

Empirical approach to examining the barriers to PPM success in project management offices within the public sector

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Introduction & Background

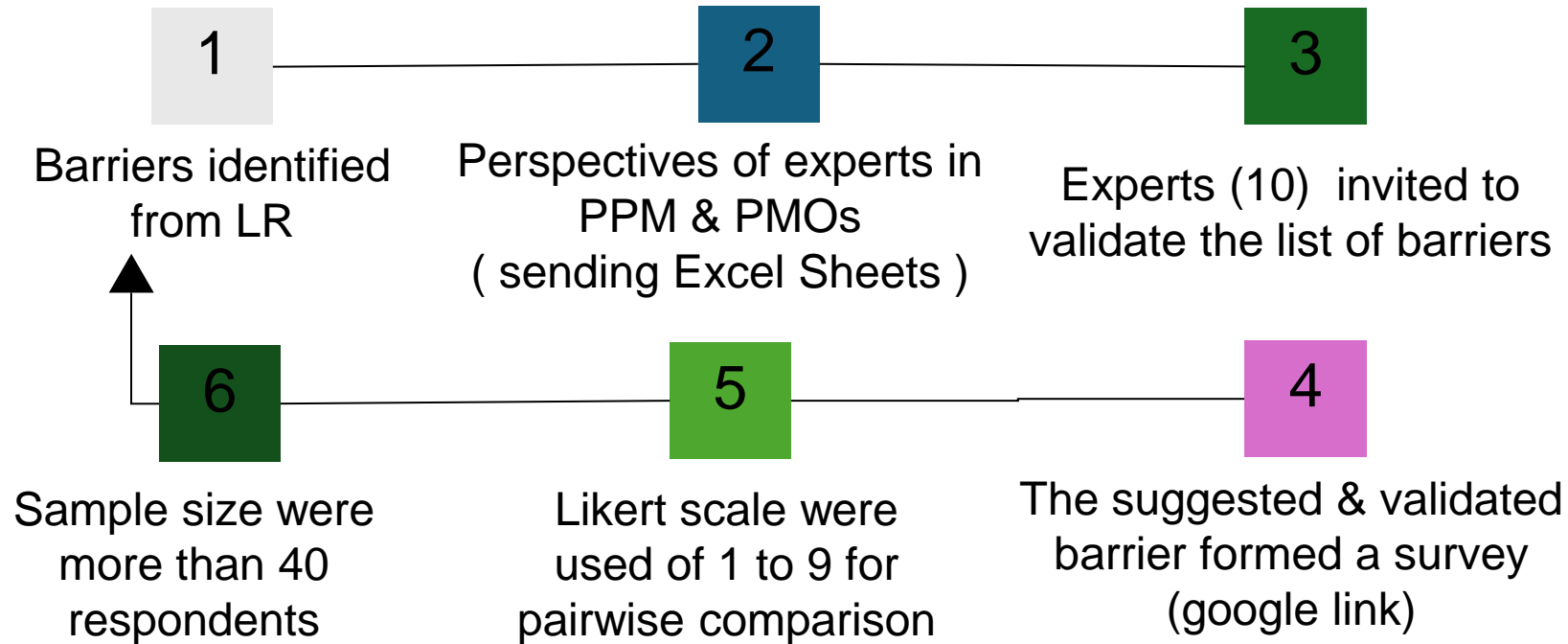
- Organizations are more aware that their strategies are achieved through projects, and thus they realize that strategic alignment with the proper selection of the projects
- This is where project portfolio management comes into play especially when considering that organizations achieve only 63% of their strategies outcome .
- Therefore, the project portfolio and challenges to its successful implementation are getting more importance for organizations.

