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FORMS OF PROJECT ORGANIZATION AND SUPPORT USING A MULTI-PROJECT APPROACH TO STRATEGY IMPLEMENTATION

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Purpose: The paper aims to highlight the necessity of a systemic approach to organizing multi-project initiatives for effective organizational strategy implementation. By investigating various forms of project organization and the role of Project Management Offices (PMOs) it addresses the growing complexity of organizational environments and the need for structured project organization and support mechanisms to achieve strategic goals.
Design/methodology/approach: The paper adopts a theoretical and descriptive approach, drawing from existing literature and established methodologies in project, program, and portfolio management. It defines concepts like organizational ambidexterity, elaborates on multi-project implementation forms (programs and portfolios) and – on the basis of comparative analysis – presents various typologies of project organization forms. The authors also detail different PMO models and provide a decision scheme for their selection in supporting strategy implementation.
Findings: The study finds that the choice of project organization forms and PMO types significantly affects the effectiveness of strategy implementation. It also emphasizes the importance of effective management of projects, programs, and portfolios for achieving organizational development goals and successful strategy implementation. Key success factors include a.o. aligning project structures with organizational goals, balancing operational and project work (ambidexterity), and integrating portfolio and program management into governance processes for better resource allocation efficiency and control over the implementation of strategic priorities.
Research limitations/implications: The study is primarily theoretical and does not include empirical data, which limits its generalizability. Future research should empirically test the effectiveness of proposed models across different industries and organizational sizes.
Practical implications: Organizations should adopt a multi-project approach for resource allocation and strategic monitoring. The findings offer guidance on choosing suitable project organizational structures based on project scope and complexity. Businesses can leverage PMOs to standardize processes and develop project competencies, selecting the most appropriate PMO model for their needs.
Originality/value: The paper's value lies in its comprehensive synthesis of multi-project approaches, project organization forms, and PMO models from diverse sources. It is valuable

for academics, project managers, and organizational leaders aiming to optimize project-based strategy execution.
Keywords: Project management, strategy implementation, portfolio and programme management, forms of project organization, PMO.
Category of the paper: Research paper.

1. Introduction

Modern organizations operate under conditions of increasing complexity and dynamic environmental changes, necessitating the balancing of operational efficiency with flexibility and the ability to undertake transformational and developmental activities. In such conditions, the importance of projects, programs, and portfolios, which increasingly become not only a means of implementing specific development initiatives but also the primary mechanism for implementing organizational strategy, is growing. The ability to effectively combine operational and project activities, referred to in the literature as organizational ambidexterity, is a key factor in achieving strategic goals and maintaining competitive advantages in the long term. In this context, it becomes essential to develop appropriate forms of project work organization, taking into account the specificity of projects, the project maturity of the organization, and the quality and availability of resources. Project Management Offices (PMOs) also play a significant role, which, depending on the adopted implementation model, support the planning, execution, and supervision of projects, programs, and project portfolios. Proper organization of the project environment, encompassing both structural and process aspects, thus becomes a key condition for the effective implementation of strategy and the achievement of organizational development goals.

2. The Role of Projects in Implementing Organizational Strategy. Forms of Multi-Project Implementation

Considering the main activities of the organization, its activity can be divided into two categories: operational (process, routine) and project (innovation, change, transformation). The phenomenon of the organization's ability to find a balance between repetitive and project activities has been termed ambidexterity in the literature (see more: Zakrzewska-Bielawska, 2016, pp. 435-449; O'Reilly, Tushman, 2004, pp. 74-81; Bukłaha, 2022, pp. 62-63; Camine, Smith, 2022). The financial result, value growth, and the degree of achievement of the organization's strategic goals depend on the efficiency of processes and the effectiveness of project implementation. While repetitive activities ensure the continuity of its operations, the implementation of initiatives allows for its transformation, especially concerning strategic

activities. Operations include repetitive tasks (run-the-business), such as manufacturing, service, and production, while projects involve unique, single initiatives (change-the-business), such as the development and implementation of new products, improvement of existing services, or investment in company infrastructure, examples of which are projects.

