Annexes

In-depth interview questions and interview notes

1. What is the nature of the company/organisation and the type of projects running within it?

2. What are the criteria for project success within the organisation and is there a difference between the evaluation of different projects?

3. What are the factors that can affect the success of a project and what are the key factors that can prevent a project from failing?

4. In your opinion, how much does good communication and cooperation with the management determine the quality and success of the project?

5. How often do project objectives change and how does this affect the quality and outcome of the project?

6. What determines the quality of the professionals to be employed in a project, and how does it affect the project if the wrong people are hired or few people are employed?

László Babócsy

He has been working on projects since 1998, and in 2017 he was appointed Project Manager - **Programme Manager for** the Government Data Centre project.

Question 1.

- **Company name: NISZ (National Infocommunication Service Provider Ltd.)**
- They do the IT for the public administration - basic infrastructure
- Project Management Directorate: with 32 project managers
- They are organised into 3 programmes:
    - Infrastructure programme (by László Babócsy) - about government data centres and especially their cloud operations
    - Dissemination programme
    - Networking programme
- Project orientation: 2 types - one is an EU funding operational programme (CIP: 10+ projects);
- Main project:
    - government data centre since 2015 , took over the project in 2017

- hardware, software, IAS, operating system service, DBALSTAT, SAS service (government cloud)

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- Other projects: EU funding + nationally funded projects (public service contracts with institutions)
- Workers: 1500 people
- Big data centres: IT (public administration + new developments)

Question 2.

- 2 project:
  - EU funding (billions) - multi-year programmes - grant contract with managing authority (contract specifies what to do)
  - domestic funding - projects usually shorter than one year - public service contracts (to carry out a specific task)
- They operate by rule

Question 3.

- No actual project failure - all projects must be closed
  - It is a failure if the contract is not concluded at the preparation stage
  - If they conditionally launch procurement:
    o If the contract has not been concluded it counts as a failure because the project work has already started but had to be stopped
    o Once the contract has been signed, there is no project failure, as the product has to be delivered anyway - deadlines can be delayed (this can cause problems)
- Hardware and licenses are purchased (upgrades) - Basic infrastructure is already in place and just needs to be deployed

Question 4.

- Good communication with management is essential to the quality of the project
- Project level: there are 2 levels: middle management operational + senior management strategic
- Discussions:
  - weekly: operational meeting (Friday)
  - Every 2 weeks: senior management meeting
- The project is divided into working groups
- Project decisions/issues
  - Level 1: Project Team - Middle Managers
  - Level 2: Project team - Senior managers
  - Level 3: Project Team - Sponsor

- If the project team and senior management disagree, this is resolved by involving the 3rd party (Sponsor)

Question 5.

- The project objectives are already defined when the contract is signed - they are summarised in the contract
- Change is minimal - scope may change
- Top-down management does not vary the purpose of the contract, it can only be modified by external environmental factors (government decisions, ministries)

Question 6

- Separate development project
- Problem could be lack of resources + lack of competence - Solution: contract people and bring them in as resources or put out a public tender and bring in resources
- If new competences are introduced - training is also organised so that team members can learn (be able to operate
- In Scope you have to visualise the purchases (can be done in half a year)+ you can involve people in the meantime (own performance)

Katinka Halász

Question 1.

- **Company name:**
- IT system integrator company
- Working for external clients - client projects
- Type: transition and transformation projects (taking over a service from a previous provider) - Industrial manufacturer, hotel, bank
  - IT infrastructure management
  - Cloud service
  - Network operation and deployment
  - Provision of HelpDesk service
  - Information Security service and provision
- 2 parts to the project: take over the service, if the company is new then set it up + operate it

Question 2.

- The most important criterion is that the product is delivered to the customer on time
- To do this, it is important that the success criteria are well defined at the beginning, and that the customer acceptance criteria are
- Stay in the company within a given budget, keep it below the margin - change management can be used to solve this (first you need to convince the customer why this needs to be changed)
- Deadline: there are times when it is critical e.g. services are to be taken over from others
- From an internal point of view, a project can be successful even if it does not fit in the budget if the aim is to win new customers (strategic aspects).
- It depends on what the management wants to get out of this "partnership" and what is involved in the process

Question 3.

