Project Selection and Analysis

'The Value of Project Management'

Learning Team A

Tawnya Jenkins, Sue Hargrave, Manny Garcia, Scot Munns

Group ID PMAA0I9A35

Course #CPMGT 301 Strategic Potfolio and Project Management

Jack Ratelle

PROJECT SELECTION AND ANALYSIS/ 'THE VALUE OF PROJECT MANAGEMENT'

Strategic management applies management decisions in order to achieve organizations goals. A strategic management team identifies, and outlines the [organization](http://en.wikipedia.org/wiki/Organization)'s [mission](http://en.wikipedia.org/wiki/Mission), [vision](http://en.wikipedia.org/wiki/Vision) and objectives, developing policies and plans, often in terms of projects and programs, which are designed to achieve these objectives, and then allocating resources to implement the policies and plans, projects and programs. Strategic management consists of three main processes which include: Strategic Formulation, Implementation, and Justification. The organization we have chosen for our project is The Beckman research Institute. We have been asked to elaborate on the value of project management. Let us first take a look at our selected organization for this project.

The Beckman Research Institute

The Beckman Research Institute will celebrate its 25th anniversary this year, commemorating a quarter century of advancing research and bringing new hope and promise to patients throughout the world. The organization is recognized nationwide for its innovative biomedical research; the institute is home to some of the most creative minds in science. Here, interdisciplinary teams of investigators, from renowned researchers to [postdoctoral fellows](http://www.cityofhope.org/education/postdoc-studies-office) to [graduate students](http://www.cityofhope.org/education/grad-school), challenge assumptions, explore unconventional strategies and pursue new lines of inquiry in a collegial and supportive environment. The first of only five Beckman Research Institutes established by funding from the [Arnold and Mabel Beckman Foundation](http://www.beckman-foundation.com/), we are responsible for fundamentally expanding the world’s understanding of how biology affects diseases such as cancer, HIV/AIDS and diabetes. Our breakthroughs in the areas of recombinant DNA technology, gene therapy and monoclonal antibodies are testaments to the [culture of collaboration](http://www.cityofhope.org/about/Collaborations) that inspires and informs our work. Both our discoveries and our commitment to move those discoveries into [clinical trials](http://www.cityofhope.org/patient_care/clinical-trials) without delay are grounded in the institution's history of compassion and drive to save lives and enhance the quality of lives of patients everywhere.

The Strategic Plan

City of Hope (COH) has a strategic plan that stretches out to the year 2013 when it will celebrate its 100th anniversary. Although Beckman Research Institute (BRI) has only been at COH for 25 years, they adopt and perform according to the same strategies. COH treats cancer patients while BRI continues to strive to find cures for cancer. BRI’s strategic research programs within the overall strategic plan cover Cancer Biology (CB), Cancer Control and Population Sciences (CCPS), Cancer Immunotherapeutic (CI), Developmental Cancer Therapeutics (DCT), Diabetes & Genetic Research Center (DGRC) and Hematologic Malignancies (HM). Each research program, while complying with the strategic plan of COH, has developed within its boundaries its own strategic plan to meet the overall goals of the COH strategic plan. Although BRI is endowed by the Arnold and Mabel Beckman foundation, in order to rapidly progress in our cancer research we need to continually raise funds. If we did not have a solid strategic plan in order to do this, we would not meet the goals that COH has emphasized in its strategic plan.

The Value of Project Management

The business of BRI is to progress in cancer research, and ultimately, find cures for various types of cancer. With different levels of stakeholders present in the company structure, and the various research and reporting techniques running concurrently, different types of communications must be executed. Management styles must be accountable for proper documentation and function.

Project Management is able to handle what would otherwise be an overwhelmed, underreporting organization. It can lend focus on to different programs that would otherwise be left unattended, or underfunded. Project Management would enable those programs to appeal to the right pools of potential stakeholder/shareholders who would be interested to contribute funds to defeat cancer. Value can not only be measured with funds that are always coming in for research purposes, but by the increasing amount of lives that are being positively affected as a result of the research done at BRI.

Project management’s value to BRI is shown by the various teams of investigators and scientists who are mightily working out the complexities of not only fighting cancer, but how to fight it *together.*

As one of the few nationally recognized Comprehensive Cancer Centers, City of Hope with the Beckman Research Institute have progressed through many styles of management and development. Through the growth and subsequent enormity of research projects, a progressive change in the method of selection, development, reporting and communicating of projects needed to be instituted. Beckman Research Institute adopted the Project Management model as a method of singular development and reporting method for all the different research teams.

The success of the Beckman Research Institute is gained from the numerous research projects in development, in progress or concluding with possibly a new treatment or cure. Since there is a stream of projects (Cleland, Ireland, 2002) in the Beckman Institute, the ability to monitor and report on all the projects requires a proven management method of these numerous projects. By having the single management style for all project teams to utilize, reporting is consistent amongst the teams in which they are able to read and understand the reporting method. Consistency also carries to the reviews of the Beckman Board of the multitudes of projects in which ease of reading and understanding in the same format allows for in which build consensus as well as insight to new research methods other teams are working on and could be used by other teams.

By using the same project management method across the Beckman Institutes eight departments, the planning, resourcing, monitoring and progression of the project allows all partners in COH and BRI clarity of reporting on projects. The project management process that supports strategic planning and management processes has allowed the City of Hope organizations develop to the nationally renowned cancer treatment center as well as one of the top research centers in the nation.

While it is easy for City of Hope and Beckman Institute to say, “Our mission is to shorten the time from initial idea to new treatment — conducting innovative basic research, providing excellent clinical care and significantly strengthening our infrastructure,” (COH Strategic Plan 2007) the work is tougher to actual accomplish. By adopting the proven project management methods COH and BRI will meet their vision to shorten the time from initial idea to new treatment through a standardized method of project development and reporting.References

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City of Hope (2009) *Strategic Plan 2007-2013.* Retrieved June 14, 2009, from http://www.cityofhope.org/Documents/StrategicPlans.pdf