Proposals for improvements, technology changes, and new product development may result from observations of operational activities or from defining the company's development strategy in specific areas of its activities. Transformational activities, in turn, aim to change the way the organization operates to increase the efficiency of processes and operations. Therefore, the effectiveness in achieving the organization's strategic goals and the ability to operate in the long term are conditioned by the efficiency of both operational and increasingly transformational activities (Juchniewicz, 2017, p. 7; Ika, Munro, 2022, pp. 601-607).

Project management as an area of knowledge primarily emerged in response to the needs of economic practice when traditional management methods and tools proved insufficient for the effective implementation of large, complex, and unique initiatives. Over several decades, it has evolved from a set of simple principles and tools to a comprehensive and multifaceted sub-discipline in the field of management and quality sciences, with its own research object, terminology, and theoretical and methodological foundations (Lichtarski, Wąsowicz, 2017, p. 124; Geraldi et al., 2022, pp. 439-453). This has its roots, among others, in the changing project environment, particularly considering changes in the functioning of enterprises and the development of new products (Spałek, 2017, p. 106; Crawford, Pollack, England, 2006, p. 176; Sońta-Drączkowska, Krogulec, 2024, pp. 360-384). Today, projects are present in virtually all areas of human activity, from public administration and commercial activities of all kinds to culture and sports.

Projects are considered one of the most important tools for organizational development, introducing changes, optimizing processes, and implementing strategic plans. The appropriate form of project implementation should depend on the goal for which they are established – if it cannot be achieved through the implementation of individual projects, the most effective form of organization and control of planned initiatives from the perspective of key decision-makers in this regard is determined.

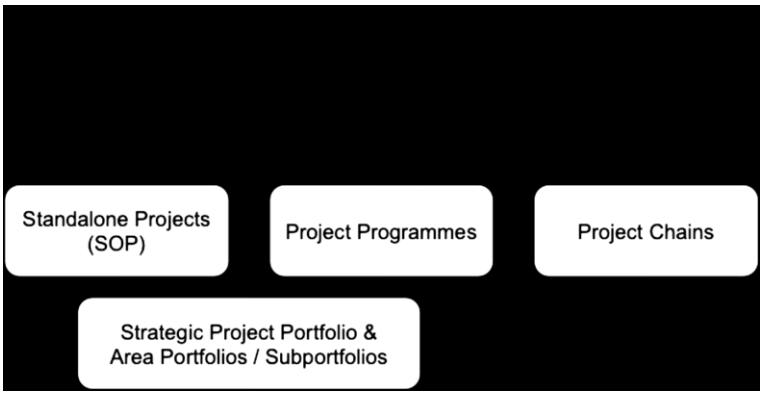

Figure 1. Forms of Multi-Project Implementation.

Source: own elaboration.

As shown in Figure 1, the achievement of identified development goals of varying significance for the enterprise can occur through the implementation of individual significant initiatives (standalone project, SOP), unrelated to other projects in the organization, or in the form of multiple projects carried out sequentially or simultaneously in relation to each other (multiple project management). This group includes project programmes, chains and project portfolios. The former have a finite implementation time, a business justification, and allow for the achievement of business goals and non-financial benefits that cannot be achieved through the implementation of individual projects. Projects within a program can be carried out in parallel or sequentially, creating so-called project chains. In this latter form, the possibility of starting the next project in the chain depends on achieving the expected results (outcomes, final products) of the previous project or projects. A project portfolio, on the other hand, means either (in the case of companies implementing few projects simultaneously) all projects at various stages of work progress carried out throughout the organization or (in the case of companies with a larger number of simultaneous initiatives) a group of centrally monitored/controlled projects selected according to a specific key in the organization (product, area, geographic, or functional), e.g., a portfolio of strategic projects and area portfolios (subportfolios) of projects f.e. carried out in Europe, in consulting services, within the IT Department, R&D, etc.

