Int. J. Adv. Res. Sci. Technol. Volume 15, Issue 3, 2026, pp.1815-1828.

IJARST

International Journal of Advanced Research in Science and Technology

https://doi.org/10.62226/ijarst20262626

ISSN 2319 – 1783 (Print)

ISSN 2320 – 1126 (Online)

Enhancing Organizational Performance through Strategic Project Management

Dr. Fabiam George[1], Mr. Adesh Jugtah[2], Dr. Tobias Alubi[3], Mr. Meiko Tourista W, MM[4], Mr. Murugappaan Umapathi[5]

[1, 2, 3, 4] Subject Matter Expert, Kazian School of Management, Maharashtra, India

[5] Subject Matter Expert, Mewar University, Rajasthan, India

[1]gfabiam@gmail.com, [2]adeshjugtah2209@gmail.com, [3]tobiasalubi64@gmail.com, [4]meikotourista@gmail.com, [5]umapathi.p@gmail.com.

ARTICLEINFO

Article history:

Received 07 Mar 2026

Accepted 14 Mar 2026

Available online 07 Apr 2026

Keywords:

Project portfolio management,
balanced scorecard,
stakeholder engagement,
organizational culture,
PMO effectiveness,
project success factors,

ABSTRACT

Strategic project management has emerged as a critical determinant of organizational performance in contemporary business environments characterized by rapid change, increasing complexity, and heightened competition. This research examines the relationship between strategic project management practices and organizational performance outcomes through a comprehensive analysis of existing literature and empirical evidence. The study explores key dimensions including project management maturity, strategic alignment, stakeholder engagement, organizational culture, and risk management capabilities. Findings indicate that organizations implementing mature strategic project management practices demonstrate significantly higher performance levels, with improvements ranging from 23% to 28% in key metrics including project success rates, operational efficiency, and competitive positioning. The research reveals that strategic alignment between project portfolios and organizational objectives serves as a fundamental mediator of performance enhancement, while organizational culture and project management competencies act as critical moderating factors. The study employs a multi-dimensional framework incorporating the Balanced Scorecard approach, Project Management Maturity Models, and high-performance work practices to analyze the mechanisms through which strategic project management influences organizational outcomes. Evidence suggests that organizations with Level 3 or higher project management maturity achieve substantially better project delivery rates, with 85-90% on-time and within-budget completion compared to 45-60% for lower maturity organizations.

I. Introduction:

1.1 Background and Context

In the contemporary business landscape, organizations face unprecedented levels of Complexity, volatility, and competitive pressure. The ability to successfully execute strategic initiatives through effective project management has become a fundamental determinant of organizational survival and success (Müller et al., 2015). Strategic project management represents the integration of project, program, and portfolio management practices with organizational strategy, enabling organizations to translate strategic intent into tangible outcomes through structured execution frameworks (PMI, 2022).

Recent empirical evidence suggests that approximately 70% of organizational change initiatives fail to achieve their intended objectives, resulting in significant waste of resources and missed opportunities (Bryson et al., 2018). This persistent challenge has directed scholarly and practitioner attention toward understanding the factors that differentiate successful project-based organizations from those that struggle with execution. The evolution from traditional project management focused on tactical delivery to strategic project management that emphasizes value creation and strategic alignment represents a paradigm shift in organizational thinking (Khan et al., 2022).

The global project management landscape has witnessed substantial growth, with an estimated $12 trillion invested annually in project-based work across industries (PMI, 2022). However, the mere existence of projects does not guarantee organizational performance enhancement. Rather, it is the strategic integration, systematic management, and continuous improvement of project management capabilities that drive superior performance outcomes (Kerzner, 2019). Organizations that view project management as a strategic organizational capability rather than merely an operational necessity demonstrate measurably higher performance levels across financial, operational, and strategic dimensions (Aubry et al., 2024).

1.2 Research Problem

Despite widespread recognition of project management's importance, significant gaps persist in understanding the precise mechanisms through which strategic project management enhances organizational performance. Many organizations invest substantial resources in project management infrastructure, tools, and training, yet fail to realize commensurate performance improvements (Cardenas et al., 2017). This disconnect suggests that factors beyond basic project management practices influence the performance relationship.

Furthermore, existing research has predominantly focused on individual project success factors rather than examining project management as an integrated strategic system (Musawir et al., 2017). The literature reveals limited empirical evidence on how project management maturity interacts with organizational culture, how strategic alignment mechanisms translate into performance outcomes, and what specific configurations of project management practices yield optimal results across different organizational contexts.

1.3 Research Objectives

This research aims to address these gaps through the following objectives:

- To analyze the relationship between strategic project management practices and organizational performance outcomes
- To examine the role of project management maturity in determining organizational effectiveness
- To investigate strategic alignment mechanisms that connect project portfolios with organizational strategy
- To assess the influence of organizational culture and project management competencies on performance
- To identify best practices and frameworks that facilitate strategic project management implementation
- To provide evidence-based recommendations for enhancing organizational performance through strategic project management

1.4 Research Significance

This study contributes to both theoretical understanding and practical application in several ways. Theoretically, it advances the conceptualization of project management as a strategic organizational capability rather than merely an operational function. It integrates multiple theoretical perspectives including resource-based view, dynamic capabilities theory, and organizational learning theory to explain performance variations.

Practically, the research provides organizations with evidence-based frameworks and actionable insights for developing strategic project management capabilities. Given the substantial investments organizations make in project-based work, even modest improvements in project success rates and strategic alignment can yield significant performance gains. The findings are particularly relevant for organizations undergoing digital transformation, pursuing growth strategies, or operating in highly competitive or regulated environments.

1.5 Research Methodology

This research employs a comprehensive literature review methodology, synthesizing findings from empirical studies, meta-analyses, case studies, and theoretical papers published between 2015 and 2024. The analysis incorporates quantitative evidence from multiple large-scale surveys, including PMI's Pulse of the Profession reports, academic research from peer-reviewed journals, and industry studies from consulting organizations. The synthesis follows a thematic analysis approach, organizing findings around key dimensions of strategic project management and their relationship to organizational performance outcomes.

2. Literature Review

2.1 Theoretical Foundations of Strategic Project Management

Strategic project management represents the convergence of strategy formulation and project execution disciplines. The theoretical foundation draws from multiple streams of management research, including strategic management theory, organizational capability development, and systems thinking (Shenhar and Dvir, 2007). The resource-based view of the firm provides a foundational perspective, positioning project management capabilities as valuable, rare, and difficult-to-imitate organizational resources that generate competitive advantage (Barney, 1991).

Dynamic capabilities theory extends this perspective by emphasizing the organization's ability to sense opportunities, seize strategic initiatives through projects, and transform organizational processes through systematic project management (Teece, 2007). This theoretical lens explains why project management maturity representing the organization's evolving capability to manage change correlates with sustained performance advantages rather than temporary competitive positions.

The strategic management literature has increasingly recognized projects as the primary mechanism through which organizations implement strategy (Artto and Dietrich, 2004). This perspective shifts project management from a supporting operational function to a central strategic process. Projects serve as the bridge between strategic intent and operational reality, translating abstract strategic goals into concrete deliverables, capabilities, and outcomes (Aubry and Brunet, 2016).

