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Practices in project management according to Charles Handy's organizational culture typologies

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Abstract

This research intends to examine some practices in project management applied to organizational culture typologies developed by Charles Handy. The literature review was made through the Capes databases, Scientific Electronic Library Online - SciELO, Scopus and ISI Web of Science to understand through scientific academy building the thought of applicability of the research already observed in the professional field. As a result, this work analyzes the results across the existing organizational culture in organizations with project management practices commonly used in the Brazilian market. The sample was composed of 12 respondents to the questionnaire: the data collected indicated that the object of this study is aligned with the project management market.
Therefore, the results also showed that the speed of evolution in project management area may require more study of pragmatic alignment of the academy in the humanistic area.

Keywords: Charles Handy; organizational culture; project management.

1. Introduction

The need to identify the organizational culture of a locus where a project carried out, is crucial to obtain the best management practice for the chosen project.

Project management is a practice in which companies invest in order to obtain the best strategic option for the development of their final activity, and to optimize their intermediate activities. It applies to both the objective quality and subjective quality of a company, given that products and services are developed through it.

Considering that the organizational culture influences how the work of a project is undertaken in a company, it is important to analyze the best way to associate project management practices to the existing organizational culture. For as has been widely reported by the Project Management Institute [17] in its researches published in

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Brazil, communication failures continue to be the most impactful obstacle to the realization of projects in Brazilian companies.

Identifying the organizational culture that is most closely aligned to a project management practice, and the way to implement it, can be considered as an advance in the understanding of the project development work carried out within companies.

1.1. Structure

This work study of the applicability of Charles Handy's typologies (2003) to project management practices is divided into the following sections:

The literature review, which lays out a review of the literature and analyzes the texts based on the bibliography published in Brazilian journals indexed in the CAPES and SciELO databases, and in international journals in Scopus and ISI Web of Science, in order to provide the theoretical foundation for the development of the methodological tool used in this study.

The methodology, which describes the employed methodology, highlighting the criteria for the development of the questionnaire; the steps of the study; the object of study; the construction of the data collection instrument; the realization of data collection with the users; the universe and sample of the study; the analysis of the collected data; the analysis of the results regarding the degree of performance and degree of importance; and, finally, the cross-examination of performance and importance.

The conclusion, which lays out the conclusion in alignment with the objectives, answering the research questions through a questionnaire presented to employees who work in project management, in addition to suggestions for future work.

2. Literature Review

2.1. Organizational Culture

First, a review of the literature was developed in this study, using the subjects organizational culture and project management on the text database of the CAPES portal on August 15, 2014. Then, works were looked up through the Scientific Electronic Library Online - SciELO, Scopus and ISI Web of Science databases, at different times, both to enrich the search, and to wait for the publication of more work according to the availability of the databases. Through the attended classes in the disciplines of the Masters course in Management Systems, however, some of the articles submitted by the professors proved to be effective with respect to the conciliatory search for pragmatism in the study of project management and organizational culture. This resulted in a search for books in the field that combined these items mentioned above.

Companies are increasingly using methods and tools, such as project management, to remain on the market and achieve their objectives when the perception of the project becomes multidimensional, because people have different visions in each project phase. To this end, efficiently and transparently defining the communication scope of a project, according to the research performed in this publication , is the most significant critical success factor [24].

When the research on project management began in 1960, the humanities, which concerned themselves with human resources and the leadership in projects, including their elementals and subjects, had only a timid approach. It is worth pointing out that until 2004, the approach of fundamental concepts in the field of human resources in project management still needed to improve. This despite the fact that the 1990s saw the first publications of behavioral studies in projects with a focus on project management [13].

In 2004, the PMI - Project Management Institute - stated in PMBOK - A Guide to the Project Management Body of Knowledge - that the organizational culture is one of the areas where the knowledge of the project