PM RESEARCH NEWS

Governance and Communities of PMOs – Results of research on use of multiple PMOs by large organizations published by PMI

The Project Management Institute (PMI®) has published Governance and Communities of PMOs, a new book resulting from research by Monique Aubry, PhD, Ralf Müller, DBA, and Johannes Glückler, PhD. The research and the book examine the use of multiple project management offices (PMOs) in large organizations around the world.

According to the PMI summary: Today, large organizations often deploy PMOs as multiple entities with different mandates, functions, and characteristics. Past research efforts have focused almost exclusively on single PMOs. Governance and Communities of PMOs breaks this mold by means of a report of international research with a multi-disciplinary approach that integrates the foundations of project management with social geography and innovation. This report offers a comprehensive survey and discussion of the theory surrounding multiple PMOs. The authors suggest three paradigms: islands, networks, and communities. The Communities of Practice is the newest and most different of the three paradigms, characterized by opportunities and hurdles in current management contexts.

Readers will also find: four case-studies from the international telecommunications, healthcare, financial, and pharmaceutical industries; clear and helpful graphics that illuminate theoretical concepts and summarize case-study data; and an interesting and revealing “Bagel Metaphor” that discloses the shortcomings of centrally implemented PMOs. Practitioners and academics will find value in this report as the authors make explicit the benefits to both groups in their conclusions. This report is a step on the never-ending path to better understanding, but one with additional practical value: PMOs are not just a means of corporate compliance and control; they can also be a powerful contribution to organizational learning, improvement, and success.

Monique Aubry, PhD is professor at the School of Business and Management, University of Quebec at Montreal (UQAM). Her principal research interest bears on Project Management Offices (PMO) and their relation to the organizational performance. The results of her work have been published in major project management academic journals and presented to several international conferences, both research and professional. She is member of the Project Management Research Chair (www.pmchair.uqam.ca). Before joining UQAM, Monique Aubry was project manager in a major Canadian financial group for more
than 20 years. She is a member of the board of the PMI - Montreal Chapter. She is involved in the PMO community of practices where she contributes to reinforcing the links between professionals and researchers.

**Dr. Ralf Müller**, DBA is Professor at BI Norwegian Business School and Professor at Umeå University, Sweden. Before joining the academic world he spent 25 years in the industry. There he worked in 45 different countries for the improvement of project management in large organizations and governments. He managed global IT projects and consulting organizations, for example, as worldwide Director of Project Management at NCR Teradata. Projects he worked on span from small up to US$ 4.7 billion. In these projects he worked closely with AT&T and Bell Laboratories, USA. Ralf received his Doctor of Business Administration (DBA) from Henley Management College / Brunel University, UK, and his MBA from Herriot-Watt University in Edinburgh, UK. Ralf is a member of the Editorial Review Board of seven academic journals, a member of the Academy of Management, PMI, IPMA and the Consortium for Research on Emotional Intelligence in Organizations. He is a co-founder of PMI's first European Chapter in Frankfurt, Germany and co-founder of the PMI Munich Chapter. He contributed to the PMI Standards for Organizational Project Management Maturity (OPM3), as well as Program and Portfolio Management.

**Johannes Glückler**, PhD is Professor of Economic and Social Geography at the Heidelberg University. After his studies in geography, psychology and sociology at the Universities of Würzburg, Salamanca and the London School of Economics he took his PhD at the University of Frankfurt in 2004. Prior to joining the Heidelberg University he was professor of Economic Geography at the Catholic University of Eichstätt-Ingolstadt. He is Visiting Professor at the University of Salamanca, Spain, within the Erasmus teaching program. Johannes Glückler gained practical experience in international management consultancy and worked as a consultant for the Bavarian Ministry of Economic Affairs, various chambers of commerce and trade associations. He is co-editor of the series Wirtschaftsgeographie (LIT-Verlag) and of SPACES online. Further, he is a member of the editorial board of the journals Zeitschrift für Wirtschaftsgeographie and Raumforschung und Raumordnung. His research interests are in the areas of economic geography, social networks and the service industries. Johannes Glückler has published on theories of firm internationalization, urban clustering, the evolution of social networks, and the geography of knowledge. Apart from co-authoring a text book on economic geography (2003, jointly with Harald Bathelt), he wrote books on theories of space in human geography (1999), reputation networks in corporate internationalization processes (2004), a relational
analysis of the global knowledge economy (2010), and he has edited volumes on current conceptual debates in economic geography (2006) and the global knowledge economy (2010).

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Governance and Communities of PMO’s, by Monique Aubry, PhD, MPM, Ralf Müller, DBA, MBA, PMP, Johannes Glückler, PhD, published by PMI in the USA; ©2012, 106 pages, soft cover, ISBN 9781935589488; List price = US$29.95; info at http://marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101316401

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