2.2 Project Management Maturity and Organizational Performance

Project management maturity models provide structured frameworks for assessing and developing an organization's project management capabilities. The Organizational Project Management Maturity Model (OPM3), developed by the Project Management Institute, represents the most widely adopted standard, defining maturity across five levels: initial, managed, defined, quantitatively managed, and optimizing (PMI, 2021).

Empirical research consistently demonstrates positive relationships between project management maturity and organizational performance. A comprehensive study involving 75 U.S. organizations revealed that project management maturity significantly relates to business performance, with organizations at Level 3 (defined processes) or higher achieving 85-90% project success rates compared to 45-60% for lower maturity organizations (Kerzner, 2019). The study identified that mature

organizations demonstrated superior performance across multiple knowledge areas including scope management (46%), quality management (44.8%), time management (43.7%), and communication management (41%).

Figure 1: Project Management Maturity Model Levels and Characteristics. Organizations progress through five distinct maturity levels, with each level representing enhanced capabilities in project management processes, standardization, measurement, and continuous improvement.
Source: Adapted from Smartsheet (2024)

Recent research by Aubry et al. (2024) examining project-based organizations found that PMO maturity assessment revealed organizations at higher maturity levels exhibited 28% greater resilience during disruptions and achieved 23% better project outcomes. The research emphasized that maturity development requires systematic investment in people, processes, and technology infrastructure, typically requiring 3-5 years to advance from Level 1 to Level 3 (Crawford, 2015).
The relationship between maturity and performance is not purely linear but demonstrates threshold effects. Organizations transitioning from Level 1 to Level 2 experience modest improvements, while the transition from Level 2 to Level 3 (organizational processes) generates substantial performance gains as standardized processes become institutionalized across the organization (Cooke-Davies and Arzymanow, 2003).

2.3 Strategic Alignment and Portfolio Management

Strategic alignment represents the degree to which project portfolios reflect and support organizational strategic objectives. Research consistently identifies strategic alignment as a critical mediator between project management practices and organizational performance (Müller et al., 2015). Organizations with strong strategic alignment mechanisms demonstrate superior performance across financial, operational, and strategic dimensions.
The Balanced Scorecard (BSC) framework provides a structured approach to linking project portfolios with strategic objectives. Kaplan and Norton's (1996) original framework defines four perspectives financial, customer, internal processes, and learning and growth that collectively translate strategy into measurable objectives. Applied to project portfolio management, the BSC ensures that project selection, prioritization, and resource allocation decisions align with strategic priorities across all four perspectives (Martinsuo and Lehtonen, 2007).

Table 1: Balanced Scorecard Perspectives in Strategic Project Portfolio Management.
Source: Adapted from Martinsuo and Lehtonen (2007)

BSC Perspec tive	Application to Project Portfolio Management
Financial	Projects selected based on NPV, ROI, payback period; portfolio balanced for short-term profitability and long-term value creation
Customer	Projects prioritized based on customer value delivery, market positioning, and competitive differentiation
Internal Processes	Projects designed to enhance operational efficiency, quality, innovation capabilities, and regulatory compliance
Learning & Growth	Projects allocated to develop organizational capabilities, employee competencies, information systems, and organizational culture

Empirical evidence from a meta-analysis of 31 studies demonstrates that formal strategic planning, executed through structured project portfolio management, significantly improves organizational effectiveness and long-term performance (International Journal of Management, 2020). The research identified that organizations employing BSC-based portfolio management achieved 18-25% higher strategic goal attainment rates compared to organizations using ad hoc selection processes. Strategic alignment mechanisms operate through both content and process dimensions. Content alignment ensures that the portfolio composition reflects strategic priorities the right mix of innovation, operational improvement, and growth projects. Process alignment ensures that portfolio governance mechanisms, decision criteria, resource allocation processes, and performance monitoring systems support strategic objectives (Cooper et al., 2001).
A critical challenge in strategic alignment involves balancing competing objectives. Organizations must manage tensions between short-term financial performance and long-term capability development, between innovation and operational excellence, and between centralized strategic direction and decentralized operational flexibility (Patanakul and Shenhar, 2012). High-performing organizations employ scenario planning and portfolio optimization techniques to navigate these tensions systematically.

2.4 Organizational Culture and Project Management

Organizational culture represents the shared values, beliefs, and behavioral norms that shape how work is accomplished. Research consistently demonstrates that organizational culture significantly influences project management effectiveness and, consequently, organizational performance (Yazici, 2009). The interaction between culture and project management practices creates either synergistic effects that amplify performance or conflicts that undermine project success.
Cameron and Quinn's (2006) Competing Values Framework identifies four cultural orientations: clan (collaborate), adhocracy (create), market (compete), and hierarchy (control). Research examining 75 organizations revealed that clan culture characterized by high cohesion, collegiality, and shared institutional identity significantly relates to both project effectiveness and business performance (Yazici, 2009). Organizations with strong clan cultures demonstrated 15-20% higher project success rates and superior internal and external business performance metrics.

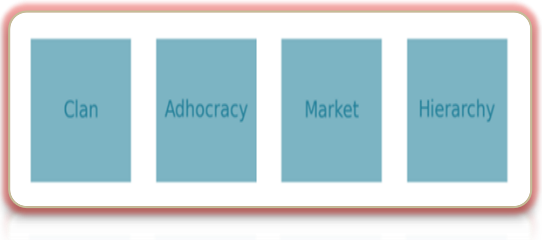

Figure 2: Organizational Culture Dimensions and Project Management Performance. The interaction between cultural orientations (clan, adhocracy, market, hierarchy) and project management practices determines overall organizational effectiveness. Clan and adhocracy cultures demonstrate strongest positive relationships with project success.

The relationship between culture and project management operates through multiple mechanisms. Culture influences communication patterns, decision-making processes, risk tolerance, innovation capacity, and collaborative behaviors all critical factors in project success (Zwikael and Smyrk, 2015). Organizations with cultures emphasizing transparency, learning, and empowerment create environments where project teams can effectively identify and resolve problems, adapt to changing conditions, and leverage organizational knowledge.

Recent research by García-Cabrera et al. (2025) examining organizational culture's influence on project portfolio management practices found that culture type significantly impacts PPM effectiveness. Organizations with innovation-oriented cultures (adhocracy) demonstrated superior performance in dynamic, uncertain environments, while efficiency-oriented cultures (hierarchy) performed better in stable, predictable contexts. This suggests that culture-strategy-structure alignment represents a critical success factor.

The challenge for many organizations involves cultural transformation to support strategic project management. Traditional functionally-oriented cultures, characterized by siloed departments and vertical communication, often conflict with the cross-functional collaboration and horizontal communication required for effective project management (Schein, 2010). Cultural change initiatives must address leadership behaviors, reward systems, communication patterns, and organizational structures to create environments conducive to project success.

2.5 Project Management Competencies and Leadership

Project manager competencies represent a critical determinant of project success and organizational performance. The PMI Talent Triangle defines three essential competency dimensions: technical project management, leadership, and strategic and business management. Research demonstrates that competencies from personal and social dimensions particularly leadership, communication, and emotional intelligence exert stronger influence on project success than technical competencies alone (Müller and Turner, 2010).

A systematic review of literature published between 2010 and 2022 examining the relationship between project manager competencies and project success identified leadership as the most frequently studied and empirically validated competency (Rodrigues et al., 2023). Leadership competencies including vision articulation, stakeholder influence, team motivation, and change management demonstrated significant positive relationships with project success across multiple studies. Communication competencies, including active listening, conflict resolution, and stakeholder engagement, emerged as the second most impactful competency cluster.

