

Chapter 8

Conclusion and Contributions

ABSTRACT

A foundational work carried out and documented under Chapter 1 and 2 providing the broad understanding of the research background and how the PM profession had evolved over the last five decades. The impediments to PM were highlighted as they cause project performance to falter while reported short comings of current prominent PM3 models and factors that inhibit PM3 adoption were included to serve as lessons learned. Chapter 4 detailed the approach that was undertaken to mitigate the impact of those impediments and what could and should be done when designing the new PM3 to avoid the pitfalls already experienced. While Chapter 5 to 7 describe the proposed DPM3 model that can be used to measure organizational performances in the industry. Hence, Chapter 8 concludes the research investigation conducted throughout the years and discusses its contribution, implications to theory and practices and the further development of work that can be carried out.

CONTRIBUTION TO THE BODY OF KNOWLEDGE

This study originally initiated with 9 objectives and was narrowed down to 4 research objectives to focus attention on the aim of improving organization performance through enhancing organization PM maturity. It was also to better understand the reasons for the persistent high proj-

DOI: 10.4018/979-8-3693-1439-5.ch008

ect failure rate reported by Candido (2015) in their study of 35 years of research papers and what lessons could be learnt from them. It has often been quoted “*if we don’t learn from the history of our mistakes, we are bound to repeat them*”.

This research thus addresses the 4 research objectives with its respective research outcome and contribution to knowledge summarised below:

1. What are the components of PM maturity?

Literature review regarding components of PM maturity and study of the more prominent PM3s in the market did not yield sufficient result to form a structured and more holistic view of what PM3 components should be. The prominent PM3 models reviewed almost entirely focus on the PM policies, processes, and procedures but little by way of human capacity and capabilities that drives the project forward. The model by PwC had included the strategic imperatives but did not identify the components of PM3 maturity.

PMI’s PMBok provided some of the information but their various subsequent versions reveal there were indecisions from PMBok drafters when the versions had PM3 maturity attributes like PM3 components being grouped and later regroup in subsequent releases while others were later seen as inverted views.

As a result, this study had to rely on the 20 years of actual PM implementation experience and survey during 19 years of teaching and coaching project managers to clearly see *that there were really two parties that drive projects forward*. This realization is encapsulated in DPM3 under chapter 5 to 7 using a simple motorbike as a *pictorial diagram to clearly illustrate the 5 DPM3 operating principles*, the *5 levels of PM maturity*, the *10 components of PM maturity* of both the performing organization and that of the project manager. Each component is explained with their respective identifiable characteristics.

This research concludes with the pathway to DPM3 maturity, the background thinking needed before deciding on the level of DPM3 maturity (base on the benefit/cost ratio) relevant to management vision of where

8 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/conclusion-and-contributions/372954

Related Content

Exploring the Influence of Project Management Offices in Project-Based Organizations in Saudi Arabia

Ahmed Almatari, Ahmed Ghaithan, Awsan Mohammed and Laith A. Hadidi (2022). *International Journal of Information Technology Project Management* (pp. 1-19). www.irma-international.org/article/exploring-the-influence-of-project-management-offices-in-project-based-organizations-in-saudi-arabia/311430

The Project Knowledge Management Success over the Project's Lifecycle

Shazia Nauman and M. Abid Ullah (2015). *International Journal of Information Technology Project Management* (pp. 76-85). www.irma-international.org/article/the-project-knowledge-management-success-over-the-projects-lifecycle/123467

Sustainability on Project Management: An Analysis of the Construction Industry in Colombia

Hugo Fernando Castro Silva, César Hernando Rincón-González and H. Mauricio Diez-Silva (2020). *Handbook of Research on Project Management Strategies and Tools for Organizational Success* (pp. 281-304). www.irma-international.org/chapter/sustainability-on-project-management/247372

Enhancing Organisational Maturity with Benefits Management

Jorge Gomes and Mário Romão (2015). *International Journal of Information Technology Project Management* (pp. 34-47). www.irma-international.org/article/enhancing-organisational-maturity-with-benefits-management/133222

Challenges and Opportunities in Green Finance: Overcoming Barriers and Scaling up Sustainable Investments

Geetha Manoharan, G. Nithya, Abdul Razak, Seema Sharma and Sunitha Purushottam Ashtikkar (2024). *Practical Approaches to Agile Project Management* (pp. 398-413). www.irma-international.org/chapter/challenges-and-opportunities-in-green-finance/348495