

Project Based Firms Conduct Multiple Business Projects

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Abstract

Multi-project management is typically regarded as an intra-organizational process of putting strategies into action through change and development project lines, portfolios, or programs. Between project-based businesses and other participants in project networks, inter-organizational multi-project management takes place. In inter-organizational contexts, multi-project aspects significantly increase management complexity, but their specific requirements are poorly understood. The nature and requirements of inter-organizational multi-project management in project-based businesses are examined in this article. As an extension to the predominant intra-organizational research, parallel and sequential inter-organizational multi-project settings are proposed. Stakeholder and agency theories, prior portfolio and program management research knowledge, and an inductive analysis of existing literature are used to construct a thematic framework.

Keywords: Multi-project management • Inter-organizational • Sequence • Strategy • Program

Introduction

As a direct consequence of this, we compile a map of existing research on the requirements of multi-project management that are relevant to inter-organizational contexts in terms of strategy, resources, governance, and learning. In these areas, propositions are made and recommendations for future research are made. In contrast to non-project work, growing precertification indicates an increase in the proportion of project work in companies. Projects address significant and complicated societal issues, necessitating several projects and specialised knowledge dispersed among various institutions. Project-based businesses (PBFs) focus primarily on completing projects while combining their own technical skills with that of other organizations to create novel solutions. A PBF may be working on numerous projects at once, addressing potential issues with project priority, resource allocation, and strategy. Additionally, these projects usually rely on earlier efforts, build upon them, and develop the capacity and relationships necessary to support later projects. According to Henning & Wald an increasing proportion of organizations' work is project-related as opposed to non-project-related. Multiple projects and specialized expertise from multiple organizations are required for projects that address large and complex social issues. According to Gann & Salter project based firms combine the technical expertise of other organizations with their own capabilities to deliver unique solutions. PBFs conduct projects as their primary business.

Description

A PBF may be involved in multiple projects at the same time and face potential difficulties with strategy, resource allocation, and project priority. Additionally, such projects frequently build on and build upon previous projects, as well as develop capabilities and relationships that support future services and projects. The need to comprehend inter-organizational multi-project management prompted this paper. PBFs collaborate actively with

various stakeholders. According to Burke and Morley they are thus structurally and relationally ingrained in project networks made up of actors who may cooperate repeatedly. Public and private organizations, as well as formal and informal non-contractual arrangements, are frequently a part of these project networks. In the construction industry, for instance, it is quite possible for the same PBF to be involved in multiple simultaneous projects as part of a broader urban development program with the same or different partners. In turn, the delivery of industrial systems and equipment may make it possible for customers to work together in the future through maintenance services. Film production, cultural industries, complex products and systems, and international development all have similar types of repeated project network organizations but these networks may also operate without a central PBF. Future capabilities are developed through repeated involvement with the same or different stakeholders: Projects that take place over time are how PBFs that rely on inter-organizational cooperation develop and accumulate their capabilities. Inter-organizational multi-project contexts have been portrayed as important and challenging in prior research their requirements for managing the PBF are still dispersed and inconsistent [1].

From the perspective of a PBF, efficient project management alone is not sufficient. In accordance with the company's strategy and business objectives, projects must be created, funded, governed, and controlled. Up until now, intra-organizational change and development projects have been the primary focus of multi-project management particularly with regard to portfolio, program, and lineage management. PBFs' stakeholders, on the other hand, have diverse project interests in inter organizational settings, and each project involves a distinct set of stakeholders. Additionally agency relationships with their stakeholders change throughout the course of each project. Subsequently, the administration of this multi-partner multi-project climate contrasts from intra-hierarchical administration, can be extremely powerful and testing, and requires committed research. The design, selection, resourcing, and control of a PBF's multiple projects with its stakeholders are influenced by such organizations' strategies, values, and governance approaches. Furthermore, project networks may be subject to a variety of institutional norms, regulations, and temporal patterns due to their diverse organizational configurations and their projects may begin and end at various times based on the particular project network and context of each one. In this paper, we embrace partner and office hypothetical perspectives to PBFs' multi-project the executives in between authoritative settings [2].