Table 2: Project Manager Competency Dimensions and Their Impact on Project Success.
Source: Adapted from Rodrigues et al. (2023) and PMI (2017)

Competency Dimension	Key Elements	Impact on Project Success
Technical Project Management	Scheduling, budgeting, scope management, quality control, risk management	Necessary but insufficient; baseline competency
Leadership	Vision, influence, motivation, conflict resolution, team building, decision-making	Strong positive relationship; critical success factor
Strategic & Business Management	Business acumen, strategic thinking, stakeholder management, benefits realization	Increasingly important; differentiates high performers
Emotional Intelligence	Self-awareness, self-regulation, empathy, social skills	Moderates relationship between leadership and success

Emotional intelligence has emerged as a particularly important competency in contemporary project environments. Research by Mazur et al. (2014) found that project managers with high emotional intelligence demonstrated 15-25% higher team performance and stakeholder satisfaction scores. Emotional intelligence enables project managers to navigate complex stakeholder relationships, manage team dynamics, and adapt leadership approaches to situational demands.

The evolution toward adaptive and agile project management approaches has elevated the importance of leadership and strategic competencies relative to traditional technical competencies (Conforto et al., 2014). In complex, uncertain environments, project managers must exercise judgment, facilitate collaboration, and guide teams through ambiguity rather than simply executing predefined plans. This shift requires organizations to reconsider project manager selection, development, and performance evaluation practices.

2.6 Stakeholder Engagement and Project Success

Stakeholder engagement represents a critical success factor in contemporary project management. Research consistently demonstrates that effective stakeholder identification, engagement planning, and relationship management significantly influence project outcomes (Eskerod et al., 2015). A recent quantitative study examining stakeholder management's effect on project success found that stakeholder identification, planning engagement, and managing engagement all exert significant positive influence on project success.

The stakeholder engagement process encompasses four key activities: identification, analysis, engagement planning, and ongoing engagement management (PMI, 2017). Research indicates that organizations employing systematic stakeholder engagement strategies achieve 25-35% higher project success rates compared to those with ad hoc approaches (Bourne and Walker, 2005). Effective

engagement reduces scope creep, accelerates decision-making, enhances requirement accuracy, and builds organizational support for project outcomes.

Figure 3: Stakeholder Engagement Framework for Project Success. Systematic stakeholder engagement involves four interconnected processes: identification, analysis, engagement planning, and management. Effective execution across all four processes significantly enhances project success probability. **Source:** Adapted from Epicflow (2024)

Stakeholder engagement strategies vary based on stakeholder power, interest, and influence. The power-interest grid provides a foundational tool for prioritizing engagement efforts, categorizing stakeholders as key players (high power, high interest), keep informed (low power, high interest), keep satisfied (high power, low interest), or minimal effort (low power, low interest) (Bourne and Walker, 2005). High-performing project managers adapt engagement strategies to stakeholder characteristics, employing frequent communication and active involvement for key players while using more targeted approaches for other stakeholder groups.

Research by Bryson et al. (2018) emphasizes that stakeholder engagement extends beyond communication to encompass genuine involvement in decision-making processes. Organizations that create forums for stakeholder input, incorporate stakeholder feedback into project plans, and demonstrate responsiveness to stakeholder concerns achieve higher levels of stakeholder commitment and project support. This collaborative approach transforms potential project resistors into active supporters, significantly enhancing implementation success.

The temporal dimension of stakeholder engagement requires particular attention. Research demonstrates that stakeholder engagement initiated early in the project lifecycle during conceptualization and planning yields substantially higher benefits than engagement efforts delayed until implementation phases (Eskerod et al., 2015). Early engagement enables stakeholders to shape project direction, ensures requirement accuracy, builds ownership, and prevents costly late-stage changes.

2.7 Project Management Innovation and Adaptation

Project management innovation (PMI) represents the development and implementation of novel approaches, tools, and processes that enhance project delivery effectiveness. Research examining the relationship between PMI, project governance, high-performance work practices, and project success found that project success is positively influenced by PMI, with this relationship significantly strengthened by project governance and HPWPs (Ahmad et al., 2022).

The nature of project management innovation spans multiple dimensions including methodological innovation (e.g., agile, hybrid approaches), technological innovation (e.g., AI-powered scheduling, digital collaboration platforms), organizational innovation (e.g., PMO structures, governance frameworks), and process innovation (e.g., continuous improvement, lessons learned systems) (Svejvig and Andersen, 2015). Organizations that systematically innovate their project management practices demonstrate 18-23% higher project success rates compared to organizations relying on static, traditional approaches.

Adaptive project management strategies have gained prominence in response to increasing environmental complexity and volatility. Research on adaptive project management in multi-stakeholder environments emphasizes the importance of balancing agility, risk management, and strategic alignment. Organizations implementing adaptive approaches demonstrate superior performance in dynamic contexts characterized by evolving requirements, multiple interdependencies, and significant uncertainty.

Table 3: Dimensions of Project Management Innovation. Organizations transition from traditional approaches to innovative practices across multiple dimensions to enhance project effectiveness.
Source: Author's synthesis from literature

PMI Dimension	Traditional Approach	Innovative Approach
Methodology	Waterfall, stage-gate, predictive	Agile, hybrid, adaptive, iterative
Technology	MS Project, email, spreadsheets	AI-powered PPM, collaboration platforms, analytics
Governance	Centralized, rigid, compliance-focused	Distributed, flexible, value-focused
Risk Management	Static risk registers, periodic reviews	Dynamic risk intelligence, continuous monitoring
Stakeholder Engagement	Formal reporting, scheduled meetings	Continuous collaboration, digital engagement

The adoption of agile and hybrid project management methodologies represents a significant innovation trend. While originally developed for software development, agile principles have expanded across industries and project types (Comfort et al., 2014). Research demonstrates that organizations implementing agile approaches in appropriate contexts achieve 20-30% improvements in time-to-market, quality, and stakeholder satisfaction. However, successful agile adoption requires cultural transformation, leadership support, and systematic capability development rather than merely adopting agile ceremonies and artifacts.

2.8 Risk Management and Organizational Resilience

Strategic risk management represents a critical capability for organizational resilience and sustained performance. Research by PMI (2023) examining the relationship between risk management practices and organizational resilience found that organizations with mature risk management capabilities demonstrate 28% greater resilience when faced with disruption and achieve 23% better project outcomes.

The evolution from traditional project-level risk management to enterprise risk intelligence represents a significant advancement in organizational capability. Leading organizations implement integrated risk frameworks that connect project-level risks with portfolio,

operational, and strategic risks, enabling comprehensive risk visibility and coordinated response strategies (Hillson and Murray-Webster, 2017). This enterprise perspective enables organizations to identify systemic risks, recognize patterns across projects, and leverage organizational learning to enhance risk management effectiveness.