3. Programs and Project Portfolios and Organizational Development Goals

As mentioned earlier, organizational goals can be achieved operationally and process-wise (evolutionary) and project-wise (changes and transformations). In the latter case, strategic programs and project portfolios are utilized. They should be closely linked to the organization's vision, mission, and strategy. In this context, they should be treated as tools for implementing the most significant changes resulting from strategic goals within the strategy adopted for implementation in the organization's immediate future. The procedure for creating a program or project portfolio involves first identifying projects currently being executed in the organization and initiatives awaiting initiation (not yet initiated due to a lack of appropriate or sufficient resources). The next step is to verify their significance in relation to the organization's leading developmental goals, the availability of key resources necessary for their execution, and to consider the pace of necessary investments in each of the organization's business areas, i.e., perform so-called investment balancing. After obtaining answers to the above questions, projects should be prioritized and a list of initiatives most fitting the organization's important development criteria, significant during the strategy implementation period, and feasible considering the organization's resources, including synergistic connections between them, should be created. This list illustrates the significance of projects from the perspective of developmental goals and should be handed over for planning and execution, as well as

periodically monitored and adjusted to the changing situation of the company in each area of its operations.

Knowledge of multi-project management has evolved into specialized sets of best practices and methodologies, primarily serving two purposes. First, they enabled the standardization of procedures and terminology used in executed initiatives. Second, they equipped project managers, program managers, and portfolio managers with logically thought-out and organized sets of steps to make the most effective management decisions. While there are at least several dozen widely used standards for executing individual projects (See f.e.: Trocki, 2017), the choice is much smaller when it comes to managing multiple projects. Directors of program and portfolio management offices, as well as those managing strategic project management offices, have at their disposal primarily multi-project methodologies and standards, which are summarized in Table 1.

Table 1.
Selected Methodologies for Multi-Project Management

Name of the methodology	Abbreviation	Concerning	Organization / Owner
Management of Portfolios	MoP	Project portfolio	Axelos
P5.express	n/a		OMIMO
PM^2 Portfolio Management	PM²-PfM		The European Commission
Project Portfolio Management	PPM/PPfM		PMI
Scrum of Scrums	SoS		Scrum Inc.
Managing Successful Programmes	MSP	Project Programme	Axelos
PM^2 Programme Management	PM²-PgM		The European Commission
Project Programme Management	PPgM		PMI

Source: own elaboration.

By utilizing comprehensive methodological approaches, the certainty increases that no essential steps or stages will be missed at the initial planning stage of a program or project portfolio, which is particularly important for implementing strategic goals and executing strategies.

To effectively execute SOP-type projects as well as programs and portfolios, special organizational forms are often created to enable the efficient functioning of project teams within the structures of a given organization. There are several types of these forms, as there is no single form of project work organization that best fits all types of organizations and the specific projects executed within their structures. Regardless of the chosen organizational structure, the work of project teams can be supported by activities undertaken within Project Management Offices (PMOs). These can be single- or multi-level and offer various support to decision-makers responsible for achieving the goals of the program or project portfolio. These issues are addressed in the further part of the article.

4. Typical Forms of (Multi)Project Organization in Enterprises

Developmental activities of an organization described in the main strategy and functional strategies should be reflected in the real actions of the teams established to develop them. Traditionally, project management activities are presented from the perspective of their execution processes, distinguishing between execution processes (designing the final result and its execution), management processes (setting goals, planning, organizing, controlling, and coordinating), and project support and service processes (ISO 21500:2012; Trocki, 2013).

This approach, developed in many standards and knowledge compendiums on project management, focuses on individual initiatives and identifies problems and solutions related to their execution—answering the question 'how to do the project well?' Meanwhile, the observed increase in the importance of projects in organizations is also accompanied by an increase in their number. It is rare to find organizations characterized by the sporadic execution of single, structurally distinct projects. In the vast majority of cases, managers deal with multiple parallel project initiatives executed in the environment of one organization, at the same time, based on the same limited resources, and additionally interdependent with the development directions adopted in the strategy, changes introduced in processes, products, or the impact on the company's stakeholders. The multitude of projects poses problems for the enterprise in properly combining execution and management tasks resulting from both ongoing activities (business as usual, BAU) and time-limited and unique projects and programs (Barbosa, Carvalho, 2024; Butler, 2022).). The answer to these problems is organizational solutions (Crawford, 2004).

