

## Benchmarking the Management of Projects – Enhancing Performance through Evaluation

**Access to new resource related to Benchmarking in Project Management added to PMWL**



Resource provided by [Ishitha Doniparthi](#)

12 April 2026 – Mumbai, India – Access to a new resource has been added to the PM World Library (PMWL) related to benchmarking and project management. The new resource is titled “**Benchmarking the Management of Projects,**” an article by Elizabeth Barber, published by the University of New South Wales, Australia.

The paper examines benchmarking as an evaluative tool to assess and improve the performance of project management practices. It highlights that different project organizational structures such as functional, matrix, and pure project structures require different managerial skills and evaluation approaches. The study emphasizes that benchmarking should account for these structural differences when assessing project management performance.

The research outlines various types of benchmarking, including performance, process, and strategic benchmarking, as well as internal and external benchmarking approaches. As explained in the **analysis framework on page 3**, benchmarking can be conducted across different levels, ranging from internal best practices to world-class standards, enabling organizations to identify performance gaps and adopt best practices.

A key contribution of the paper is its discussion on evaluating project management effectiveness beyond traditional metrics such as cost, time, and quality (the “Iron Triangle”). The study references an expanded evaluation model, illustrated in the **diagram on page 8**, which incorporates additional dimensions such as information systems, organizational benefits, and stakeholder impacts. This broader perspective provides a more holistic approach to assessing project success.

The paper also discusses challenges in benchmarking project management, including the uniqueness of projects, difficulties in establishing comparable metrics, cultural differences, and the cost and time involved in benchmarking processes. Despite these challenges, the study concludes that benchmarking remains a critical tool for continuous learning, performance improvement, and the development of project management competencies.

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### For PMWL Post

Barber, E. (2000). ***Benchmarking the Management of Projects***. University of New South Wales. This article examines benchmarking as an evaluative tool for improving project management performance. It discusses different types of benchmarking, including performance, process, and strategic benchmarking, and highlights the importance of aligning benchmarking approaches with project structures. The paper also expands traditional project success metrics beyond cost, time, and quality by incorporating organizational and stakeholder perspectives, emphasizing benchmarking as a continuous improvement tool in project management. Available online at: <https://www.aes.asn.au/images/images-old/stories/files/conferences/2001/refereed%20papers/Barber-E%202.pdf> (Ishitha Doniparthi)

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