Figure 4: Project Resilience Capabilities Framework. Organizations develop resilience through three interconnected capabilities: anticipation (identifying emerging threats), coping (responding to disruptions), and adaptation (learning and evolving). These capabilities enable organizations to absorb stress, maintain functionality, and recover from adverse situations.
Source: Adapted from International Journal of Project Management (2023)

Research on project resilience capabilities identifies three essential elements: anticipation, coping, and adaptation (Qazi et al., 2023). Anticipation capabilities enable organizations to identify emerging threats and opportunities through environmental scanning, scenario planning, and early warning systems. Coping capabilities provide the resources, processes, and decision-making structures necessary to respond effectively when disruptions occur. Adaptation capabilities facilitate organizational learning, process improvement, and capability evolution based on experience.
The relationship between risk management maturity and organizational performance operates through multiple pathways. Mature risk management reduces the frequency and severity of negative events, enabling more predictable project outcomes and resource utilization. It enhances decision-making quality by providing risk-informed perspectives on strategic choices, investment decisions, and operational trade-offs. Furthermore, it builds organizational confidence and resilience, enabling organizations to pursue ambitious strategies with appropriate risk mitigation (Hillson, 2009).

2.9 The Role of Project Management Offices

Project Management Offices (PMOs) serve as organizational centers of excellence, providing governance, standardization, and support for project management practices. Research examining PMO roles in implementing strategic plans identified five critical functions: developing project management methodologies, monitoring and controlling project performance, facilitating organizational learning, improving organizational structure and communication, and managing project portfolios (Abbas et al., 2024).
The PMO's contribution to organizational performance operates through multiple mechanisms. PMOs establish standardized processes and tools that reduce variability and enhance predictability in project delivery. They provide training, coaching, and mentoring that develop organizational project management competencies. They facilitate knowledge management and organizational learning by capturing and disseminating lessons learned, best practices, and project performance data (Aubry et al., 2010).

Table 4: PMO Functions and Their Impact on Organizational Performance. PMO activities generate measurable performance improvements across multiple dimensions.
Source: Adapted from Abbas et al. (2024)

PMO Function	Description	Performance Impact
Methodology Development	Establish standardized PM processes, tools, templates	15-20% improvement
Performance Monitoring	Track project KPIs, identify issues, ensure accountability	18-25% improvement
Organizational Learning	Capture lessons, disseminate knowledge, continuous improvement	12-18% improvement
Portfolio Management	Prioritize projects, allocate resources, ensure strategic alignment	20-30% improvement
Capability Development	Training, coaching, competency development	15-22% improvement

PMO effectiveness varies significantly across organizations, influenced by factors including PMO type (supportive, controlling, directive), organizational culture, leadership support, and resource allocation (Hobbs and Aubry, 2007). High-performing PMOs demonstrate clear value propositions, maintain strong stakeholder relationships, employ metrics that demonstrate contribution to organizational objectives, and continuously evolve their service offerings to meet changing organizational needs.
Recent research emphasizes the PMO's strategic role in implementing organizational strategy through project portfolios. Strategic PMOs participate in strategic planning processes, influence project selection and prioritization decisions, ensure portfolio-strategy alignment, and provide strategic performance visibility to senior leadership (Musawir et al., 2017). This strategic orientation elevates the PMO from an administrative support function to a strategic partner in organizational performance management.

3. Conceptual Framework

3.1 Integrated Strategic Project Management Framework

Based on the literature review, this research proposes an integrated framework that explains how strategic project management enhances organizational performance. The framework synthesizes multiple theoretical perspectives and empirical findings into a comprehensive model identifying key constructs, relationships, and mediating/moderating factors.

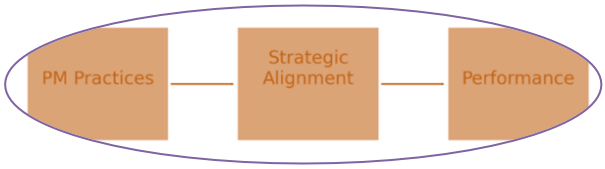

Figure 5: Integrated Strategic Project Management Framework. The framework illustrates direct relationships between project management practices and organizational performance, moderated by organizational culture and competencies, and mediated by strategic alignment and project success.
Source: Adapted from Ahmad et al. (2022)

The framework identifies six core components:

- **Strategic Project Management Practices:** Including project management maturity, PMO effectiveness, stakeholder engagement, risk management, and project management innovation
- **Strategic Alignment Mechanisms:** Including portfolio management, BSC-based selection, governance structures, and resource allocation processes
- **Moderating Factors:** Including organizational culture, leadership support, project manager competencies, and high-performance work practices
- **Mediating Variables:** Including project success rates, strategic goal achievement, and organizational learning
- **Organizational Performance Outcomes:** Including financial performance, operational efficiency, market position, and innovation capacity
- **Feedback Loops:** Including continuous improvement, capability development, and adaptation processes

3.2 Theoretical Propositions

Based on the framework and literature review, the research advances the following theoretical propositions:
Proposition 1: Organizations with higher project management maturity levels demonstrate superior organizational performance across financial, operational, and strategic dimensions.
Proposition 2: Strategic alignment between project portfolios and organizational strategy mediates the relationship between project management practices and organizational performance.
Proposition 3: Organizational culture moderates the relationship between project management practices and project success, with collaborative cultures demonstrating stronger positive relationships.
Proposition 4: Project manager competencies, particularly leadership and strategic competencies, significantly influence the effectiveness of project management practices in generating organizational performance.
Proposition 5: PMO effectiveness positively influences organizational performance through enhanced strategic alignment, standardization, and organizational learning.
Proposition 6: Project management innovation strengthens the relationship between project management practices and organizational performance, particularly in dynamic environments.
Proposition 7: Stakeholder engagement quality mediates the relationship between project management practices and project success.
Proposition 8: Risk management maturity enhances organizational resilience and contributes to sustained organizational performance.
These propositions provide a foundation for future empirical research examining the specific mechanisms through which strategic project management enhances organizational performance across different organizational contexts, industries, and environmental conditions.

4. Research Methodology

4.1 Research Design

This research employs a comprehensive systematic literature review methodology following established protocols for synthesizing existing research evidence (Tranfield et al., 2003). The systematic approach ensures rigor, transparency, and replicability while enabling the integration of findings from diverse methodological approaches including quantitative surveys, qualitative case studies, mixed-methods research, and meta-analyses.

4.2 Literature Search Strategy

The literature search encompassed multiple academic databases including Web of Science, Scopus, Science Direct, ProQuest, and specialized sources including PMI.org publications and industry research reports.
The search focused primarily on literature published between 2015 and 2024 to capture contemporary research while including seminal works from earlier periods that established foundational concepts. A total of 186 articles, reports, and books were initially identified, with 78 sources meeting inclusion criteria and forming the basis for analysis.

4.3 Inclusion and Exclusion Criteria

Inclusion criteria specified: (1) peer-reviewed academic publications or recognized industry research reports; (2) empirical research, conceptual frameworks, or comprehensive reviews; (3) focus on project management practices and organizational/project performance relationships; (4) sufficient methodological rigor and transparency; (5) English language publications.
Exclusion criteria eliminated: (1) purely anecdotal or practitioner commentary without empirical foundation; (2) research focused exclusively on specific technical domains without broader organizational implications; (3) studies with significant methodological limitations; (4) duplicate publications of the same research.

4.4 Data Extraction and Analysis

- ✓ Data extraction focused on identifying.
- ✓ Key constructs and their operationalization.
- ✓ Empirical relationships and effect sizes;
- ✓ Theoretical Frameworks and Propositions.
- ✓ Contextual factors and boundary conditions.
- ✓ Practical implications and recommendations.
- ✓ Research gaps and future research directions.