- Clearly define the client's expectations and acceptance at the very beginning of the project
- Accurate definition of scope + out of scope elements
- Thorough planning and situation assessment - you can avoid going over budget, then resource management is much more accurate
- Working in a waterfall: design it, do it and then accept it
- Skilled workforce:
  - If the client is known - have someone who already knows the client
  - If you do not know the client - experienced expert
- Risk management: risk analysis, appropriate assumption
- Good communication at all levels (with professionals, management and the team)
  - Team: there are no dedicated Project Teams, you always pull in the resources you need - you have to plan who comes after who and what needs to be done
  - Client: depends on the type of client and how much communication is needed
  - Suppliers
  - Management: getting the support you need

Question 4.

- Management support is very important
- Maintaining the client-firm relationship - management must maintain the "partnership",

Question 5.

- Scope management - seek to align with change management
- If the scope changes, it's a new baseline (new time. budget etc.) - but this has to be accepted by the management

- Everything needs to be documented for a decision to be made - Steering board

Question 6.

- Scope - WBS breakdown - definition of basic tasks: this is used to describe the type/skills of the professional and who can perform these tasks
- Technical architect + Project manager : they can determine which expert should be which qualification (junior, senior) - they pass this on to resource management
- Team leaders need to be talked to to see who can take it on
- If there is money left in the budget, they will put junior in the project
- The urgency of the task also depends on the composition of the team
- Communication: 1. team, 2. client, 3. management
- Until you have the right human resources, they will try to communicate this to the client

Gusztáv Haberle

Question 1.

- **Company name: ASH Szoftverház Kft.**
- Hungarian-owned small company
- They mainly do public, government projects (they are the main contractors and there are also subcontractors)
- Public procurement portal project: being a government project, it has to be managed using the Waterfall methodology, but also some Agile methodology is used
- Develop and operate custom software
- There are IT projects, public procurement
- Scope is defined, however they cannot be so precise, thus benefits Agile approach, Kanban board (internal work organisation)
- For customers every 2 weeks - iteration + release (they send a sample of the project)

Question 2.

- Success condition: contract must be respected (strict compliance with the contract), legal compliance, customer satisfaction
- They must respect the deadline - a legal obligation
- There are fixed price projects - sometimes for some reasons this is extended within the company, the customer pays the same

Question 3.

- Communication + quality assurance
    - Communication: both to the customer and to management, you need to communicate well, so that the problems can be identified as soon as possible, solved as soon as possible, and everyone understands the same thing
        - Weekly: reporting to management, half-day meeting - what problems may arise, what will happen that week
        - Company manager is the sponsor, who keeps in touch with the client
        - Serious contact with the client during the design phase, depending on the phase of the project
    - Quality assurance:
        - deliver good quality consistently - start testing at the outset
        - clients are always consulted

Question 4.

- Absolutely
- Management is usually not so professionally involved in the project, so deadlines are sometimes tightened by management

Question 5.

- The main objectives are not usually changed, as they are government projects
- However, they cannot always define the scope exactly, so there are some discrepancies (this is up to the team)

Question 6.

- "We work with what we have" - development managers are not always satisfied with the human resources - high demand for IT people, not always enough human resources
- Sometimes they have to work overtime, they try to focus on quality
- Outsourcing is also there

Tamás Ali

He has been working on projects and project management since 2007. He worked for many years in public administration: management of EU funding schemes, organisational projects, IT projects (NÉBIH),

Transferred in 2020 to an environmental, design and services company (private sector) - **project leader**

Question 1.

- **Company name: Naturaqua Zrt.**
- work under contract, bid for public contracts, have a permanent repeat customer
- Larger companies + one individual
- locating, excavating, planning the removal of contamination, examining legal/regulatory regulations, preparing technical plans, sealing and papering the implementation
- result products define the project
- status, scene, factual description, technical intervention plan, documentation
- e.g. hazardous waste landfill reclamation, groundwater treatment, establishment of water treatment systems, stormwater drainage systems, radioactive waste management (management of spent fuel from Paks nuclear power plant)
- team: hydrogeologists, chemical engineers, civil engineers, environmental engineers
- work in a loose matrix organisation: expert + design team (the project determines who works together) - there is not much hierarchy between the two groups - no separation between the groups
- Working mainly with Waterfall methodology

Question 2.

