

Project management systems: A multi-level perspective on the emerging project based organizations and society

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As sponsors of projects, top managers release resources, approve or make relevant decisions, and in general determine the organizational premises under which project management function is conducted. Their behavior sets the context for the innumerable negotiations that take place between the manager of a specific project and the rest of the organization. Thus the project management function in an organization is imbued with a systemic characteristic, exhibiting regularities of form and behavior, structures and processes that encapsulate multi-level coordination. The central objective of this effort is to focus attention on the role of top management of an organization in PM, and to make the case that their influence, although often felt indirectly from the viewpoint of specific projects, has a significant influence on the conduct and success of specific projects in the organization. We further argue that the choice of the PM system is a strategic one, and should be made deliberately so as to align the system with the strategic realities of the corporation.

Biography

V.K. Narayanan is Deloitte-Touché Stubbs Professor of Strategy & Entrepreneurship and Associate Dean for Research in Drexel University's LeBow College of Business. He graduated from IIT (Madras) and IIMA in India and completed his Ph.D. from the Graduate School of Business at the University of Pittsburgh. He works in field of corporate strategy, corporate entrepreneurship and epistemology of strategic management.

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