Organizational problems mainly concern issues such as:

- the method and scope of integrating project activities into the organizational structures of the enterprise (in the form of individual projects, programs, and portfolios),
- relationships between the static, permanent structure of the organization and the dynamic, temporary structure of projects,
- adoption of appropriate, flexible organizational structures enabling the efficient execution of cross-functional projects of various specificities,
- effective information flow within executed projects (as well as programs and portfolios) and within the organization's information system,
- the method of executing portfolio and program management processes in a multi-project environment,
- permanent and comprehensive integration of solutions used in project management into the organization's management system.

The way of solving the above problems, established by practice or described in organizational documentation, will define the project environment in the organization. Various typologies and models describing such solutions – so-called types/forms of project organization – can be found in the literature. Their summary is presented in Table 2.

Table 2.
Forms of Project Organization found in the literature

Author	Forms of Project Organization						
PMI	functional	weak matrix	balanced matrix	strong matrix	projectized		
B. Lent	independent project organizational structure	project management organization from a staff position	project organization with units simultaneously subordinate in the linear structure of the enterprise				
H. Kerzner	traditional hierarchical structure	linear structure with a collaboration department	project staff structure	projectized	weak matrix	balanced matrix	strong matrix
E.W. Larson, C.F. Grey	functional organization	dedicated project team reporting to top management	project hierarchy	weak matrix	balanced matrix	strong matrix	
J.R. Turner	funcional line structure	coordinated matrix	balanced matrix	secondment matrix	project hierarchy		
J.M. Nickolas, H. Steyn	single functional team	single cross-functional team	temporary matrix	permanent matrix	pure project structure	partial project or Project Office	

Source: PMI, 2013a; Lent, 2005; Kerzner, 2003; Larson, Grey, 2011; Turner, 2009; Nicholas, Steyn, 2008.

Among the factors mentioned as decisive in the process of selecting and designing organizational structures are aspects such as the frequency of project execution, their duration, size, complexity (Nicolas, 2003), as well as the project maturity of the organization, the level of top management involvement, project location, available resources, or unique project characteristics (Kerzner, 2003).

In Polish literature on organizational problems of project management, the categorization proposed by Trocki is distinguished. He presents a set of nine so-called forms of project organization (Figure 2).

