

# **Final Project 1**

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## **Project Template**

Faculty of Management  
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**Midocean University**

**Faculty of Management**

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**Project title**

**Project Management in Times of Crisis: Case of Wars and  
Pandemics**

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# **1. Chapter 1: Introduction**

In today's modern and rapidly transforming world, organizations are ever more vulnerable to unexpected interruptions, such as pandemics and wars. These crises pose major risks to project implementation, often leading to delays, cancellations, or major change in the scope of projects. A relevant example of this trend is the COVID-19 pandemic, which led to the suspension or redefinition of many projects around the world.

This research seeks to uncover the influence of crises on project management practice, particularly in such realms as planning, resource allocation, and decision-making. It also addresses the way in which the project teams can preserve resilience and flexibility in order to provide project continuity and deliver value against adversity. It is essential to understand these dynamics to develop agile project management frameworks that would be able to effectively respond to future crises.

## 1.1. Research Background

In the last several decades, accelerated technological progress, socio-political tensions, and ecological degradation have converged into a perfect storm. Market forces have never been the only game in town, and such external factors as political unrest, military conflict, and epidemics have long affected the business environment. In this sense, the COVID-19 pandemic is not an exceptional case. On the contrary, it has demonstrated just how fragile and interdependent the modern world, and the project ecosystem in particular, has become. As a result, initiatives in many fields that have been previously perceived as “routine” have turned out to be quite a challenge for professionals, even for those that might have been successful in the past. Healthcare, construction, and education are obvious areas of impact in any locality or region, but disruption to logistics projects or infrastructure development was another matter altogether, contributing to unexpected delays, the lack of resources, and changing stakeholder needs.

Project management as a professional field and a subject of scientific study has been experiencing its own growth in the face of mounting complexity, risk, and engagement. Traditional project management, of course, is an intricate system on its own, built upon principles such as planning, resource allocation, time and cost control, quality assurance, and more (PMBOK, 2020; PRINCE2, 2020). This article, however, will examine more dynamic factors, including political and socioeconomic instability, human and material resources constraints, as well as common health issues or the possibility of epidemics that, when properly anticipated, can extend far beyond traditional project risk assessment and enter the realm of resilience and project management on a larger scale. To put it simply, even the most robust project plans are created with an implicit understanding of a given situation’s baseline state of normalcy. When that state is turned upside down by an outside force, like a pandemic, an act of war, or an environmental disaster, the foundational assumptions that the project plan has been built upon are called into question. In the case of COVID-19, for example, the governments and institutions of some countries have had to reallocate project resources or investments, postpone or cancel medium- and long-term undertakings, and redraw implementation schedules entirely.

When it comes to factors of disruption, instability, and resilience, there is a notable lacuna in the existing body of knowledge. While crisis management has been studied in great depth in the past, this is not the case for project management, with most resources continuing to focus on business as usual while being somewhat vague about exceptions. This could be related to the overall treatment of crisis situations in projects as sources of external risk factors (thus still one of many potential areas of instability), rather than as a special condition or core independent variable with the ability to change the entire life cycle of the project. Another point is the lack of more specific evidence from conflict zones or the healthcare sector affected by an outbreak or the lack of such evidence that could have guided the development of a more comprehensive project management model. At the same time, there are numerous theoretical approaches to organizational resilience that, while solid on paper, have been less helpful in the practical implementation and in providing the project teams themselves with ready-made tools of adaptability and resilience.

Project management in complex emergencies depends heavily on human elements. The final success of a project depends mainly on how well team members work together and how leaders perform under stress and how team members communicate with each other. Project leadership now requires psychological safety and empathy and trust between team members to become essential strategic elements. The human-centered approach to crisis project management remains underrepresented in mainstream research yet it determines whether projects fail or adapt to survive.

This research combines elements from traditional project management with crisis theory. The research investigates both the major obstacles that emerge during wars and pandemics and the elements which enable project teams to demonstrate superior resilience. This research combines case study analysis with theoretical model reviews and manager interviews who have managed under high-pressure situations to generate academic and practical findings. The research aims to develop an integrated project management system which combines agility with human-centered approaches because disruptions have become the standard in our world.

## **1.2. Research Problem**

In the contemporary era of heightened uncertainty and turbulence, events such as pandemics, conflicts, and political unrest are increasingly frequent—they have turned into ubiquitous interruptions to business functions and project implementation. Although the project management field has evolved a variety of tools and methodologies specifically intended to manage risks and complexities, these tools are mainly suited for relatively stable contexts. The incidence of major external shocks—be they the COVID-19 pandemic or unexpected military wars—often exposes that existing project strategies lack the required flexibility and responsiveness to allow timely adaptations. As such, this can lead to delays, inefficiencies, or even, in certain instances, complete project breakdown. These challenges highlight fundamental concerns about the adequacy of prevailing project management approaches and identify an immediate need for novel frameworks with an emphasis on resilience, agility, and readiness for crises.

### **1.2.1. Theoretical Gaps**

In spite of increasing recognition of the impacts of crises on organizations and society, there is a significant theoretical deficit with respect to the integration of crisis-specific dynamics into mainstream project management scholarship. Most current models still consider crises as second-order risk parameters instead of fundamental disrupting parameters with the potential to reshape complete project life cycles. A notable deficiency exists in conceptual frameworks that specifically address how project designs change—or fail to change—under the conditions of long-running or intensely impacting crisis scenarios. Further, scholarly literature frequently has a tendency to invoke resilience as a firm-level attribute, with frequent failure to consider its actualization at the project level. The absence of coherent theoretical models incorporating crisis behavior, project flexibility, and decision-making under uncertainty constitutes the major omission in the existing literature.

### **1.2.2. Practical Gaps**

Practically, the experience lessons of real life in crisis have not been adequately recorded and formatted to advance project management practices during stressful periods. Empirical data for project execution during pandemics, wars, or natural disasters are rare and typically narrowly focused. While there are occasional reports and individual case studies from the industry, these frequently exhibit a lack of methodological rigor or fail to draw general conclusions from the observations. Additionally, there is a significant gap between high-level theoretical proposals and the operational problems faced by project managers, particularly in low-resource settings. The constrained availability of scalable, crisis-aware tools and actionable approaches persistently hinders sound decision-making in the midst of emergencies, compelling project teams to make decisions based on improvisation as opposed to organized resilience planning.

### **The Main Research Question:**

**How can project management frameworks be adapted to enhance project continuity and performance during major crises such as pandemics or armed conflicts?**

### **1.3. Research Significance**

It is important to understand the importance of this study in order to enhance academic discussion and to advance informed practical action during crises. Crises have shifted from exceptional events to frequent disruptions necessitating new practices in the management of intricate projects within disturbed settings.

#### **1.3.1. At the theoretical level**

This research seeks to address a significant omission in the scholarly literature by re-defining crises not merely as risk factors but also as inherent determinants that have the potential to change the entire course of a project. Most existing research tends to perceive crises as unforeseen, independent discontinuities, rather than as system-wide problems necessitating structural

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