Aim, Objectives, and Scope

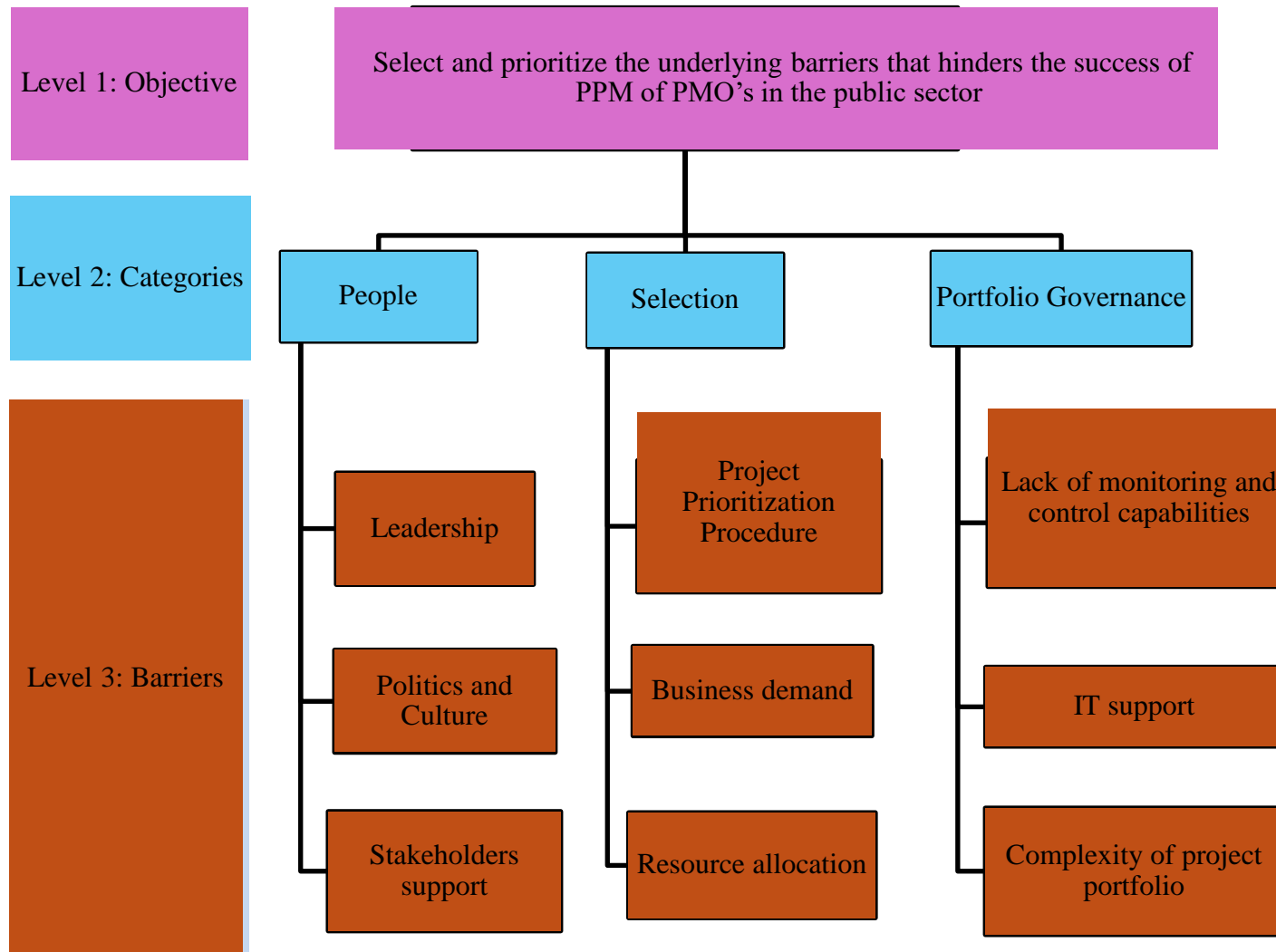
The aim of this study is to explore and prioritize the underlying barriers that hinder the success of PPM of PMOs in the public sector in the Emirate of Sharjah through the following objectives:

- Explore the working procedures of PMOs nationally and internationally.
- Develop an understanding of how project's success rate is quantified by PMO's operating in the UAE.
- Identify the barriers that hinder the success of PPM in PMO within the Sharjah emirate government sectors.
- Provide implications on the most critical barriers that affect the success of PPM in PMO's.

Research Design and Methodology



Results (2)



Results (1)

Main Criteria	Global	Sub-Criteria	Local	Rank
M1: People	0.36	Leadership	0.49	1
		Politics & Culture	0.28	6
		Stakeholder Support	0.228	8
M2: Selection	0.18	Project prioritization procedure	0.41	3
		Business demand	0.227	7
		Resource allocation	0.36	4
M3: Portfolio Governance	0.5	Lack of monitoring & control capabilities	0.47	2
		IT support	0.18	9
		Complexity of project portfolio	0.34	5

Discussions, Conclusions & Recommendations (1)

COMPLEXITY OF PROJECT PORTOFOLIO

- Importance of scaling the complexity of projects to the competencies available in the government entity
- The current selection requirements of project/portfolio managers and their respective team members to the projects selected in PMOs operating in the public sector within the emirate.

MONITORING & CONTROL

- Significant barrier to the success of PMOs in the public sector.
- The capabilities of project managers to handle complex project portfolios is crucial since it can affect their monitoring and control capabilities and the overall success of project portfolios within the entity.

IT SUPPORT

- Relatively not important.
- Public sectors in the emirate of Sharjah have their IT infrastructure inside the organization as an internal department.

Discussions, Conclusions & Recommendations (2)

- Reflection in the Emirate of Sharjah case.
 - Operating within the governmental entities perceive the governance of project portfolios in the context of monitoring and control capabilities.
 - The relationship with the complexity of the projects approved from senior management to be the utmost barrier that hinders their success.
 - Support from the leadership of the governmental entities constitutes a vital role in that relationship.
 - Selection of projects relies heavily on their decision-making capabilities and engagement in achieving their organization's strategic goals.

Future Studies:

- Comparative studies in different emirates.
- Exploring different sets of barriers.
- Using different MCDM like : ANP to exploring the relationship between criteria and sub-criteria.