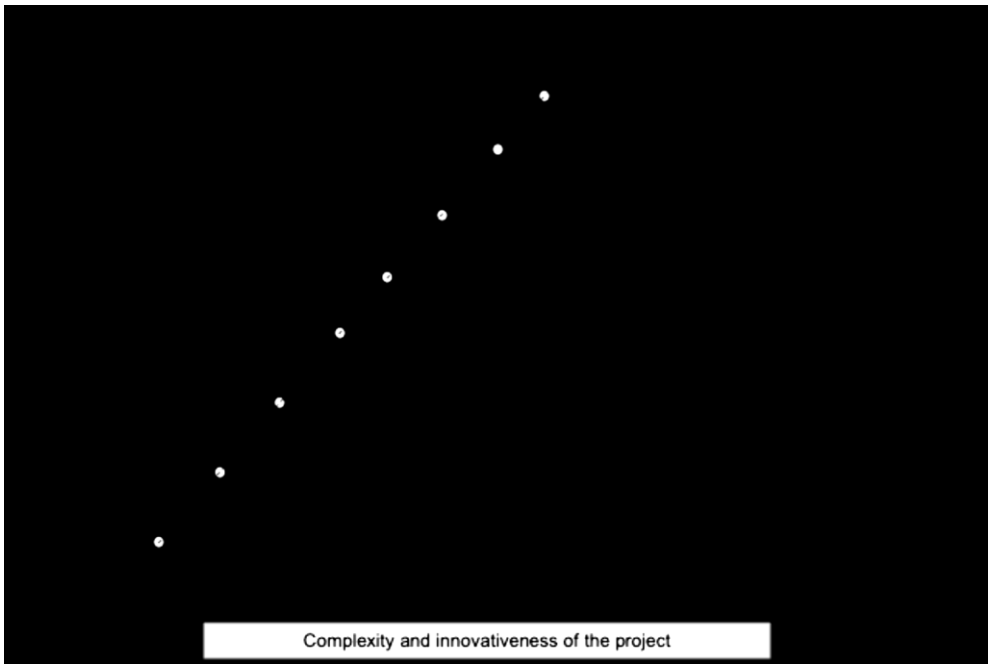

Figure 2. Forms of Project Organization according to Trocki.
Source: Trocki, 2014.

The above models enable the selection and organization of a project within the parent company's structure to ensure the effective execution of both execution and management/coordination tasks in undertaken developmental works (projects, portfolios, and programs).

If the planned initiative has a relatively limited scope, within the responsibility of one division/department in the organization and will be executed mainly by resources from this part of the organization, the recommended form of organizing such a project will be the so-called **project organization in a linear structure**. In this case, it is best to appoint the project manager as the head of the organizational unit, who, by virtue of already holding a managerial position (e.g., division director), will have full managerial tools in relation to the subordinate employees forming the project team. This solution does not require significant changes to the management system and relies largely on existing solutions.

For initiatives of a more complex nature, where a wide range of work involves various parts of the organization (large projects and programs), it is necessary to transfer coordination activities from the division management level to the top management level and apply the so-called **project organization in a line-and-staff structure**. The entire initiative is then divided into sub-projects, projects within the program, or so-called streams and assigned to designated organizational units for delivery. To manage the entire project or program, a special organizational unit is created, consisting of the project (or program) manager along with the management team and necessary administrative support. The unit, being located directly under top management, ensures the efficient execution of the initiative by reporting its progress directly to the Board or selected Board Members. The advantage of this solution is the ability

to execute the largest projects and programs in a way that ensures cooperation between all involved parts of the organization.

If the organization executes a larger number of projects (e.g., in project portfolios), matrix solutions are usually applied. The introduction of the so-called **project matrix organization** allows adding a second dimension to the existing organizational structure, in this case, the project dimension.

The matrix enables the introduction of many simultaneously executed projects into the organization, managed by specially appointed project managers who will engage resources from various organizational units according to the established scope of work. Depending on the significance and rank of developmental activities relative to the ongoing operations of the organization, three variants of the discussed structure are possible:

- **strong matrix** structure: priority in resource access is given to projects, and project managers have the decisive voice in case of conflicts,
- **weak matrix** structure: projects must yield to ongoing operations, which are usually the primary source of revenue,
- **balanced matrix** structure: rarely encountered, where both dimensions have equal importance from the perspective of achieving organizational goals.

Another way of organizing project activities in enterprises is the so-called **'clean' project organization**. This solution is applied when the project can proceed independently of the parent organization's primary activities. Top management may decide to 'cleanse' the organizational structure and separate the project team into a new, newly created organizational unit. In this case, employees involved in project work are transferred to the new department/division, and any gaps are filled through external recruitment. Responsibility for managing the initiative rests with the head of this unit, who effectively acts as the project manager or program director. The 'pure' project organization can be particularly used when the organization undertakes diversification initiatives involving the development of new areas of activity.

For initiatives with a broad scope and high level of risk, the recommended form of project/program organization is the so-called **project subsidiary** or **project-based subsidiary company**. This model assumes the separation of the project into a newly created entity dependent on one 'parent company' or multiple shareholders. Adopting this model brings several benefits: limiting the investor's risk to the level of the contributed capital, the possibility of involving more partners, financing the investment with debt (project finance formula), and greater freedom for the new company in shaping the management system and configuring resources for efficient project execution. The costs of establishing and maintaining a new company, which previously posed a barrier, are gradually decreasing, making this form increasingly accessible.

