

Multi-project management as a mean to increase the capacity for the integration and functional capability of organizations

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This article represents a short synopsis of the diploma thesis “Multi-project management as a mean to increase the capacity for the integration and functional capability of organizations”

Multi-project management (MPM) is a highly contemporary issue for the conceptual design of an improved (multi-) project organization. It is based less on a uniform standard but rather on a variety of ideas for improved and integrated project work. Existing approaches vary in relation to their areas of application, consistency, and operationalizability through which the creation of a uniform multi-project management design only partially exists. Many organizations are now facing the challenge to realize diverse and complex projects such as the introduction of a quality management, the implementation of multiple valuations, finance controlling, IT projects, and process optimizations. Multi-project management can be the concept utilized to respond to these challenges. The purpose of this work is to demonstrate how this concept must be designed and used to support the project work and how it can result in an increase in efficiency and significant cost savings within organizations.

We begin the process by establishing a general perspective and examine the tasks aided by use of MPM, regardless of whether it is the introduction of new software, the execution of surveys, or the expansion of a department. Therefore, we have extensive literature studies and the isolation of problems as well as the allocation of measures and tasks.

We define the components of MPM to ensure a common understanding of the concept. This includes the naming of the main roles and the allocation of their duties. The interaction of all MPM parties can only function, if there is a clearly defined role description. Accordingly, the primary focus of this approach is to define the line of activities that reflect the essential theme of this work: the "integration and functional capability of MPM". These tasks must then be determined in a suitable way so that they do not overlap between the project- and multi-project management as well as among themselves. Only under this condition, MPM can make a major contribution to the improvement and effectiveness of project work.

Multi-project management if used effectively can contribute to an increased efficiency and effectiveness of the project work. But these improvements can only be achieved when the multi-project management starts, where the individual project management reaches its limits or when problems arise which require a higher-level of control. Both, multi-project management and project management are complementary. However, the areas of activity but must be considered in isolation insofar as the multi-project management will never be engaged in the actual tasks of the project management.

Consumer Behaviour

Keywords: MPM definition; Problem analysis; Method of resolution; Portfolio of projects; Project selection; Budgeting; Cost savings; Role description; MPM implementation; Controlling