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INTRODUCTION

Projects depend essentially on group of individuals and their diverse personal skills which is directed toward a single goal. Composing teams in projects is a solution to solve problems but when it has become a problem in itself, it needs to be solved. Managing these teams in a certain organisation is a difficult exercise. Project managers need to understand the differing nature of one project from another and put effort to fit the right organisation of people and technology to the right project.

Although the separation of project from organisational hierarchy was intended to give a greater space for the team to work without being barricaded by bureaucratic structures or formalities, many projects ended up forming other shapes of structures which ranges from bureaucratic to adhocracy (van Donk and Molloy, 2008). The intensity of using Information and Communication Technologies (ICT) varies according to project's settings and industry. There are various contextual factors that affect the project organisation and eventually affect its performance. Some of these factors are the location of work, project complexity and knowledge intensity.

AIM

- To propose contextual-based models for organising projects through the empirical study of the moderation effect of different contingent factors on the *organisation-performance* relationship.

OBJECTIVES

- Understand the differences of organising projects according to their different situations.
- Develop a contingent framework to help project managers determine the best suitable organisation and ICT use depending on context to improve their project success rate.

SIGNIFICANCE

The literature review showed the existence of typologies for organising projects that addressed various dimensions. However, there are other dimensions (existing or newly introduced in this research) were not addressed in certain contexts in project management such as location of work, project complexity and knowledge intensity. We focus our work on delineating and studying these dimensions and their moderation effects on the structure-performance relationship in different situations, such as virtual and collocated environments, where organising people and technology is not an easy job for project managers. In addition, we attempt to introduce a comprehensive set of subject-to-situation models that contributes to the existing literature to help project managers in making decisions about their project's organisation. We also compare (i.e comparative analysis) between two contrast types of projects in the light of the developed models (Software Development project vs. Construction project).

PROJECT ORGANISATION

Project managers are hold responsible for the challenging mission of conveying corporate strategies to realism. This entails organising the project. The literature has several research perspectives on project organisation and structuring. Hanisch and Wald (2011) presented the most seminal work in their framework. Project management requires managing two factors, which are considered project success factors by Rad (2003). First, to manage *things*, that is managing cost, schedules, scope, contracts and risk. Second, to manage *people* and that include team, communication, clients and vendors. Variety of technological resources (ranging from low to high technologies) are used by team members to manage both (*things* and *people*). In addition a *team structure* is created for roles, relationships, rules, standards and procedures (Casey, 2010).

- Team Structure*: addressed in the form of the degree of centralisation exercised of responsibility and authority.
- ICT used*: addressed in the form of the extent of new technology embraced by the team members in a project.

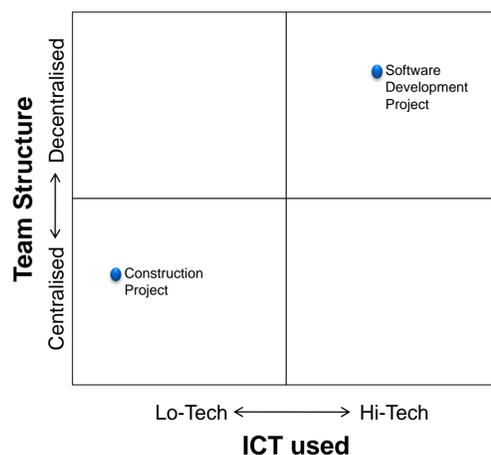


Figure 1: The two dimensions of Project Organisation

PROJECT CONTEXT

The contingency fit view suggests the existence of intervening effect (context) in the relationship between an antecedent and its consequence; project organisation and project performance, respectively. Three factors were presumed to moderate the relationship of team and technology organisation and performance.

- Location of Work*: the physical geographical distance separates team members and hinder visibility (Casey, 2010). The disperse of teams creates coordination, control and communication difficulties. The centralised control on a virtual team becomes less and the use of technological tools appears to adjust for this decentralisation of authority and communication.
- Project Complexity*: Projects with many dynamic and interdependent parts are considered as complex projects (Hass, 2009). The more complex a project gets the more decentralised is the structure of its members (Bell and Kozlowski, 2002). In collocated teams discussing and solving integration problems occur through the face-to-face interaction. However, in dispersed teams collaboration and communication softwares are used to facilitate such interaction.

- Knowledge intensity*: Some projects require more amount of cognitive skills than others. We presume that the more intense knowledge required in a project the more aiding technologies are involved.

PROJECT PERFORMANCE

Project performance can be measured by its individual member's performance and/or the overall project performance. Both focus on outcomes such as completion of task/project on time, within the budget and according to specified quality (Schwalbe, 2006). Performance is also measured by the revenue generated (Aral et al., 2008). Two measures are applied in this research: a) number of days of delay and b) achieving project profit margin.

THEORETICAL MODEL

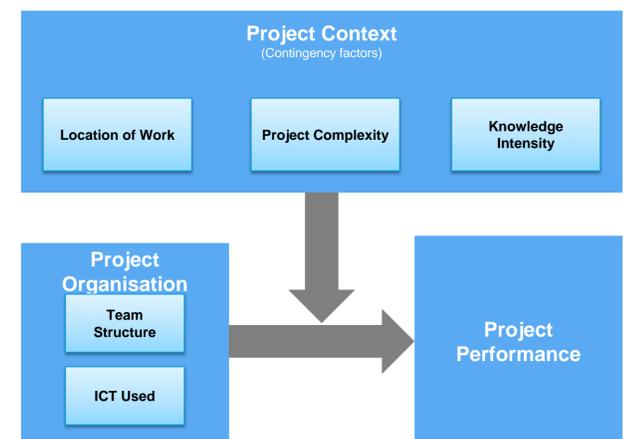


Figure 2: Research Theoretical Model

METHODOLOGIES

- Research will be divided into two parts; qualitative and quantitative approaches.
- The qualitative approach will be used to study projects contextual factors and organisation through interviews and observations.
- The quantitative approach will be used to obtain data about the model's variables through a well developed and reliable instrument.
- Path analysis will be used to test the relationships between constructs.

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