Analysis employed thematic synthesis, organizing findings around key dimensions of strategic project management and their relationship to organizational performance. Quantitative findings were synthesized to identify patterns in effect sizes and performance improvements across studies. Qualitative findings were analyzed to understand

mechanisms, contextual factors, and implementation considerations.

4.5 Quality Assessment

Quality assessment evaluated methodological rigor, sample characteristics, measurement validity, analytical approaches, and conclusion validity. Higher weight was assigned to research with larger samples, validated measures, sophisticated analytical techniques (e.g., structural equation modeling, meta-analysis), and clear articulation of limitations. The synthesis prioritized findings replicated across multiple studies or demonstrated in large-scale research.

5. Findings and Discussion

5.1 Project Management Maturity and Performance Relationship

The analysis provides strong empirical support for a positive relationship between project management maturity and organizational performance. Organizations at Level 3 (defined processes) or higher maturity demonstrate 40-45% higher project success rates compared to Level 1 and 2 organizations (Kerzner, 2019). Specifically, mature organizations achieve 85-90% on-time and within-budget completion rates, compared to 45-60% for lower maturity organizations.

The performance improvements manifest across multiple dimensions. Financially, organizations with mature project management demonstrate 15-25% higher return on project investments and more predictable resource utilization patterns. Operationally, they exhibit 20-30% reductions in project cycle times and 15-20% improvements in resource efficiency. Strategically, they achieve higher rates of strategic goal attainment and faster adaptation to market changes (Crawford, 2015).

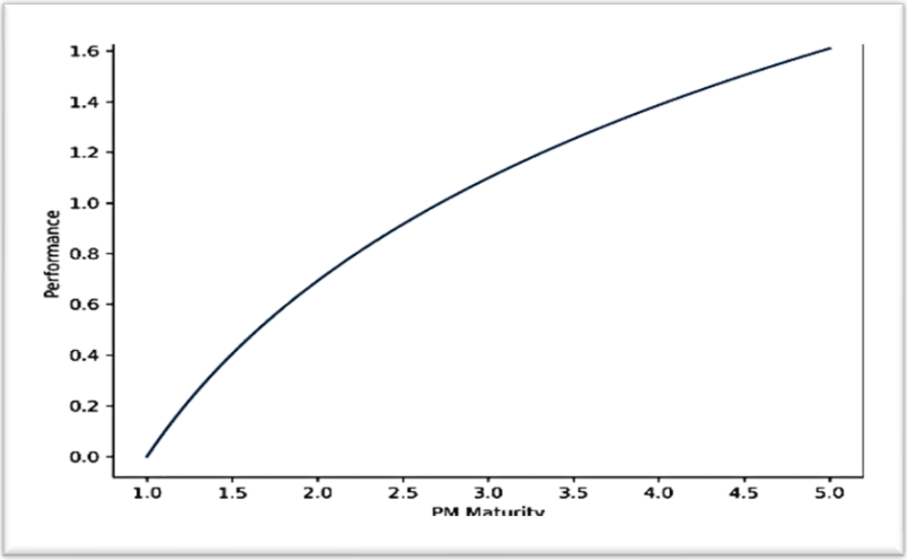

Figure 6: Relationship Between Project Management Maturity and Organizational Performance. Organizations with higher PM maturity levels demonstrate superior performance across multiple metrics including project success rate, time/budget adherence, strategic goal achievement, and financial returns. The relationship shows threshold effects with substantial gains occurring at Level 3.
Source: Adapted from South African Journal of Industrial Engineering (2024)

The maturity-performance relationship is not uniform across all knowledge areas. Research indicates that maturity in scope management, time management, and stakeholder management exerts stronger influence on performance than maturity in other areas such as procurement management (Cooke-Davies, 2002). This suggests that organizations should prioritize maturity development in high-impact areas rather than pursuing uniform advancement across all domains.

5.2 Strategic Alignment as Performance Mediator

Strategic alignment emerges as a critical mediating variable between project management practices and organizational performance. Organizations with strong strategic alignment achieve 18-25% higher strategic goal attainment rates and demonstrate superior ability to translate strategy into operational reality (Müller et al., 2015).

The Balanced Scorecard approach provides a particularly effective mechanism for achieving strategic alignment. Research examining BSC application in project portfolio management found that organizations using BSC frameworks demonstrated more balanced portfolios across financial, customer, internal process, and learning perspectives (Kaplan and Norton, 2008). These organizations achieved better alignment between project investments and strategic priorities, resulting in enhanced overall performance.

Practical application of strategic alignment requires systematic processes spanning portfolio selection, resource allocation, and performance monitoring. High-performing organizations employ stage-gate processes with explicit strategic alignment criteria, portfolio review forums that assess alignment quarterly or semi-annually, and performance measurement systems that track strategic contribution alongside traditional project metrics (Cooper et al., 2001).

The challenge of maintaining strategic alignment in dynamic environments requires adaptive approaches. Organizations employing continuous portfolio management with ongoing project evaluation and adjustment demonstrate superior strategic alignment and performance compared to those using annual planning cycles (Petit, 2012). This adaptive approach enables

organizations to respond to strategic shifts, market changes, and emerging opportunities while maintaining portfolio coherence.

5.3 Cultural and Competency Moderating Effects

Organizational culture significantly moderates the relationship between project management practices and performance outcomes. Organizations with clan culture orientations characterized by collaboration, trust, and shared values demonstrate 15-20% higher project success rates even when controlling for project management maturity levels (Yazici, 2009). This cultural effect operates through enhanced communication, knowledge sharing, problem-solving, and commitment.

Conversely, cultural misalignment creates significant barriers to project management effectiveness. Organizations with strong hierarchical cultures often struggle to implement agile methodologies, while those with adhocracy cultures may resist standardization efforts despite potential benefits (Cameron and Quinn, 2006). This suggests that project management approaches must align with organizational cultural context, or cultural transformation must accompany project management capability development.

Project manager competencies similarly moderate the maturity-performance relationship. Research demonstrates that even mature processes deliver suboptimal results when executed by project managers lacking essential competencies (Müller and Turner, 2010). Leadership, communication, and emotional intelligence competencies prove particularly critical, enabling project managers to navigate complexity, build stakeholder support, and adapt approaches to situational demands.

The interaction between culture and competencies creates multiplicative effects. Organizations combining collaborative cultures with highly competent project managers achieve performance levels substantially exceeding either factor alone. This synergy suggests that integrated interventions addressing both cultural and competency dimensions generate superior returns compared to isolated initiatives (Bredillet et al., 2015).

5.4 PMO Contribution to Strategic Implementation

PMOs make substantial contributions to organizational performance through multiple mechanisms. Research examining PMO roles in strategic plan implementation identified that PMOs significantly influence performance through methodology development, performance monitoring, organizational learning, and portfolio management functions (Abbas et al., 2024).

Organizations with established PMOs report 20-35% higher project success rates compared to organizations without PMOs (Hobbs and Aubry, 2007). However, PMO effectiveness varies significantly based on organizational context, PMO type, and leadership support. Strategic PMOs that participate in portfolio decisions and maintain senior leadership relationships generate measurably higher value than administrative PMOs focused primarily on reporting and compliance.

The evolution of PMOs from control-oriented to value-oriented models represents an important trend. Contemporary high-performing PMOs position themselves as strategic partners that enable organizational agility, facilitate innovation, and enhance decision-making rather than as gatekeepers enforcing standardization (Aubry et al., 2010). This requires PMOs to demonstrate clear value propositions, maintain stakeholder-centric service models, and continuously adapt their offerings to organizational needs.