A significant and frequently used form of project organization is the so-called **external project organization**. It involves outsourcing the entire project or a significant part of it to an external contractor. The scope of outsourced project work, time, cost, and quality constraints,

and the method of cooperation between the parties in project execution will typically be described in a contract between the commissioning organization and the (general) contractor. The external project organization allows for relatively quick identification of a contractor and, by utilizing specialized resources on their side, achieving results that would require long-term capacity building within the organization if executed internally. Often, due to the unique nature of the initiative, the investment is obviously unprofitable. However, it should be remembered that transferring technical and managerial work to an external contractor does not relieve the client of the need to establish effective oversight. Additionally, the client should organize a team on their side to handle tasks such as requirement identification, user collaboration, and implementation and maintenance activities. In this case, it is possible to designate two project managers: the 'technical' manager from the contractor's side and the 'business' manager from the client's side. Their mutual relations, scope of authority, and responsibilities should be described in the project execution contract.

When the scope of the initiative exceeds the capabilities of a single external contractor, the recommended formula for project execution is the so-called **consortium-based project organization**. This formula assumes that a group of organizations, led by a consortium leader, commits to jointly executing the project commissioned by the investor. Existing organizations retain their independence and legal personality, continuing to operate on their own account. The consortium agreement will describe the mode of operation, duration, division of work and budget among the consortium members, decision-making and management methods, and the consortium's representation rights. Consortia are usually formed to execute the largest-scale initiatives (mega-projects) such as building power plants, roads and highways, airports, and large R&D projects.

One of the newer and more interesting forms of project organization is the so-called **network-based project organization**. This form is, in fact, a 'project organization without an organization'. Project execution in this formula is based on cooperation within so-called 'contract networks', i.e., 'groups of independent entities in terms of formal-legal aspects, cooperating in project execution based on contractual relationships and mutual trust' (Trocki, 2014, p. 167). The network project organization is initiated by the parent organization, which defines the needs and outlines the principles accompanying cooperation between the involved partners, acting as an integrator. The way of solving the posed problems, organizing the work of teams, and the scope of tasks performed are planned and coordinated independently by the individual project participants, giving them high autonomy and freedom in their actions.

The comparative analysis of project organization forms reveals that each structure offers distinct benefits while also generating specific limitations. The linear structure ensures familiarity of roles and stable oversight but restricts the involvement of external expertise and constrains flexibility. The line-and-staff structure strengthens managerial supervision and professional support, yet increases top management's burden and limits staff autonomy. The matrix structure promotes resource efficiency, professional development, and cross-unit

cooperation, though it often leads to competence conflicts, ambiguous reporting lines, and stress among employees. In contrast, the clean project structure guarantees full dedication of resources, independence from ongoing operations, and high professionalism, but may result in instability of employment and difficulties in team integration. Establishing a project subsidiary provides legal and financial separation and strong managerial autonomy; however, it raises operational costs, complicates oversight, and can create conflicts among shareholders. Network-based project organizations and consortia enable access to specialized expertise and reduce client-side risk, but simultaneously increase costs, reduce direct control, and pose coordination challenges in multi-partner settings.

An important dimension in assessing the suitability of different forms of project organization is their alignment with the organization's culture and maturity level. Functional, line, or weak-matrix structures tend to correspond with more hierarchical, process-oriented cultures and with organizations at an early stage of project maturity, where formalized project management practices are limited. Conversely, strong-matrix, pure project, or subsidiary-based forms require more flexible, collaborative cultures and higher maturity levels, as they presuppose advanced competencies, effective conflict resolution mechanisms, and trust in cross-functional cooperation. External and consortium-based organizations, in turn, demand an openness to interorganizational collaboration and mature governance frameworks to balance autonomy with accountability. Considering organizational culture and maturity thus provides a more holistic perspective, allowing decision-makers to better align structural choices with the behavioral norms, values, and capabilities that ultimately determine project success.

