

## Significance of project management performance assessment (PMPA) model

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### Abstract

Bryde (Bryde JD. Modelling project management performance. *Int J Quality Reliab Manage* 2003;20(2):229–25) has presented project management performance assessment (PMPA) model. The model proposes six criteria for assessing PM performance; based upon the EFQM business excellence model. This paper examines what is the level of impact of these criteria over the project management performance (PMP) in Pakistani listed organizations. This paper also examine the scope of the association within different criteria of project management performance assessment (PMPA) model and with project management performance (PMP) in the Pakistani listed organizations and whether this association is significant, furthermore it investigate that to which extent different characteristics of PM performance, correlate with each other and with project management performance (PMP). It is concluded that the PMPA model have a potential use as framework to assess the project management performance, by conducting empirical study and checking the impact, correlation and association of the criteria of PMPA model and PMP.

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### 1. Introduction

Project management is today's spicy topic. Copious research work has been done but this field is so dynamic that every angle shows a different prospective of the subject. Since its commencement in the literature and its applicability, the world has shown tremendous progress. As erudition involves day by day in project so as stringency involves in managing these complex and gigantic project. To avoid the waste of scarce recourses has increased the errands upon the shoulders of management. So it is necessary to boost up the performance. But as performance is an intangible thing, especially in case of management perfor-

mance, so choosing tools for assessing the performance is also a hard job.

This is as much as true for the Identification performance generating factors in project management and more than that it difficult to choose a framework to access these factors so performance can be evaluated. Many organizations from the corporate world are claiming that 'we manage project very effectively and our performance is outstanding. Despite this, numerous organizations still ignore to invest in evaluating the project management performance, they are just living in present day and ignoring the future, they just emphasize upon the meeting time, cost and specification of the project, but obviously now as we all now that there is competition every where and "Survival of the fittest" best describe the today's business environment. So good project management performance assessment tools are needed in order to make an organization "best of the best". In Bryde [5] proposed a model for assessment of project management performance. And he suggested

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that by following his model with some variation according to one's own need an organization can achieve best project performance. This assumption needs to be carefully tested. This Research Study addresses this assumption directly and therefore the focus of the research remained around whether project management performance assessment PMPA model practices make a difference in the company performance or not. If so, which factors of PMPA has stronger impact for enhancement of the performance of project management in Pakistan and it is also needed to evaluate that model have enough potential for the assessment of the project management performance.

## 2. Literature review

Pakistan, a developing country, needs the use of new synchronized “approaches” of the developed world for improving efficiency, reliability as well as success, which are mandatory for the business world. The “success” measures of project are evolving new dimension in this changing world, as survival of the fittest is the best describing principle of today's competitive business environment.

The project can be defined as “a transitory venture undertaken to generate an exclusive outcome or service Barad et al. [2]. Transitory means that the project has an end date. Exclusive means that the project's end results are different than the results of other functions of the organization”. Bowen et al. [3] use case studies to suggest that the only way organizations achieve anything intricate or noteworthy is through projects.

Project management can be defined as “The manner of implementation, of expertise, paraphernalia, knowledge and modus operandi to an extensive range of activities for the fulfillment of prerequisite of the specific project. Project management knowledge and practices can be defined upon individual processes. These individual processes can be: Initiating, Planning, Executing, Controlling and Closing”. The origin of the project management is in managing US department of defense contracts with this process being first documented during the 1950s and 1960, Loo [24]. Cammarano [8] evoke that project management is fundamental for lucrative and incessant enhancement of programs and obviously it is a “stipulation not a lavishness”.

As project management is a vital task so it is also imperative to gauge the performance of the project management. Here it indispensable to distinguish between project performance (PP) and project management performance (PMP). They both are coupled with each other but they are absolutely diverse from each other so one should not perplex in these terms (Bryde [6]). Regardless of poor project management (PM), project could be considered “prosperous” and it is also probable that a project is futile despite of superior project management (PM) (DeWitt [13]). For example, cultivating a culture that enhances the performance of the project is prerequisite for the project management performance but while assessing the project

performance it is not obligatory to consider this, and project may be viewed a successful project.

During the last two decade of previous century, research has been pointed out that success criteria of project evolve new dimensions. Evaluation of project success, by the dissimilar key project participants (stakeholders), in different times, has been done in diverse ways (for example, Gobelli [23], Pinto and Pinto [33] and Neumann et al. [29]), while traditional view of project success was meeting, time (schedule), cost (budget) and specification (quality). modern definitions of success integrate criteria beyond the conventional “iron triangle” (Atkinson [1]) substitution between cost (budget), time (schedule) and quality (specification), with theorists accent the paramount need to enchant the optimism of key project participants (e.g. Nicholas [30]; Gobelli and Larson [23]; Deutsch [12]; Neumann et al. [29]; Maylor [27]; Tukul and Rom [37]). As the clout, authenticity and exigency of project stakeholders is comprehended to be continually rising, there is a new focus in PM literature on developing models that apply theories of stakeholder classification and conspicuousness to the project environment (see, for example, Mallak et al. [25]; Tuman [38]).

For the valuable performance of the project, much work has been made in the area of “quality” to view it in a broader sense. For example Wateridge [41] states the meaning of quality is defined by the clientele and other stakeholders according to their own perception and desires. Mitchell et al. [28] research shows that there is a demanded need to empathize and meet the expectations of a verity of project participants places the concept of “stakeholder” in project management (PM) sphere. Many researcher among which Nicholas [30]; Wateridge [41]; Atkinson [1]; Tukul and Rom [37] reaches at the same conclusions that measures of the project success is the contentment of key project stakeholders, and stakeholder could only be satisfy if their quality criteria will be achieved.

A bond between project management and quality management emanates from similar rationale, i.e. The primary aim of PM is the contentment of clientele and other key project stake holder's requisites (BSI [7]; PMI [34]) and the aim of the academic perspectives of “quality” is to meet the requirements of clientele (Oakland [31]).

For the Success of a project the satisfaction of different stakeholders can only be achieved by Quality management. With the introduction of total quality management (TQM) in a project start new horizon of research. “A hypothesis of managing the total organization to relinquish quality to client” defines TQM by Daft [10], the author identifies four noteworthy elements that make up the concept –“benchmarking; and incessant improvement with employee involvement and focus on the client.” Evans and Lindsay [14] who state that TQM “The quality should be dispatched from the perspective of strategic management because it is not exclusively a restrain or methodological concern.” similarly Garvin [16] states that Senior management will take TQM austerely if and only if organizations find a durable bond between quality processes and the

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