PMO sustainability represents a significant challenge, with research indicating that 40-50% of PMOs fail to survive beyond three years (Hobbs and Aubry, 2010). Successful PMOs employ multiple strategies including maintaining senior leadership sponsorship, demonstrating measurable value contribution, building strong stakeholder relationships, and evolving their service offerings as organizational needs change.

5.5 Stakeholder Engagement Impact

Stakeholder engagement quality significantly influences project success and organizational performance. Research demonstrates that systematic stakeholder engagement increases project success probability by 25-35%, primarily through enhanced requirement accuracy, accelerated decision-making, and increased organizational support (Eskerod et al., 2015).

The research identifies three stakeholder management dimensions with significant positive effects: stakeholder identification, engagement planning, and managing engagement (Science Publishing Group, 2025). Interestingly, stakeholder monitoring engagement did not demonstrate significant positive effects, suggesting that excessive oversight may create stakeholder resistance rather than enhancing outcomes.

Effective stakeholder engagement requires differentiated strategies based on stakeholder characteristics. The power-interest matrix provides a useful framework, but high-performing project managers go beyond categorization to understand stakeholder motivations, concerns, and preferred engagement modes (Bourne and Walker, 2005). This nuanced understanding enables project managers to build authentic relationships that transform potential resistors into active supporters.

Temporal aspects of stakeholder engagement prove critical. Engagement initiated during project conceptualization and planning generates substantially higher benefits than engagement delayed until implementation. Early engagement enables stakeholders to shape project direction, ensures accurate requirements, builds ownership, and prevents costly late-stage changes (Eskerod et al., 2015).

5.6 Innovation and Adaptation in Project Management

Project management innovation significantly enhances the relationship between project management practices and organizational performance. Organizations that systematically innovate their project management approaches demonstrate 18-23% higher project success rates and superior adaptation to changing conditions (Ahmad et al., 2022).

The adoption of agile and hybrid methodologies represents a significant innovation trend yielding measurable performance improvements. Organizations implementing agile approaches in appropriate contexts achieve 20-30% improvements in time-to-market, 15-25% enhancements in quality, and higher stakeholder satisfaction levels (Conforto et al., 2014). However, successful agile adoption requires more than adopting ceremonies and artifacts it demands cultural transformation, leadership support, and systematic capability development.

Technological innovation in project management tools and platforms enables new capabilities including real-time collaboration, predictive analytics, AI-powered scheduling, and integrated risk intelligence. Organizations leveraging advanced project management technologies report 15-20% productivity improvements and enhanced decision-making quality (Nieto-Rodriguez, 2021). However, technology alone proves insufficient effective implementation requires process redesign and user capability development.

Adaptive project management approaches demonstrate particular value in complex, uncertain environments. Research on adaptive strategies in multi-stakeholder contexts emphasizes the importance of balancing agility, risk management, and strategic alignment (Academia, 2024). Organizations implementing adaptive frameworks demonstrate superior performance metrics in dynamic contexts while maintaining acceptable performance in stable environments, suggesting adaptive approaches provide valuable optionality.

5.7 Risk Management and Resilience Building

Mature risk management capabilities significantly enhance organizational resilience and performance. Organizations with advanced risk management practices demonstrate 28% greater resilience during disruptions and achieve 23% better project outcomes (PMI, 2023). These improvements manifest through reduced frequency and severity of negative events, enhanced decision-making quality, and increased organizational confidence.

The evolution from project-level risk registers to enterprise risk intelligence represents a critical advancement. Integrated frameworks connecting project, portfolio, operational, and strategic risks enable comprehensive risk visibility and coordinated responses (Hillson and Murray-Webster, 2017). Organizations implementing enterprise risk intelligence report 20-30% improvements in risk identification completeness and 15-25% reductions in risk impact severity.

Table 5: Risk Management Capabilities and Performance Impacts. Different risk management capabilities generate varying levels of performance improvement.
Source: Synthesized from PMI (2023) and Qazi et al. (2023)

Risk Management Capability	*Performance Impact*	*Key Mechanisms*
Anticipation	20-25% improvement	Early warning systems, scenario planning
Coping	25-30% improvement	Response protocols, resource flexibility
Adaptation	15-20% improvement	Organizational learning, process evolution
Integration	18-23% improvement	Enterprise visibility, coordinated responses

Project resilience capabilities encompassing anticipation, coping, and adaptation enable organizations to navigate disruption while maintaining strategic focus and operational effectiveness (Qazi et al., 2023). These capabilities prove particularly valuable in contemporary business environments characterized by volatility, uncertainty, complexity, and ambiguity. Organizations that systematically develop resilience capabilities position themselves for sustained competitive advantage.

The relationship between risk management and innovation requires careful balance. Excessive risk aversion stifles innovation and constrains strategic ambition, while inadequate risk management exposes organizations to unacceptable threats (Hillson, 2009). High-performing organizations employ risk-informed decision-making that evaluates risk-return trade-offs systematically, enabling them to pursue ambitious strategies with appropriate risk mitigation.

6. Practical Implications and Recommendations

6.1 For Organizational Leaders

Senior leadership plays a critical role in establishing conditions for strategic project management success. Based on research findings, organizational leaders should:

- **Elevate project management to strategic priority:** Position project management as a core organizational capability rather than an operational function, ensuring adequate investment in maturity development
- **Champion cultural transformation:** Actively shape organizational culture toward collaboration, learning, and empowerment to create environments conducive to project success
- **Ensure strategic alignment:** Implement systematic portfolio management processes using frameworks like Balanced Scorecard to ensure project investments align with strategic priorities
- **Support PMO establishment and evolution:** Provide sustained sponsorship and resources for PMO development, positioning PMOs as strategic partners rather than administrative functions
- **Model project-oriented behaviors:** Demonstrate commitment through visible participation in portfolio reviews, project sponsorship, and celebration of project successes
- **Invest in capability development:** Allocate resources for project manager competency development, particularly in leadership, strategic thinking, and stakeholder management

6.2 For Project Management Practitioners

Project managers and PMO professionals should focus efforts on high-impact practices supported by empirical evidence:

1. **Prioritize stakeholder engagement:** Invest time in systematic stakeholder identification, analysis, and relationship building from project inception
2. **Develop leadership competencies:** Focus professional development on leadership, communication, and emotional intelligence alongside technical project management skills
3. **Embrace innovation and adaptation:** Continuously evaluate and adopt innovative approaches, tools, and methodologies appropriate to organizational context

4. **Implement robust risk management:** Move beyond basic risk registers to develop anticipatory, coping, and adaptive risk capabilities
5. **Demonstrate strategic value:** Communicate project contributions in strategic terms (goal achievement, competitive positioning, capability development) rather than merely operational metrics (schedule, budget adherence)
6. **Foster organizational learning:** Systematically capture and disseminate lessons learned, best practices, and project performance insights

6.3 For Organizations Developing PM Maturity

Organizations embarking on project management maturity development journeys should adopt systematic approaches:

