Organizational Process Action and Development Project Lines

Priyanka Garg*

Department of Management Studies, GLA University, Mathura, India

Abstract

Most of the time, multi-project management is thought of as an intra-organizational process for putting strategies into action through project lines, portfolios, or programs that change and develop. Inter-organizational multi-project management occurs between project-based businesses and other project network participants. Multi-project aspects significantly increase management complexity in inter-organizational contexts, but their specific requirements are poorly understood. This article examines the nature and requirements of project-based businesses' inter-organizational multi-project management. Parallel and sequential inter-organizational multi-project settings are proposed as an extension of the prevalent intra-organizational research. A thematic framework is built using theories about stakeholders and agencies, prior research on portfolio and program management, and an inductive analysis of the existing literature.

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

Introduction

As a direct result of this, we compile a map of previous studies on the requirements of multi-project management that are relevant to inter-organizational contexts in terms of strategy, resources, governance, and learning. Propositions and suggestions for future research are made in these areas. Growing precertification, in contrast to non-project work, indicates an increase in the proportion of project work performed by businesses. Projects address significant and complex societal issues, requiring a number of projects and specialized knowledge distributed across a number of institutions. Project-based businesses, also known as PBFs, place a strong emphasis on completing projects and developing novel solutions by combining their own technical expertise with that of other organizations. It is possible for a PBF to be working on multiple projects simultaneously, addressing potential concerns regarding project priority, resource allocation, and strategy. Also, these projects usually build on previous ones, build on them, and build the relationships and capacity to support future projects. Henning and Wald state that, as compared to non-project-related work, an increasing proportion of organizations' work is project-related. For projects that address large and complex social issues, specialized expertise from multiple organizations and multiple projects are required. Project-based businesses, according to Gann and Salter, create one-of-a-kind solutions by combining the technical expertise of other organizations with their own capabilities. Projects are the primary business of PBFs.

Description

Strategy, resource allocation, and project priority may present challenges for a PBF who is working on multiple projects at once. Additionally, these projects frequently develop capabilities and relationships that support future services and projects as well as build on and build upon previous endeavors. This paper was prompted by the need to comprehend inter-organizational multi-project management. PBFs actively collaborate with a variety of stakeholders. They

are, in other words, structurally and relationally ingrained in project networks of actors who may cooperate repeatedly, according to Burke and Morley. These project networks frequently include both public and private organizations, as well as formal and informal non-contractual arrangements. For instance, in the construction industry, a single PBF may be involved in multiple projects at the same time as part of a broader urban development program with the same partners or others. Customers may be able to collaborate with one another in the future through maintenance services as a result of the delivery of industrial systems and equipment. Similar types of repeated project network organizations exist in the fields of film production, cultural industries, complex products and systems, and international development; however, these networks may also operate without a centralized PBF. Through repeated involvement with the same or different stakeholders, future capabilities are developed: PBFs that rely on inter-organizational cooperation develop and accumulate their capabilities through projects that occur over time. Prior research has portrayed inter-organizational multi-project contexts as important and challenging, but the requirements for managing the PBF are still dispersed and inconsistent [1].

From a PBF's point of view, effective project management alone is not enough. Projects must be created, funded, governed, and controlled in accordance with the company's strategy and business goals. Multi-project management has primarily focused on intra-organizational change and development projects up until this point, particularly in relation to portfolio, program, and lineage management. In contrast, stakeholders of PBFs have a variety of project-related interests in inter-organizational contexts, and each project has its own set of stakeholders. Additionally, the agency's relationships with their stakeholders shift with each project. As a result, the management of this multi-partner, multi-project environment differs from intra-hierarchical management in that it can be extremely challenging and powerful and requires dedicated research. The strategies, values, and governance approaches of such organizations have an impact on the design, selection, resourcing, and control of the numerous projects that a PBF collaborates on with its stakeholders. Due to their various organizational configurations, project networks may also be subject to a variety of institutional norms, regulations, and temporal patterns. Additionally, projects may begin and end at various times depending on the particular project network and context of each one. Partner and office hypothetical perspectives on PBFs' multi-project executives in between authoritative settings are included in this paper [2].

