*, *AkzoNobel*, AllSeas, Anthea, Applus, APPM, Aratis, Arcadis, Arup, ASML, ATOS, AT Osborne, Balance, Ballast Nedam, BAM, *Bilfinger Tebodin*, *Bluewater*, Boskalis, BP, Brink, Copper8, Count & Cooper, *Covra*, Croda, *DOW*, Drees & Sommer, *DSM*, Dura Vermeer, EBN, van Eesteren, Eneco, *Engie*, ePM, *Fluor*, *FrieslandCampina*, van Hattum en Blankevoort, Havenbedrijf Rotterdam, Heijmans, *Heineken*, Hertel, *Hollandia*, Huisman, IBA, Inros Lackner, IV Infra, Jansen de Jong, Joulz, *KH Engineering*, KWD RM, LM Glasfibre, *McDermott (Badger, Lummus, ABB, CBI)*, *Mobilis/TBI*, Mott McDonald, *NEM*, Van Oord, Pacer, PHBM, Pro6 managers, ProRail, *RHDHV*, RWS, Schiphol Group, *Shell*, *Siemens*, *Spie*, *Stork*, Strukton, Sunuru, SWECO, TAQA, *Tata Steel*, *Technip*, Tennet, Twijnstra & Gudde, VDL, Volker Wessels, *Witteveen+Bos*

Goals in inaugural address

Project complexity/predictability

Managerial learning


Building relationships

Modular design and construction


management of projects
a people process

inaugural address

Prof. Dr H.L.M. Bakker



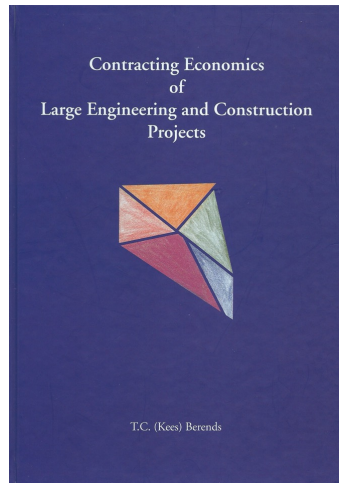
May 14 2008

 TU Delft
Delft University of Technology

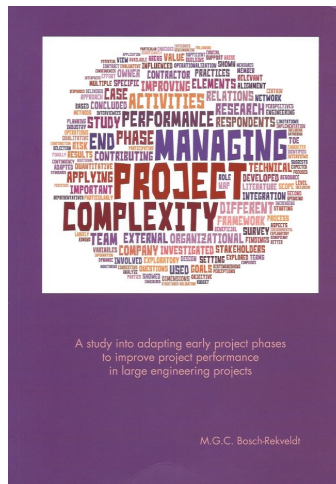
Faculty of Mechanical, Maritime and Materials Engineering

Dissertations from the MEP chairand 4 more to come

Guus Keusters (2024)
Maryam Nezami (2024)
Jaap Stoppels (2025)
Marco Buijnsters (2026)



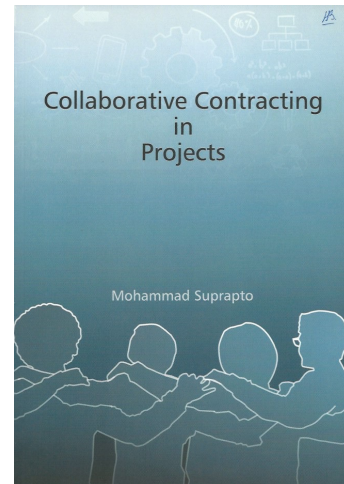
Berends
(2007)



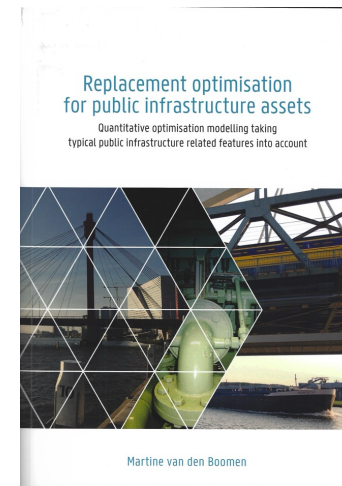
Bosch-Rekvelde
(2011)



Koops
(2017)



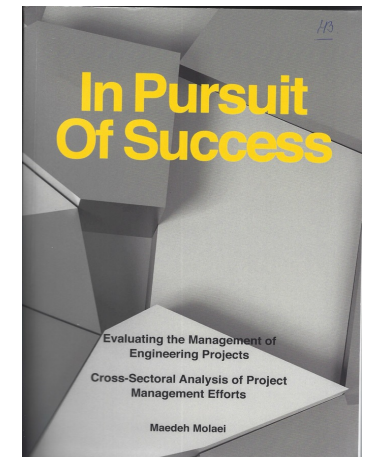
Suprpto
(2016)



van den Boomen
(2020)



Liu
(2021)



Molaei
(2021)

What have we learned ?

- *Standardisation works*
- Safety pays off
- Manage relations
- Social learning
- Scale, not skip
- Balancing act

First date



Tools developed

Contracting quilts

Definition of success

TOE framework for complexity assessment

RElational CAPability (RECAP) assessment tool

Social Network Analysis

Necessary and Sufficient conditions

PSC Reference Guide

ICAT (Inter-organisational collaboration assessment)

IRI test (empathy assessment)

Deliverables

Dissertation	Title	Deliverable
Berends (2007)	Contracting economics	Contracting quilts
Bosch-Rekveltdt (2011)	Managing project complexity	TOE framework
Suprpto (2016)	Collaborative contracting	RECAP tool
Koops (2017)	Creating public value	Multifaceted clients
Van den Boomen (2020)	Replacement optimisation	Optimisation modelling
Yan (2021)	From best to next practices	Social learning
Molaei (2021)	In pursuit of success	Nexis model
Keusters (2024)	Empathy driving performance	Empathy assessment
Nezami (2024)	Inter-organisational collaboration	ICAT
Stoppels (2025)	Project steering committees	PSC reference card

Michèle Blom
(former Director General RWS)



Social Learning



A balancing act...



Source: Joeri Buffing & Marco Eykelenboom, 2018

Valorisation

Advisory activities



PM Congress 2019: Adapt or die?



NAP-professor



Diverse people are key