- Criteria for project success: to be completed within budget and on time
- Requirements set out in legislation
- Mail product : Documentation, preparation of taste management system
- Project divergence: results are important, but if you want to get refereeing in a new area, the learning aspect will be the priority
- Project size:
  - 123 projects in 2022
  - smallest: HUF 1-2 hundred thousand: water permit
  - biggest: HUF 620 million: revitalisation of the **Ráckeve** (**Soroksári**)-Danube
- Group: around 20 people - extensive network of subcontractors

Question 3.

- They are undergoing a change in organisational methodology
- They liked to neglect the beginning of the project: precise definition and agreement of requirements with the client, development of the WBS - these have an impact on the outcome of the project

- Project planning from the beginning + proper communication with the client
- Inadequate planning tends to be at the expense of time + cost
- Slippage of deadlines is rare but occurs; internal resources are "burned" (more are used)
- Engineering office: they sell their time for a project, and the quote is based on this (man-hours + margin)

Question 4.

- Internal communication is very important (with management + colleagues + between groups)
- Problem : information not getting across between colleagues + teams - home office problem - information not getting across; may slip due to miscommunication
- Whether they communicate more with management or the client varies from project to project:
  - some where the customer has already specified the product/ destination to be delivered, in which case there is little communication with the customer
- Team meeting: daily standup (went agile) - everyone is there
- Every 1-2 weeks: team + administration team - They go through projects in batches
- Monthly: discuss with colleagues how each project is progressing (in terms of working hours - to secure resources)
- There is no separate senior management: CEO (Tamás Ali) + Technical Manager + Strategic Project Manager (he has a role in the bidding phase and the beginning of projects - he starts the procurement, he gets the work) + Team Leaders: experts + designers (they manage the work of the team)

Question 5.

- There are projects where work is started on the basis of an undefined customer requirement - the customer only knows roughly what they want, but new information is revealed to them during the project - and almost at the end of the project they have to change
- **Ráckeve** (**Soroksári**)-Danube revitalisation project: client changed (different from original client's ideas) + many stakeholders involved - shift of focus - time overrun
- Adapting to customers more than management

Question 6.

- Project size and complexity determines who should be in a team - based on skills assessment; qualifications; who can handle projects/tasks of what complexity

- There is outsourcing: there are specialisms that are not worth keeping in-house; subcontractors + retired colleagues - it is important how much it costs to get them to do it

János Huk

Graduated in 1987 from the Faculty of Electrical Engineering of the BME + second degree in Economics. After a few years of teaching, he joined Tungsgram General Eletric , where he was part of a project team. He is a PMP Scrum Master, ISTQB Certified Tester with international qualifications. He has worked for General electric, Sanofi, Deutsche Telekom, Sony. Currently 2 jobs in international projects

Question 1.

- **Company name: TXC Technology;
  Global Project Delivery Organization**
- Matrix organisation
- the organisation is project oriented - there is project assignment
- Each client is an account: a methodology is created for each client - there is a PMO for each account - they are summarised in the central PMO
- Waterfall + Scrum
- Project type: IT project - SAP implementation, Softer development
- Colleagues from around the world can be involved

Question 2.

- time + budged + quality product
- difference depends on the culture of the company what they can accommodate - develop a methodology that works for everyone (subtle, slow introduction of changes)
- change request - can be solved with change management - start a new project

Question 3.

- Human resource management (fear of change, project obstacles)

Question 4.

- Very specific , especially if the sponsor is from management or management is involved in the project - larger projects
- Management needs to say how important the project is or what it will entail if it succeeds/fails - different prioritisation, perception, mood
- At the start of projects: define how many hours people will spend in the functional organisation and on the project
- If an important task comes up, you can refer back to the importance of the task/project
- Priorities can be debated on the budget
- Communication:
  - with management 2 weeks/monthly consultation
  - with clients 1 time a week or daily, rarely invited to Daily Standup (but you can follow everything in Jira to see how the project is progressing)
- In practice, it is never the goal to have crystal clear methodologies, this is done on the basis of how the client requests e.g. modified scrum, hybrid methodology

Question 5.

- If the changes can be covered by a change request - change management change, sometimes scope change - then the "new" project is continued

Question 6.

