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Problems in managing internal development projects in multi-project environments

Suvi Elonen ... Karlos A. Artto

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Abstract

This article identifies problems in managing multiple internal development projects. The research methodology employed organisation-specific interviews, surveys and workshops on two case project portfolios. Project portfolio management studies provide one view on existing knowledge in this area. The study results in six relevant problem areas: (1) Inadequate project level activities, (2) Lacking resources, competencies and methods, (3) Lacking commitment, unclear roles and responsibilities, (4) Inadequate portfolio level activities (5) Inadequate information management and (6) Inadequate management of project-oriented organisation. The article suggests further analysis and development of managerial practices on these areas.



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Keywords

Project management; Project portfolio management; Multi-project management; Programme management; Project-oriented business; Internal development project

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