Chapter 2
The Evolving Role and Characteristics of Project Management

ABSTRACT

Literatures are carried out to answer the research questions raised in order to gain the preliminary knowledge needed to better understand the purpose of Project Management Maturity models (PM3s). The review also looks at the ways in which project management (PM) maturity are assessed, how mature PM enhances organizational performance and why PM3 adoption rate had remained low despite the benefits being clearly reported by PM research in the last decade. The reasons for the persistent high project failure rates will also be examined for cause and effect. The answers should narrow the scope to those that are relevant to developing an alternative PM3. The research objective to develop an alternative PM3 prompted four research questions. Answers to them will be used to form the basic construct needed in Chapter 3 to formulate the research approach and appropriate data collection for observation and analytical study.

INTRODUCTION

The research questions developed for this study are:

- *How has the PM role evolved and how would it affect the PM3 design?*
- *What are the levels of PM maturity and their key characteristics?*
- *What can be learned from current PM3s?*
- *What can be learned from the continuing high project failure rates?*

PM maturity is the state at which an organization is able to provide the e*nvironment* (controllable organizational structures, policies, procedures, infrastructures) and *facilitators* (or enablers like, tools/ techniques and resources in terms of people, equipment, materials) that are conducive for a competent PM team to engage and undertake any or all projects within its scope and capacity (Gan & Chin, 2018, 2019).

When applied it is the project manager's balanced state of competency and capability at which he/she can lead a project to accomplish the project outcome within the given project constraints of scope, schedule, cost, risk, resources and stakeholders' expectations (Gan & Chin, 2018, 2019) or within the baselines and constraints agreed with the project sponsor or executive management.

Wendler's (2012) 237 articles about PM3s found that there has no precise definition of PM3. Hence, Gan & Chin (2018, 2019) defined PM3s as "*a generic PM maturity assessment tools designed to measure the approximate level of balanced state of the organization and its team maturity in terms of its overall competencies, capability and capacity to manage projects or change initiatives, with the implicit view that more mature organizations are better able to manage projects with improved results more consistently as well as more predictably*".

PROJECT MANAGEMENT'S ROLE EVOLUTION AND ITS EFFECT ON PM3 DESIGN

The knowledge funnel (Figure 1) is used to direct the research thinking process to systematically develop the groundwork done in Chapter 1 that justify the need to develop an alternative PM3. It also addresses the research questions to be answer and the literatures review output organized to address each research question raised and the key observations that will

24 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/the-evolving-role-and-characteristics-of-project-management/372944

Related Content

Quantity Takeoffs and Detailed Buildings Cost Estimation Using Geographic Information Systems
V. K. Bansaland Mahesh Pal (2013). *International Journal of Information Technology Project Management (pp. 66-80).*
www.irma-international.org/article/quantity-takeoffs-and-detailed-buildings-cost-estimation-using-geographic-information-systems/80406

Introduction and Background of Work
 (2025). *Project Management Maturity Models for Organizational Performance (pp. 1-16).*
www.irma-international.org/chapter/introduction-and-background-of-work/372942

Lesson Learned From Current Maturity Models
 (2025). *Project Management Maturity Models for Organizational Performance (pp. 45-76).*
www.irma-international.org/chapter/lesson-learned-from-current-maturity-models/372945

Featured Clustering and Ranking-Based Bad Cluster Removal for Hyperspectral Band Selection and Classification Using Ensemble of Binary SVM Classifiers
Kishore Raju Kalidindi, Pardha Saradhi Varma G.and Rajyalakshmi Davuluri (2021). *International Journal of Information Technology Project Management (pp. 61-78).*
www.irma-international.org/article/featured-clustering-and-ranking-based-bad-cluster-removal-for-hyperspectral-band-selection-and-classification-using-ensemble-of-binary-svm-classifiers/288713

Sustainability Supply Chain Orientation Bibliometric Agenda
Pablo Cesar Ocampo, Ricardo Pradaand Milton Januario Rueda (2020). *Handbook of Research on Project Management Strategies and Tools for Organizational Success (pp. 393-410).*
www.irma-international.org/chapter/sustainability-supply-chain-orientation-bibliometric-agenda/247377