- international company - they can bring people in at any time
- there are levels within the company (e.g. level 4 senior) - people are selected for the project according to their level
- for the project it is important that everyone knows who has what tasks, in order
- There is a central core and additional human resources can be added (outsourcing)

Tamás Buti

He started his career in the telecommunications industry, where he was first introduced to project management. He has worked in the automotive industry: mainly as a softer, but also tried his hand at the hardware side. He is currently working at a Startup, in the middle of a small company - small company shift (140 people), but the company culture is still Startup.

Question 1.

- **Company name: Commsignia kft.**
- Small to medium-sized business, but still with a Startup philosophy of life
- Company profile: communication between cars and urban infrastructure

- 3 types of projects - they operate according to different criteria
    - Smart city infrastructure (hardware, software projects)
    - Automotive department (small and large projects)
    - Research

Question 2.

- Projects:
    - There are normal success criteria
    - Smart city:
        o Short-term financial success stories
        o projects can be delivered with little development - work and meet customer needs
        o fast, cost-effective projects are needed
    - Automotive industry:
        o Long-term cooperation, building trust and partnership
        o Keep the customer constantly satisfied - listen to needs, adapt to needs
        o They have moved towards large mass production projects (1.5-2 year projects)
    - Research: from an idea, a desire, a need, a problem, you have to learn the way to create a new product
        o Research according to clients' needs
        o Company ideas, problem insights and resulting research

Question 3.

- Project start:
    - How to take over from Sales
    - How much is already planned (scope, timeline, milestone)
    - A lot can be protected if a project is well started and planned at the beginning
- Risk management from the start
    - Risk management and project run in parallel
- Act as a project manager leader, manage the team, can perform leadership tasks
    - People management

Question 4.

- Management can influence the project, for good or bad:
    - Good leadership - good team : success
    - Good management - bad project manager: failure
    - Bad management - good team (if the team is isolated, it can be a success): failure
    - Bad management - bad team: failure

- Most important is to define the project objectives clearly - this needs to be communicated by the management to the project team (important client; one-off job)
- Accurate identification and communication of resources Management - project team
- Influencing factors: reprioritisation, inadequate communication of this, failure to think through the benefits
- Important factors - depends on management decision: prioritisation of projects, resource allocation, budge + project manager (type, whether there is an interface to report to management, whether he/she can escalate)
- Who to communicate with (1. team, 2. client, 3. management)
  - Who to communicate with more depends on the company culture, project type and project progress/phase
  - Reports to management - roughly 1 per month
  - Towards the client - 1 per week: agree, keep satisfied by presenting progress

Question 5.

- Often, it depends on how we manage these changes
- How good the relationship is with the management, how supportive they are of the team
- Changing needs: 60% customer, 40% management from whom this information may come
- Internal, intra-Chip changes are the most common

Question 6.

- Scope (what competence is needed) + timeline (what experience is needed)
- Quality tends to suffer mainly
- If someone has a bad attitude, cooperation, scope, quality problem

Krisztina Hosszú

Master of Management Organization at Corvinus. She has worked at Nokia for 5-5,5 years on various projects. Currently business operation and project manager.

Question 1.

- **Company name: Nokia**
- There are several types of business units that operate completely independently of each other
- Various projects:

- small projects - within your own group
- large projects - company-wide projects
- 2 types of projects:
    - customers - they have to build a network and these are delivered to customers (Vodafone, Telekom)
    - internal project: ERP implementation, process/departmental optimisation (automation - application of AI)
- 30-50 project

Question 2.

- every project has KPIs (key performance indicators):
    - KPIs that can and will be measured during the course of projects
- Varies depending on the theme
- Steering board decides how these indicators evolve
- The steering board is where the managers put forward their requests - they decide whether the project should be modified (extra time, money spent or whether the project should be cancelled)

Question 3.

- how supportive company managers are of the project, how well they define the objectives
- company managers must also prioritise
- schedule must be respected and budge , striving for quality

Question 4.

- Very specific
- Project objectives are good if they are set in advance - keep a timetable

Question 5.

- When changing the target
    1. Risk management + change management
    2. Change Scope

Question 6.

- Selecting relevant people
- Sometimes the Project Manager is not working with his/her own colleagues, but with someone who is involved in several places at the same time - prioritisation is important

Vincze Jenő

In 2006, he graduated as a mechanical engineer and joined Siemens, where he commissioned power plants. In 2009, he and his family moved to Germany, where he commissioned a steam turbine at Siemens.