In sum, the choice of a project organization form should be aligned with the scope, complexity, and strategic significance of the undertaken initiatives, as each structure offers unique advantages but also imposes specific constraints. To mitigate these limitations and ensure consistency in governance, organizations increasingly rely on Project Management Offices (PMOs), which provide structural support, methodological guidance, and integration across diverse project environments.

5. Organizational Support for Project, Program, and Portfolio Management (PMO)

The progressing projectification[1] of organizations (Wald et al., 2025; Jałocha, 2019 and 2023; Jacobsson, Jałocha, 2021), and consequently the growing need to ensure the execution of new, specialized project tasks within the organization, and the difficulty in delegating them to competent executors, have led to the creation of new organizational structures composed of

[1] Projectification denotes the growing tendency to carry out tasks in the form of projects, rather than fixed processes or routine-like, repetitive activities. It can refer to individual organizations, sectors or entire industries.

individuals specialized in overcoming specific project management problems and capable of providing comprehensive assistance and support to all stakeholders involved in projects within organizations. In such cases, this responsibility is placed on Project Management Offices (PMOs) (Tsaturyan, Müller, 2015).

The most frequently indicated model of PMO operation is the Enterprise-wide PMO (EPMO). This office is positioned at the level of central functional units of the organization and reports to its top management. Thanks to this location, it can: perform overall governance over project management and the participation of individual functions in their execution as well as coordinate undertaken activities and build a unified, coherent pro-project organizational culture (Kendall, Rollins, 2003). Moreover, EPMO is also often responsible for (PMI, 2013b):

- ensuring compliance of projects and programs with the organization's development strategy,
- resolving conflicts considering strategic priorities,
- executing project portfolio management processes, i.e., collecting initiatives, evaluating and selecting them for the portfolio, planning and monitoring portfolio execution, and evaluating realized benefits.

If the organization wants to support project management but does not see the need to give it a special, strategic character, it can opt for the classic solution in the form of a Project Management Office (PMO), also known as a Project Support Office (PSO) or Project Control Office (PCO). This unit will be responsible for developing and implementing a common set of tools, practices, and processes within the organization, sometimes taking the form of a methodology or internal project management standard (Alexandrova, Stankova, Gelemenov, 2015). In this case, it may act as a ‘guardian’ of procedures, providing support and training to project managers in using the tools, overseeing their work, and requiring information confirming compliance with the company's standards.

Another frequently appearing PMO model is the **Project Management Center of Excellence (PMCoE)**, also known as the *Competency Center* (O’Leary, Williams, 2008). This unit, as its name suggests, will focus on improving the methods and tools of project personnel within its scope of influence. It will conduct its activities through various types of training activities, managerial development programs, coaching and mentoring, consulting, management reviews of completed projects, and promoting professional project management in internal communication channels (conferences, newsletters, etc.). This office may also initiate and participate in knowledge management programs, particularly interested in collecting and distributing so-called project knowledge or knowledge related to project execution (Wyrozębski, 2014).

Another type of PMO is the **Departmental PMO**, also known as the ‘tactical’ PMO. The main distinguishing feature of this type of PMO is its location within the organizational structure of the enterprise. The departmental PMO is located at the middle level of the

organizational hierarchy, fulfilling the mission of improving project management practices in a selected part/segment of the organization as determined by the management.

The fifth model of the PMO is the **Project Office**. This model can be encountered under various names, emphasizing the singular rather than the plural – not 'projects' but 'project'. In this case, the project office aims to support and relieve the project/program manager from routine and time-consuming activities, allowing them to fully focus on tasks related to actual project management. The project office will also provide the necessary information and ensure the implementation of decisions and resolutions made by the project manager. It will primarily handle activities such as ensuring the correctness of project execution in accordance with organizational standards and procedures; overseeing and tracking project progress (in terms of scope, time, and budget), including internal and external project reporting; managing project databases and documentation; ensuring managerial communication within the project; collecting best practices and project experiences; managing project risks (analyzing and reporting risks); and providing general administrative support for the project.