This article examines PBFs' multi-project management in inter-organizational contexts, focusing on projects carried out simultaneously and sequentially. The objective is to expand our understanding of multi-project management and direct the subsequent research toward a shift from intra-organizational change and development projects to inter-organizational

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PBF projects. The following research question is the primary focus: In inter-organizational contexts, new empirical research is not reported because this article is conceptual and intends to open up new research avenues. The focus is on looking into the possibilities that adopting an inter-organizational perspective might offer for the study of multi-project management in the future. The picked hypothetical outlining suggests an emphasis on the PBFs' close connections in their undertaking organizations, and fringe and detached partner connections all the more extensively in the institutional field are deliberately rejected, but recognized as an imminent extra examination road. The three main topics of the thematic framework depicted. were then utilized. Pinpoint occurrences pertaining to the governance, resources, and strategies of multiple organizations. In the empirical studies that were looked at, each of these main categories appeared in different ways, and where necessary, subcategories were created [3].

To identify important aspects of multi-project management, we first discuss the inter-organizational context of PBFs and the theoretical underpinnings of these concepts. In order to gain insight and knowledge, the literature on multi-project management in intra-organizational contexts is summarized, as are the parallel and sequential multi-project settings of PBFs. The conceptual approach that was used to map the previous empirical research on multi-project management when PBFs take on multiple projects simultaneously and sequentially over time in inter-organizational contexts is then presented. The stakeholder and agency theoretical perspectives of inter-organizational contexts motivate our discussion of the complex nature and unique requirements of inter-organizational multi-project management in terms of strategy, resources, governance, and learning, which is based on themes that are relevant to intra-organizational multi-project management. In order to encourage future research on the focal phenomenon, we derive propositions on these themes regarding PBFs' inter-organizational multi-project management and highlight new research gaps. The major contributions to multi-project management as well as stakeholder and agency theoretical considerations of the inter-organizational contexts of PBFs are summed up at the conclusion. Because of the inter-organizational context, project-related decisions affect not only the PBF but also a number of project stakeholders and the various agency relationships between the PBF and those stakeholders [4].

PBFs that collaborate with multiple stakeholders in project networks face unique circumstances regarding multi-project management, which necessitate dedicated attention, according to the previous discussion. In the inter-organizational contexts of PBFs, where multiple stakeholders are involved, research needs to pay attention to the complexities, uncertainties, and management approaches of multiple projects running simultaneously and sequentially. Provides a summary of the various kinds of projects based on organizational context and parallelism versus sequentially. The intra-organizational domain in which multi-project management has received a lot of prior attention is depicted in the lower portion of the figure. PBFs in their inter-organizational contexts are included in the upper portion of the figure as potential research areas for multi-project management. Next, we'll talk about how we mapped and consolidated existing information on this topic. We chose the articles that dealt with multiple projects in PBFs and inter-organizational settings during the screening process. As part of our empirical research, we specifically selected instances involving multi-project management and situations, as well as conceptual studies and literature reviews that were conducted at the intersection of inter-organizational projects and multi-project management. The articles that were used in the Findings section were read

through and then divided into those that covered the sequence of projects and those that dealt with managing projects simultaneously [5].

Conclusion

The articles' similarities and differences, as well as the content's consideration of themes from stakeholder and agency theories, led to the formation of the subcategories. For instance, governance was categorized into four subcategories in parallel projects. These subcategories represent the governance systems in inter-organizational settings multiple governance and control mechanisms, contracts governing information exchange as well as the methods of handling governance different temporal rhythms, inter-organizational risk mitigation. In inter-organizational contexts, these subcategories reflect typical agency-theoretical considerations. The repetition and outcomes of a PBF's external resource use standardization and efficiency, specialization and innovation as well as the strength of the inter-organizational relationship strengthening relational ties, resource lock-ins, and risks were reflected in the four subcategories that were assigned to resources for sequential projects. Stakeholder-theoretical themes are clearly connected to these subcategories.

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Conflict of Interest

None.

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