Managing the institutional context for projects

Project Management is widely seen as delivering undertakings ‘on time, in budget, to scope’. This conceptualization fails however to address the front-end and its management. Addressing this moves the discipline to a second, more strategic level. This paper proposes a third level of conceptualization: the institutional level, where management is focused on creating the conditions to support and foster projects, both in its parent organization and its external environment. Management here is done for and on the project rather than in or to it. We show that management at this level offers an enlarged research agenda and improvement in performance.

General information
State: Published
Organisations: University College London
Contributors: Geraldi, J., Morris, P. W.
Pages: 20-32
Publication date: 2011
Peer-reviewed: Yes

Publication information
Journal: Project Management Journal
Volume: 42
Issue number: 6
ISSN (Print): 8756-9728
Ratings:
BFI (2018): BFI-level 2
Web of Science (2018): Indexed yes
BFI (2017): BFI-level 1
Scopus rating (2017): CiteScore 2.88 SJR 0.803 SNIP 2.16
Web of Science (2017): Impact factor 1.957
Web of Science (2017): Indexed yes
BFI (2016): BFI-level 1
Scopus rating (2016): CiteScore 3.04 SJR 1.493 SNIP 1.881
Web of Science (2016): Impact factor 2.714
Web of Science (2016): Indexed yes
BFI (2015): BFI-level 1
Scopus rating (2015): CiteScore 2.34 SJR 0.957 SNIP 1.836
Web of Science (2015): Impact factor 1.765
Web of Science (2015): Indexed yes
BFI (2014): BFI-level 1
Scopus rating (2014): CiteScore 1.1 SJR 0.813 SNIP 1.025
Web of Science (2014): Impact factor 1.143
BFI (2013): BFI-level 1
Scopus rating (2013): CiteScore 1.01 SJR 0.611 SNIP 0.87
Web of Science (2013): Impact factor 0.63
BFI (2012): BFI-level 1
Scopus rating (2012): CiteScore 0.87 SJR 0.642 SNIP 1.465
Web of Science (2012): Impact factor 0.767
BFI (2011): BFI-level 1
Scopus rating (2011): CiteScore 0.5 SJR 0.22 SNIP 0.667
Web of Science (2011): Impact factor 0.567
Web of Science (2011): Indexed yes
BFI (2010): BFI-level 1
Web of Science (2010): Impact factor 1.029
BFI (2009): BFI-level 1
BFI (2008): BFI-level 1
Web of Science (2007): Indexed yes
Original language: English
Keywords: Context, Institutional theory, Institutions, Management of projects, Portfolio management, Program management