When choosing the appropriate PMO model, which can serve as a reference point for adaptation activities, it is necessary to first analyze the goals set for it (at what scope will it be able to effectively achieve them?), the current project management practices used in the organization (what is the level of project maturity of the company?), and its strategic goals (e.g., the need for project support for one of the businesses) (Wyrozębski, 2019).

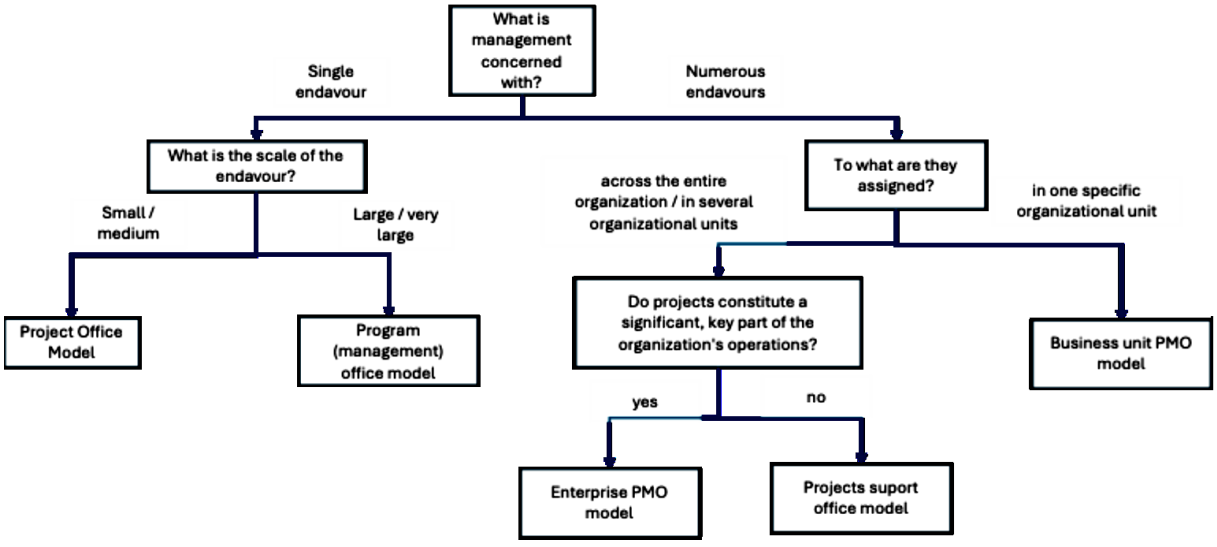

Figure 3. Decision Scheme for Selecting the Model PMO Type.

Source: Wyrozębski, 2019.

The decision scheme above (Figure 3) can assist in making a decision regarding the selection of the base model of the PMO.

6. Conclusion

To sum up, effective implementation of organizational strategy in the face of increasing environmental complexity and progressing projectification of activities requires a systemic approach to organizing developmental initiatives. The application of a multi-project approach enables the rationalization of resource allocation and increases the effectiveness of controlling the execution of developmental priorities. Proper management of project portfolios and programs requires not only the identification and prioritization of initiatives but also their ongoing monitoring in the context of long-term strategic goals. PMOs play a special role in this process, supporting the standardization of processes, the development of project competencies, and the institutionalization of project knowledge management mechanisms at various levels of the organizational structure. The success of complex and strategic developmental initiatives (projects, programs, portfolios) will therefore depend on the proper alignment of strategic project management mechanisms, appropriate forms of project organization, and support structures that enable effective oversight of their progress and execution.

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Footnotes

1. Projectification denotes the growing tendency to carry out tasks in the form of projects, rather than fixed processes or routine-like, repetitive activities. It can refer to individual organizations, sectors or entire industries.