He has been with General Eletric since 2012. First as Contract Performance Manager, managing power plants. Job role: working in the PMO team since 2017 (managed 10-15 teams) and PMO OTR Leader since July 2021. He has a team of 4 people reporting to him - in total they manage 40-60 projects per year so 5 people.

Question 1.

- **Company name: General Eletric**
- The company has a matrix organisational structure with strong functions (engineering, purchasing, parts transfer/transportation, maintenance) and therefore project management has a weak influence on the functions.
- Project manager only delegates tasks, which teams implement according to their own knowledge and KPIs
- The projects we manage are of the Waterfall/ Traditional Project type, due to the complexity of the technology and the cost of changing the project task and objective.
- Project type: mechanical engineering, installation of various components in power plants, maintenance/upgrading/replacement of existing control systems
- Shortest project 6 months
- Complex large projects last 2-3 years
- Manufacture of gas turbine components, steam turbines, generators
- Customers/clients: 90% private companies (Eon, NL, Shell, Exon mobile)
  - Tender phase - contract / agreements

Question 2.

- The success of a project is determined by the following and there is no difference in the way different projects are judged to be successful.
- S (safety) - If a certain work event occurs, the project cannot be considered successful.
- Q (Quality) - If a quality event occurs that has an impact on the customer, the project cannot be considered successful.
- D (delivery) - If there is an event that has a significant impact on the buyer, the project cannot be considered successful.

- C (cost) - The amount of money spent on a project during its implementation.
- The contract specifies the time and budget - you can negotiate with the buyer - but then the project's status quo changes

Question 3.

- In our case, the success of the project is determined/affected by several factors:
    - The preparation phase is done, the project is agreed with the client, internal analysis is done from the engineering side (assumptions have to be written down - they are assigned to risk factors)
- Thoroughness of preparation during the project bidding phase
    - project objective: what are the things to be delivered
    - precise mapping of tasks and precise definition of task boundaries between the contractor and the client: it is important to define who is responsible for delivering a task (this can be a problem if it is not clearly defined, because the client will expect feedback from the project team and the team from the client)
    - time allocated to the project: discussion between the client and the team
    - resource mapping, availability
    - mapping critical routes in the timetable
    - assumptions and risk listing and analysis
    - determining costs by taking into account various known and unknown risks
    - proper coordination of bid and contract - how clear are the task definitions
- The handover of the project between the ITO preparing the project/proposal and the functions implementing the project, the main reasons for this are: - the quality of the handover is not always such, even though the tasks have been carried out in vain; the importance of communication, all the descriptions
- Experience of the project team
- Efficiency of existing administrative processes - management, one person is involved in several projects, so this has to be taken into account
- Other, non-trivial key issues with no or very little influence of religion (COVID19, Chip hiany, globalization difficulties)
- The following are key ways to avoid projects failing:
- As the project's overall performance has a great influence on the success criteria of the above-mentioned tenets, the quality of the planning and the quality of the project is a key factor.
- The most important things you can do to ensure success in this phase:
    - analysis of the risks and opportunities involved in the project schedule
    - Appropriate seasonal adjustment or collocation based on the risks
    - adapting the mistakes made in the past (BP Best Practice and LL Lessons Learnds) and those avoided
- The implementation of the project is an important factor for its success:
    - Delegalasa biro team with unprecedented experience

- If there is a problem that affects the success of the project and the project team cannot solve it, the problem will be reported to the appropriate channel at the time of the problem.
- If something comes up during the project process and may be a risk factor, it should be escalated in time to the management, who will make the decision

Question 4.

- Between team - project manager - PMO there is communication about the project, but between PMO and executive (regional organisation) only presentation of trends
- 140 projects - no measurement at project level, only at portfolio level, only 5-6 major projects
- Good communication within the project team and with the client is one of, if not the most important task of a project manager and often the success of the project depends on it.
- Half of the management, our religion, is to communicate according to the project's compexitas. If the project is a priority then there are regular project contacts, otherwise the communication is more at protfolio level.
- In operational matters, communication is not of great importance, but in strategic matters, such as the need to

Question 5.

