Project Management Maturity Models: An Overview of the Common Models and a Proposed Uniform Model

Brian J. Galli, Long Island University, Brookville, USA

ABSTRACT

In today’s highly dynamic and rapidly changing business landscape, project constraints are continuously increasing regarding cost, time, level of customer satisfaction, and return on investment. Project-related issues are also increasing due to increased complexity, increased number of stakeholders, and extensive parameters. Recently, the project management community has shown interest in developing methodologies for project management to increase success in business organizations. Several project management models are introduced. In this article, different project management maturity models are analyzed and compared to determine any overlap or discrepancies between them. Moreover, the article aims to reveal the needs for the project to start, and the needs to evolve. The design of new maturity models on both team and organizational levels are used as a roadmap to pursue an organizational project. Finally, this article presents and outlines a uniform maturity model that unifies the best elements of all of the common singular maturity models.

KEYWORDS

Capability Levels, Maturity Model, Project Management Maturity, Project Management, Risk

INTRODUCTION

For the past decade, there has been growing pressure for companies to attain and maintain a competitive advantage. To do so requires reducing time to the market, cutting cost, improving quality, and more. Therefore, companies ought to enhance processes on a continuous basis. Organizations must make various changes in their programs and software to enhance their capacity to work and deal with increasing expectations and requirements of stakeholders and the market. Development models are ordinarily acknowledged to cultivate a competitive advantage by both businesses and scholars. They delineate the present development level of a part of the association with the goal that partners can distinguish qualities, change focuses, and organize what they can do to achieve higher development learning and demonstration.

For instance, in IT, outsourcing or project management are two areas. The partners will be empowered when the results authenticate the action required to accomplish increased amounts and results in a superior business and spending improvement. The demand for maturity models is increasing among companies since they support the achievement of company goals. An important fact that needs to be considered is that there is no actual description or definition of the maturity model. Additionally, there is no shortage of the model. Regardless, it is noted that these models are utilized for comparison and evaluation so that further improvements can be made. Another and more apparent purpose is to provide a clear approach through which a company can improve its performance.

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Due to the increased pressures imposed by external environmental trends, corporations are in a continuous need to remain time and cost-effective but also efficient. To attain organizational strategies, projects are executed to translate strategies for success into measurable results. However, doing so is challenging because of various variables involved, including the needs of performance improvements, development of new products, and overall translating the strategy into results. These pressures and variables require project management to measure performance, assess maturity, and control the project lifecycle. The need for project management maturity models is increasing because firms are involved in managing more simultaneous projects to enhance the probability of success and keep stakeholders satisfied with the company.

In the past, projects were managed technically, and the behavioral aspects were ignored. However, these human aspects are significantly important in today’s project management models. It is believed that more mature and component employees are the heart of successful project management. Furthermore, human capital will enhance the efficiency and effectiveness of the team (Milosevic & Srivannaboon, 2006).

As it is believed that competent and mature employees are likely to increase the project’s performance, leaders must be chosen based on their ability to create a vision regarding the project’s outcomes. Here, their maturity is considered a key factor to achieve organizational goals, increase performance outcomes, and have a successful project overall. Due to these implications, project managers and leaders are inclined to use maturity of the project management. It can be stated that project management’s maturity and their set of competencies is considered a positive construct for successful projects and profitability in the long-run (Suikki, Tromsted, & Haapasalo, 2004).

Due to the increased need for effective project management and maturity, some models are designed. In general, they are likely to measure progress by five stages that incorporate simple project management abilities with highly sophisticated practices. The analysis of the maturity models is not only based on measuring maturity and competency of the project’s management, but also to measure the maturity of the project during the project’s lifecycle (DyReyes, 2008).

**Research Objective**

There is a wealth of literature that shows the crucial role that maturity plays in project management. However, there is an evident gap in knowledge regarding how maturity enables the smooth progression of project management. This research stems from the knowledge gaps that exist within the related literature on project management and maturity. The focus of this study is to evaluate the elements and applications of the most current project maturity models in the field of project management. The study sought to examine the overlaps and disparities of these models in order to understand the differences and similarities between them. From there, this study sought to propose a framework that encompasses the best practices and elements of the current model in order to outline a proposed “universal” framework that could applicable to all forms of project management and to all industries/business sectors. The research will focus on providing evidence-based answers to the primary questions that experts in maturity modeling and project management ask. For example, how to maximize on the expertise of maturity in order to achieve the goals and objectives of project management. Additionally, the findings of the research will provide a platform for building further research relating to project management and maturity modeling.

**Originality**

The purpose of this study is to contribute to existing literature regarding the effectiveness of project management maturity models. Moreover, it seeks to compare project management maturity models features with other maturity models by focusing on their assessment tools. Data is derived from different studies and combined in a well-mannered approach. This paper is based on original research conducted to check the hypotheses.
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