



# Commercial Aircraft Projects: Managing the Development of Highly Complex Products

*Hans-Henrich Altfeld*

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When it comes to very highly complex, commercially funded product-development projects it is not sufficient to apply standard project management techniques to manage and keep them under control. Instead, they need a project management approach which is perfectly adapted to their complex nature. This, however, may generate additional cost and a dilemma arises because in commercially-driven product developments there is the natural tendency to limit the management-related costs. The development of a new commercial aircraft is no exception. In fact, it can be regarded as an extreme example of this kind of project. This is why it is especially useful to analyse the project management capabilities and practices needed to manage them. Cost reductions can still be achieved by concentrating on the essential elements of some project management disciplines, to maintain their principal strengths, and combining them in a pragmatic way on the basis of an integrated architecture. This book goes beyond descriptions of management disciplines found elsewhere in its treatment of the architecture integration necessary to interlink product, process and resources data. Only with this connectedness can the interoperation of the management essentials yield maximum efficiency and effectiveness. *Commercial Aircraft Projects: Managing the Development of Highly Complex Products* proposes an integrated architecture and details, step-by-step, how it can be used for the management of commercial aircraft development projects. The findings can also be applied to other industrial sectors that produce complex hardware based on design inputs.

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