Chapter 3
Drivers and Barriers Related to Project Management Software Implementation in Romanian Organizations:
A Force Field Analysis

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ABSTRACT

It is unclear how the Romanian organizations from both private and public sector are addressing the strategic changes that occur after implementation of PM software. In order to achieve the best results in the context of integrating PM software, their management teams must design tailored strategic maps, outlining the organizational drivers and barriers towards the PM software strategy implementation. This research aims at highlighting the drivers and barriers towards the PM software implementation in the case of privately owned companies and public administration institutions from Romania. For this study, primary quantitative data was collected by means of an online questionnaire, submitted to the managers from both private and public organizations from Romania. Based on the outcomes of this study, the managers from both Romanian private and public organizations should have a better understanding on the pillars able to improve the performances of project management by means of appropriate software solutions.

INTRODUCTION

The existing body of knowledge on public and private organizational differences, regarding Project Management software implementations in the IT infrastructure, reveals several important differences in managing them. Significant gaps between these sectors are identified at the level of both the managerial layer and activity of information processing (Bretschneider, 1990).

Lack of PM systematization in projects, difficulties in managing teams and financial resources, lack of systematization of PM procedures, and the lack of a PM culture, all represent barriers in implementing PM software, especially in public administration, which can lead to waste of knowledge and resources (Santos and Varajão, 2015).

There is a gap in the literature on Project Management when it comes to understanding the strength of drivers and inhibitors related to PM software integration in privately owned companies and public institutions; thus, a main research question was formulated, namely: "What are the drivers and barriers for the implementation of PM software at the level of Romanian privately owned companies and public administration institutions?".

Although many studies acknowledge driving and restraining forces for PM software implementation, the peculiarities of such an approach have received little research attention in Romania. The interest in introducing PM technologies in the Romanian private sector starts once the companies have adopted a project-driven approach to their business. Furthermore, PM technologies have been introduced on a large scale in the public sector after the accession of Romania to the European Union (2007), as a consequence of EU co-funded projects needing implementation.

THEORETICAL BACKGROUND

Few studies explicitly illustrate the differences between managing PM software implementation in public and private organizations. PM software frameworks have been developed and tested in the private sector and blindly adapting some frameworks to the public sector often lead to pitfalls (Cats-Baril and Thompson, 1995). Unlike private enterprise, public administration institutions do not encounter the competitive pressures that drive the organization to implement IT solutions in the short-term. While their survival as an institution is generally assumed, politics and politically motivated actions generally serve to disrupt long-range planning associated with

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