Digital Transformation in Project Management – A Sociotechnical Perspective

Access to new resource related to Digital Transformation Project Management added to PMWL

Resource provided by Ishitha Doniparthi

8 March 2026 – Mumbai, India – Access to a new resource has been added to the PM World Library (PMWL) related to digital transformation and project management. The new resource is titled **"Digital Transformation in Project Management: A Systematic Review and Research Agenda,"** an open-access article by Meiying Chen, Tomas Sparano Martins, Lihong Zhang, and Hao Dong, published in the journal *Systems* in 2025.

The article provides a comprehensive systematic literature review examining how digital transformation (DT) is reshaping project management practices across industries. The study analyses 66 peer-reviewed articles to identify key themes influencing the success and implementation of digital transformation initiatives in project-based environments. Using a sociotechnical systems (STS) perspective, the authors highlight how the interaction between digital tools, organizational structures, project methodologies, and human actors determines the outcomes of transformation efforts.

The research identifies four major thematic areas influencing digital transformation in project management: the integration of digital tools with project methodologies, sociotechnical misalignments between technology and organizational processes, governance and leadership mechanisms supporting transformation, and industry-specific contexts shaping digital implementation. The findings emphasize that successful digital transformation requires more than technological adoption; it depends on aligning tools, governance frameworks, team capabilities, and organizational strategies within complex project environments.

The article also proposes a future research agenda highlighting the need for hybrid project methodologies, adaptive governance structures, and sector-specific transformation frameworks. By linking digital technologies with sociotechnical systems theory, the study provides valuable insights for project managers and organizations seeking to successfully navigate digital transformation initiatives

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For PMWL Post

Chen, M., Martins, T.S., Zhang, L., & Dong, H. (2025). **Digital Transformation in Project Management: A Systematic Review and Research Agenda**. *Systems*, 13(8), 625; https://doi.org/10.3390/systems13080625. This article presents a systematic literature review analysing how digital transformation influences project management practices. Reviewing 66 peer-reviewed studies, the authors identify key themes including the integration of digital tools with project methodologies, sociotechnical misalignments in digital initiatives, governance and leadership roles in transformation, and sector-specific transformation trajectories. Using a sociotechnical systems framework, the paper highlights the importance of aligning digital tools, organizational structures, and human capabilities to successfully implement digital transformation in project-based environments. Available online at https://www.mdpi.com/2079-8954/13/8/625 (Ishitha Doniparthi)

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