



Development and Validation of a People Involvement & Engagement (I&E) Model for Achieving Superior Results in Management of Large Projects

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CITATION: Jayaraman, R. (2017), "Development and Validation of a People Involvement & Engagement (I&E) Model for Achieving Superior Results in Management of Large Projects", *MERC Global's International Journal of Management*, Vol. 5, Issue 3, pp. 92-105.

ARTICLE HISTORY: Submitted: February 01, 2016, Revision received: March 10, 2017, Accepted: March 30, 2017

ARTICLE TYPE: Review paper

ABSTRACT

Project Management (PM) is more of an art than science. Especially so in large projects. In view of the size and complexity of large projects, the magnified size of issues calls for extra efforts from the project management team. While whatever is applicable for small and medium projects is also applicable for large ones, there are significant differences. One is trust between team members. Another is the use of formal processes to ensure that team members work in a co-ordinated manner for mutual benefit. We have developed a model for managing people in large projects, called "the I&E (involvement and engagement) model for large projects management for superior results", which will deliver superior performance by involving and engaging the people working on the project. Essentially the model is a methodology of how to generate the best efforts out of a group of people to achieve a common purpose. We use a case study – the cold rolling mill project of Tata Steel, classified as a "world class" project in project management literature – to illustrate how to apply this model in practice and obtain the desired "world class" superior results and thus validate the model.

KEYWORDS: People, Involvement & engagement model, Projects, Project management, CRM, Tata Steel.

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