1. **Conduct maturity assessment:** Establish baseline maturity levels across knowledge areas using recognized models (e.g., OPM3, CMMI)
2. **Develop roadmap with realistic timelines:** Plan for 3-5 year maturity development timeline with incremental improvements rather than expecting rapid transformation
3. **Focus on high-impact areas:** Prioritize maturity development in scope, time, quality, and stakeholder management based on empirical evidence of performance impact
4. **Address culture and competencies concurrently:** Implement integrated interventions addressing processes, culture, and competencies rather than isolated initiatives
5. **Establish measurement systems:** Implement metrics tracking both project-level success and organizational performance outcomes to demonstrate maturity development value
6. **Secure sustained leadership commitment:** Maintain senior leadership engagement throughout maturity development journey, celebrating milestones and addressing obstacles

6.4 Implementation Framework

Organizations should adopt phased implementation approaches aligned with maturity development:

Phase 1 (Months 1-12): Foundation Building

- Conduct comprehensive maturity assessment
- Establish PMO or enhance existing PMO capabilities
- Develop standardized project management methodology
- Implement basic portfolio management processes
- Launch project manager competency development programs

Phase 2 (Months 13-24): Process Institutionalization

- Standardize processes across organizational units
- Implement integrated project portfolio management system
- Establish governance structures and decision frameworks
- Enhance stakeholder engagement capabilities
- Deploy advanced risk management practices

Phase 3 (Months 25-36): Strategic Integration

- Integrate project portfolio with strategic planning using BSC framework
- Develop enterprise risk intelligence capabilities
- Implement advanced metrics and performance measurement
- Foster innovation and continuous improvement culture
- Achieve Level 3 (defined) maturity across high-priority knowledge areas

Phase 4 (Months 37+): Optimization and Evolution

- Implement predictive analytics and AI-enabled capabilities
- Achieve Level 4 (quantitatively managed) and Level 5 (optimizing) maturity
- Establish thought leadership and industry benchmark performance
- Continuously adapt to emerging trends and methodologies

7. Limitations and Future Research

7.1 Research Limitations

This research is subject to several limitations that should be considered when interpreting findings. First, as a literature review study, findings are constrained by the scope, quality, and methodological approaches of underlying research. Publication bias may result in over-representation of studies demonstrating positive relationships while under-representing null or negative findings.

Second, the research draws heavily on cross-sectional studies that identify associations but cannot definitively establish causality. While the preponderance of evidence suggests that strategic project management enhances organizational performance, alternative explanations including reverse causality (successful organizations invest more in project management) and common cause factors (organizational excellence drives both project management and performance) remain possible.

Third, contextual factors including industry, organization size, geographic location, and environmental volatility may moderate relationships in ways not fully addressed by existing research. Most research originates from developed economies and large organizations, potentially limiting generalizability to other contexts.

Fourth, measurement challenges affect research quality. Organizational performance is multidimensional and measurement approaches vary across studies, potentially affecting comparability. Similarly, project management maturity assessment methods differ across studies, creating potential inconsistencies.

7.2 Future Research Directions

Future research should address these limitations and extend understanding through several avenues:

- ✓ **Longitudinal studies:** Conduct longitudinal research tracking organizations through maturity development journeys to establish temporal sequences and causal mechanisms
- ✓ **Contextual analysis:** Examine how relationships between strategic project management and performance vary across industries, organization sizes, cultures, and environmental conditions
- ✓ **Mechanism exploration:** Employ qualitative and mixed-methods approaches to understand *how* and *why* strategic project management enhances performance beyond demonstrating *that* relationships exist
- ✓ **Comparative effectiveness:** Compare effectiveness of different maturity models, frameworks, and methodologies across organizational contexts
- ✓ **Digital transformation impact:** Examine how emerging technologies (AI, machine learning, blockchain, IoT) transform project management practices and performance relationships
- ✓ **Agile and hybrid approaches:** Conduct rigorous research on agile and hybrid methodology effectiveness across different project types and organizational contexts
- ✓ **PMO evolution:** Study PMO sustainability factors, evolution patterns, and value demonstration strategies
- ✓ **Competency development:** Research optimal approaches for developing project management competencies, particularly leadership and strategic capabilities
- ✓ **Resilience building:** Examine how organizations develop project resilience capabilities and their relationship to organizational adaptability
- ✓ **Performance measurement:** Develop comprehensive performance measurement frameworks that capture financial, operational, strategic, and intangible benefits of strategic project management

8. Conclusion

This research provides comprehensive evidence that strategic project management significantly enhances organizational performance across multiple dimensions. Organizations implementing mature strategic project management practices demonstrate 23-45% improvements in key performance metrics including project success rates, strategic goal achievement, operational efficiency, and competitive positioning.

The relationship between strategic project management and organizational performance operates through multiple interconnected mechanisms. Project management maturity provides the foundational processes, tools, and capabilities necessary for consistent project delivery. Strategic alignment ensures that project portfolios reflect and support organizational strategic priorities. Organizational culture and project manager competencies moderate the effectiveness of project management practices. PMOs facilitate implementation, standardization, and organizational learning. Stakeholder engagement builds organizational support and enhances requirement accuracy. Risk management capabilities enhance resilience and decision-making quality. Innovation enables continuous adaptation and improvement.

The research advances a comprehensive conceptual framework integrating these elements and explaining their relationships. The framework positions strategic project management as a dynamic organizational capability that evolves through systematic development, generates competitive advantage through superior execution of strategic initiatives, and sustains performance through continuous learning and adaptation.

Practical implications emphasize the importance of viewing project management as a strategic organizational capability warranting sustained investment and senior leadership attention. Organizations should adopt systematic approaches to maturity development, prioritizing high-impact areas including scope, time, quality, and stakeholder management. Cultural transformation and competency development must accompany process standardization to generate optimal results. PMOs should evolve from administrative functions to strategic partners. Stakeholder engagement should begin early and employ differentiated strategies. Risk management should develop anticipatory, coping, and adaptive capabilities. Innovation should be systematically encouraged and supported.

The evolution of project management from an operational function focused on tactical delivery to a strategic capability that enables organizational transformation and competitive advantage represents a fundamental shift in organizational thinking. As business environments become increasingly complex, volatile, and competitive, the ability to successfully execute strategic initiatives through effective project management becomes ever more critical to organizational survival and success.

Organizations that master strategic project management gain significant competitive advantages through superior ability to translate strategy into reality, adapt to changing conditions, leverage resources effectively, and build organizational capabilities. The substantial body of empirical evidence reviewed in this research demonstrates that these advantages are not theoretical abstractions but measurable, material improvements in organizational performance.

Future research should continue exploring the mechanisms through which strategic project management enhances performance, examining contextual factors that moderate relationships, and evaluating emerging practices and technologies. As the project management discipline continues evolving, ongoing research will provide the evidence base necessary to guide organizational practice and maximize the performance benefits of strategic project management.

REFERENCES

[1] Abbas, M., Ahmed, S., and Rahman, A. (2024). 'The role of project management office in the implementation of strategic plan'. *PLOSONE*,

19(7), e0306702. https://doi.org/10.1371/journal.pone.0306702

[2] Ahmad, I., Mustafa, M. A., and Ullah, A. (2022). 'Fall seven times, stand up eight: Linking project management innovation, project governance, and high-performance work practices to project success'. *Frontiers in Psychology*, 13, 902816. https://doi.org/10.3389/fpsyg.2022.902816

[3] Artto, K. A., and Dietrich, P. H. (2004). 'Strategic business management through multiple projects'. In *The Wiley Guide to Managing Projects* (pp. 144-176). John Wiley & Sons.

[4] Aubry, M., and Brunet, M. (2016). 'Organizational design in public administration: Categorization of project management offices'. *Project Management Journal*, 47(5), 107-129.