PBFs' multi-project management in inter-organizational contexts is the focus of this article, which focuses on simultaneous and sequential projects. The goal is to improve our comprehension of multi-project management and direct the subsequent research to inter-organizational PBF projects rather

***Address for correspondence:** Priyanka Garg, Department of Management Studies, GLA University, Mathura, India, E-mail: Gargpriyanka5@hmail.com*

than intra-organizational change and development projects. The primary focus is on the following inquiry: New empirical research is not reported in inter-organizational contexts because this article is conceptual and intends to open up new research avenues. The primary focus is on investigating the possibilities that adopting an inter-organizational perspective may provide for the future research into multi-project management. The selected hypothetical outline places an emphasis on the PBFs' close relationships with their project organizations, while the institutional field's fringe and detached partner connections are explicitly rejected but recognized as an imminent additional investigation route. The three primary topics that make up the thematic framework are shown. Were then put to use. Identify instances relating to multiple organizations' governance, resources, and strategies. Each of these main categories showed up in different ways in the empirical studies that were looked at, and where necessary, subcategories were made [3].

We first discuss the inter-organizational context of PBFs and the theoretical underpinnings of these concepts before identifying significant aspects of multi-project management. The literature on parallel and sequential multi-project settings of PBFs, as well as the literature on multi-project management in intra-organizational contexts, are summarized for the purpose of gaining insight and knowledge. The previous empirical research on multi-project management in inter-organizational contexts when PBFs take on multiple projects simultaneously and sequentially over time is then mapped using a conceptual approach. Our discussion of the unique requirements of inter-organizational multi-project management in terms of strategy, resources, governance, and learning is based on themes that are pertinent to intra-organizational multi-project management and is motivated by the stakeholder and agency theoretical perspectives of inter-organizational contexts. We identify new research gaps and derive propositions on these themes regarding PBFs' inter-organizational multi-project management in order to encourage future research on the focal phenomenon. The main contributions to multi-project management and stakeholder and agency theoretical considerations of PBFs' inter-organizational contexts are summarized at the end. 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 because of the inter-organizational context [4].

According to the previous discussion, PBFs that collaborate with multiple stakeholders in project networks face unique circumstances regarding multi-project management that require dedicated attention. Research needs to pay attention to the complexities, uncertainties, and management strategies of multiple projects running simultaneously and sequentially in the inter-organizational contexts of PBFs where multiple stakeholders are involved. outlines the various types of projects based on the organizational context and parallelism as opposed to sequentiality. The lower portion of the figure depicts the intra-organizational domain where multi-project management has received a lot of prior attention. The upper portion of the figure depicts PBFs in their inter-organizational contexts as potential research areas for multi-project management. We will then discuss the method by which we mapped and consolidated the existing data on this subject. During the screening process, we selected articles that dealt with multiple projects in PBFs and inter-organizational settings. We selected specific situations and instances involving

multi-project management as part of our empirical research. Additionally, we conducted conceptual studies and literature reviews 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 dealt with managing multiple projects simultaneously and those that covered the order of projects [5].

Conclusion

The subcategories were created as a result of the articles' similarities and differences as well as the content's consideration of themes from stakeholder and agency theories. In parallel projects, for instance, governance was divided into four subcategories. These subcategories represent the governance systems in inter-organizational settings, which include contracts governing information exchange, multiple governance and control mechanisms, different temporal rhythms for governance, and risk mitigation between organizations. These subcategories represent typical agency-theoretical considerations in inter-organizational contexts. The four subcategories that were assigned to resources for sequential projects reflected 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. These subcategories are clearly connected to stakeholder-theoretical themes.

Acknowledgement

None.

Conflict of Interest

None.

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