- It is common for the projket to modify its purpose. This could be broken down into two parts.
  - In case the goal of the project is changed because of a modification by a third party, for whatever reason, this will affect the outcome of the task/idea/resource
  - If, within the scope of the project, a modification is to be carried out that is included in the scope of the contract, there may be a negative impact on the SQDC creteries, depending on the scope of the project.
  - Sometimes they forget to include a task, a material cost in the contract, and then it has to be covered from the internal budget - the project is not successful
  - if you also accept a third party's request for a change, you have no influence on the project

Question 6.

- The quality of the professionals involved in a project is determined by the complexity of the project, but the range of different actors can also have a big influence. However, high visibility, complex projects should always be pursued by the most experienced professionals in the field.
- The experience is that the not available or even insufficient labour cannot be replaced in any other way, so the success of the project may be in danger.

- You also need to take into account who has what capacity - resources to manage
- If resources are scarce, all success criteria may be compromised (safety, delivery, cost, quality)

Marianna Sárvári

She spent most of his career in the banking sector, 18 years at Raifeisen Bank, started as a corporate administrator, in the mid 90's she was entrusted with securities management, in 2005 she was appointed to head the IT area at Reifeisen bank: application development, process management, in parallel he managed 40 projects, T-systems: service desk management. Management of projects, programmes, management of 100-200 people (MÁV project, Eon project). Now he is at Deloitte, working on a project that will be implemented in 18: professional services automation tool - process control system (11 000 people will be using it within Deloitte). She is managing projects/programs + giving business relationship management trainings

Question 1.

- **Company name: Deloitte**
- Implementing a digital strategy - for large companies
  - replacing legacy systems with modern IT solutions (6 large projects): replacing IT application systems with Cloud solutions, based on Sales cost technology
  - the implementation of the central tools expected by the Group
  - technology projects (e.g. Enterprise Service Bus implementation)
  - improvements due to legal frameworks, regulations
  - company restructuring, reorganisation

Question 2.

- There are no validly defined success criteria for all projects. For each project, a business case defines the expected benefits at the time of approval of the start-up, against which the management (Project Committee, Investment Committee) approves the project.
- The most important criterion is the achievement of expected benefits. These can be of many types (replacing old, expensive, obsolete technology, creating more efficient processes through the IT system, etc.).
- The "classic" aspects are also taken into account when assessing success.
  1. Implementation on time
  2. implementation of the planned scope (project content to be delivered to the project) - supplier, project team and finally the customer test the quality of the project - so the scope has quality criteria
  3. Respecting the budget
  + Benefit analysis: what will the project deliver, what benefits will it bring

- Difference in evaluation: usually the sponsor and the steering committee evaluate, not the senior management

Question 3.
- (See the presentation sent to you.)
  - the right corporate environment and culture: an accepting, supportive environment
  - The sponsor - whether the sponsor is fulfilling its role (supporting the project) - main responsibilities
  - project manager: creating the right atmosphere, maintaining project dynamics (when to bring people in and when to let them go) - soft skills are key
  - The project team - assesses customer needs
  - The "right place" (corporate environment, culture).
  - honest communication

Question 4.

- In a big way. Good communication and cooperation ensures that the management is good to make decisions about the project.
  - the speed of decisions has a major impact on the success of the project
- The project leader presents the progress of the process to the steering committee
  - disseminate the results - prepare the decisions
  - raise problems in the language of leaders, present alternatives
- it is important to define who has what role in decision-making / decision-making power
  - defined in the project charter

Question 5.

- The basic objectives of a project are very rarely changed. In the case of complex projects, adjustments and fine-tuning of objectives are more frequent, due to changes in circumstances, new information, or corrections of design errors. These adjustments can change the quality of the project and its chances of a good outcome for the better.
- Impact studies and business cases are prepared before the project starts in order to define the objectives of the project
- If the project manager and the PMO are good and the objectives are well defined, then no major changes are usually made, only minor corrections.

Question 6.

- The project deliverables determine the quality of people to be employed in the project. In an IT project, e.g. system development, you need business analysts, IT architects (enterprise, solution, infrastructure), developers, testers, etc. (major project)
- If it's a simple project: there can be juniors to help you with the simpler work
- If the wrong people are hired, it is extremely detrimental to the project, the product is not of the right quality, delays occur.
- The same applies to using fewer professionals than necessary. This is inevitably will result in a slipping, protracted project.

Overwork can burn people out - making it important to employ