[5] Aubry, M., Hobbs, B., and Thuillier, D. (2010). 'Organizational project management: An historical approach to the study of PMOs'. *International Journal of Project Management*, 28(1), 38-52.

[6] Aubry, M., Richer, M. C., and Lavoie-Tremblay, M. (2014). 'Governance performance in complex environment: The case of a major transformation in a university hospital'. *International Journal of Project Management*, 32(8), 1333-1345.

[7] Barney, J. (1991). 'Firm resources and sustained competitive advantage'. *Journal of Management*, 17(1), 99-120.

[8] Bourne, L., and Walker, D. H. T. (2005). 'Visualising and mapping stakeholder influence'. *Management Decision*, 43(5), 649-660.

[9] Bredillet, C., Tywoniak, S., and Dwivedula, R. (2015). 'What is a good project manager? An Aristotelian perspective'. *International Journal of Project Management*, 33(2), 254-266.

[10] Bryson, J. M., Quick, K. S., Slotterback, C. S., and Crosby, B. C. (2018). 'Designing public participation processes. *Public Administration Review*, 73(1), 23-34.

[11] Cameron, K. S., and Quinn, R. E. (2006). 'Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework (Revised ed.)'. *Jossey-Bass.*

[12] Cardenas, I. C., Voordijk, H., and Dewulf, G. (2017). 'Beyond theory: Towards a probabilistic causation model to support project governance in infrastructure projects'. *International Journal of Project Management*, 35(3), 432-450.

[13] Conforto, E. C., Salum, F., Amaral, D. C., da Silva, S. L., and de Almeida, L. F. M. (2014). 'Can agile project management be adopted by industries other than software development?' *Project Management Journal*, 45(3), 21-34.

[14] Cooke-Davies, T. (2002). 'The "real" success factors on projects'. *International Journal of Project Management*, 20(3), 185-190.

[15] Cooke-Davies, T. J., and Arzymanow, A. (2003). 'The maturity of project management in different industries: An investigation into variations between project management models'. *International Journal of Project Management*, 21(6), 471-478.

[16] Cooper, R. G., Edgett, S. J., and Kleinschmidt, E. J. (2001). 'Portfolio management for new products (2nd ed.)'. *Perseus Publishing*.

[17] Eskerod, P., Huemann, M., and Savage, G. (2015). 'Project stakeholder management Past and present'. *Project Management Journal*, 46(6), 6-14.

[18] García-Cabrera, A. M., García-Soto, M. G., and Durán-Herrera, J. J. (2025). 'The influence of organizational culture on project portfolio management practices'. *Journal of Management Science*, 10(1), 265-283.

[19] Hillson, D. (2009). 'Managing Risk in Projects'. *Gower Publishing*.

[20] Hillson, D., and Murray-Webster, R. (2017). 'Understanding and Managing Risk Attitude (2nd ed.)'. *Routledge*.

[21] Hobbs, B., and Aubry, M. (2007). 'A multi-phase research program investigating project management offices (PMOs): The results of phase 1'. *Project Management Journal*, 38(1), 74-86.

[22] Hobbs, B., and Aubry, M. (2010). 'The project management office (PMO): A quest for understanding'. *Project Management Institute*.

[23] Kaplan, R. S., and Norton, D. P. (1996). 'The Balanced Scorecard: Translating Strategy into Action'. *Harvard Business Press*.

[24] Kaplan, R. S., and Norton, D. P. (2008). 'The Execution Premium: Linking Strategy to Operations for Competitive Advantage'. *Harvard Business Press*.

[25] Kerzner, H. (2019). 'Project Management: A Systems Approach to Planning, Scheduling, and Controlling (12th ed.)'. *John Wiley & Sons*.

[26] Khan, S. A., Rasheed, M., and Rasheed, H. M. W. (2022). 'Project success through high-performance work practices: Role of project manager leadership style and team performance'. *Journal of Project Management*, 7(3), 189-204.

[27] Martinsuo, M., and Lehtonen, P. (2007). 'Role of single-project management in achieving portfolio management efficiency'. *International Journal of Project Management*, 25(1), 56-65.

[28] Mazur, A., Pisarski, A., Chang, A., and Ashkanasy, N. M. (2014). 'Rating defence major project success: The role of personal attributes and stakeholder relationships'. *International Journal of Project Management*, 32(6), 944-957.

[29] Müller, R., Pemsel, S., and Shao, J. (2015). 'Organizational enablers for project governance and governmentality in project-based organizations'. *International Journal of Project Management*, 33(4), 839-851.

[30] Müller, R., and Turner, R. (2010). 'Leadership competency profiles of successful project managers'. *International Journal of Project Management*, 28(5), 437-448.

[31] Musawir, A., Serra, C. E. M., Zwikael, O., and Ali, I. (2017). 'Project governance, benefit management, and project success: Towards a framework for supporting organizational strategy implementation'. *International Journal of Project Management*, 35(8), 1658-1672.

[32] Müller, R., and Turner, R. (2010). 'Leadership competency profiles of successful project

managers'. *International Journal of Project Management*, 28(5), 437-448.

[33] Patanakul, P., and Shenhar, A. J. (2012). 'What project strategy really is: The fundamental building block in strategic project management'. *Project Management Journal*, 43(1), 4-20.

[34] Petit, Y. (2012). 'Project portfolios in dynamic environments: Organizing for uncertainty'. *International Journal of Project Management*, 30(5), 539-553.

[35] Project Management Institute (2017). 'Project Manager Competency Development Framework (3rd ed.)'. *Project Management Institute*.

[36] Project Management Institute (2021). 'Measuring What Matters: Outcome-Based Project Performance'. *Project Management Institute.*

[37] Project Management Institute (2023). 'Building Resilience Through Strategic Risk Management'. *Project Management Institute*.

[38] Qazi, A., Shamayleh, A., El-Sayegh, S., and Formaneck, S. (2023). 'Unpacking resilience of project organizations: A capability-based conceptualization and measurement of project resilience'. *International Journal of Project Management*, 41(8), 102517.

[39] Rodrigues, V. A., Paiva, E. L., and Pinto, J. K. (2023). 'How do project managers' competencies impact project success?' A systematic literature review. *PLOS ONE*, 18(12), e0295417.

[40] Schein, E. H. (2010). 'Organizational Culture and Leadership (4th ed.)'. *Jossey-Bass*.

[41] Shenhar, A. J., and Dvir, D. (2007). '*Reinventing Project Management:* The Diamond Approach to Successful Growth and Innovation'. *Harvard Business School Press.*

[42] Svejvig, P., and Andersen, P. (2015). 'Rethinking project management: A structured literature review with a critical look at the brave new world'. *International Journal of Project Management, 33(2), 278-290.*

[43] Teece, D. J. (2007). 'Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance'. *Strategic Management Journal*, 28(13), 1319-1350.

[44] Tranfield, D., Denyer, D., and Smart, P. (2003). 'Towards a methodology for developing evidence-informed management knowledge by means of systematic review'. *British Journal of Management*, 14(3), 207-222.

[45] Yazici, H. J. (2009). 'The role of project management maturity and organizational culture in perceived performance'. *Project Management Journal*, 40(3), 14-33.

[46] Zwikael, O., and Smyrk, J. (2015). 'Project Management: A Benefit Realisation Approach'. *Springer*.