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# Company-wide project management: the planning and control of programmes of projects of different type

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### Abstract

It has been perceived wisdom that where an organisation is undertaking a portfolio of projects, they should use a common approach to the management of all projects in the programme. Presumed benefits include comparable progress reporting, and consistent calculation of resource requirements enabling sharing of resources. People can also move freely between projects without having to learn a new management approach. However, research undertaken by the authors show that people more often report better results for their projects when they tailor the procedures to the type of project they are working on, matching the procedures to the size of the project, or the type of resource working on the project. In this paper, the authors report their findings and give an explanation of why, on many projects, it may be better to tailor procedures. Since it is still worthwhile to obtain some consistency of project management approach to achieve

the benefits above, the authors suggest how to adopt a consistent approach at the strategic level, while tailoring the procedures at the tactical or detail level. They give an example of the use of this approach on the planning and control of a project from their own experience.



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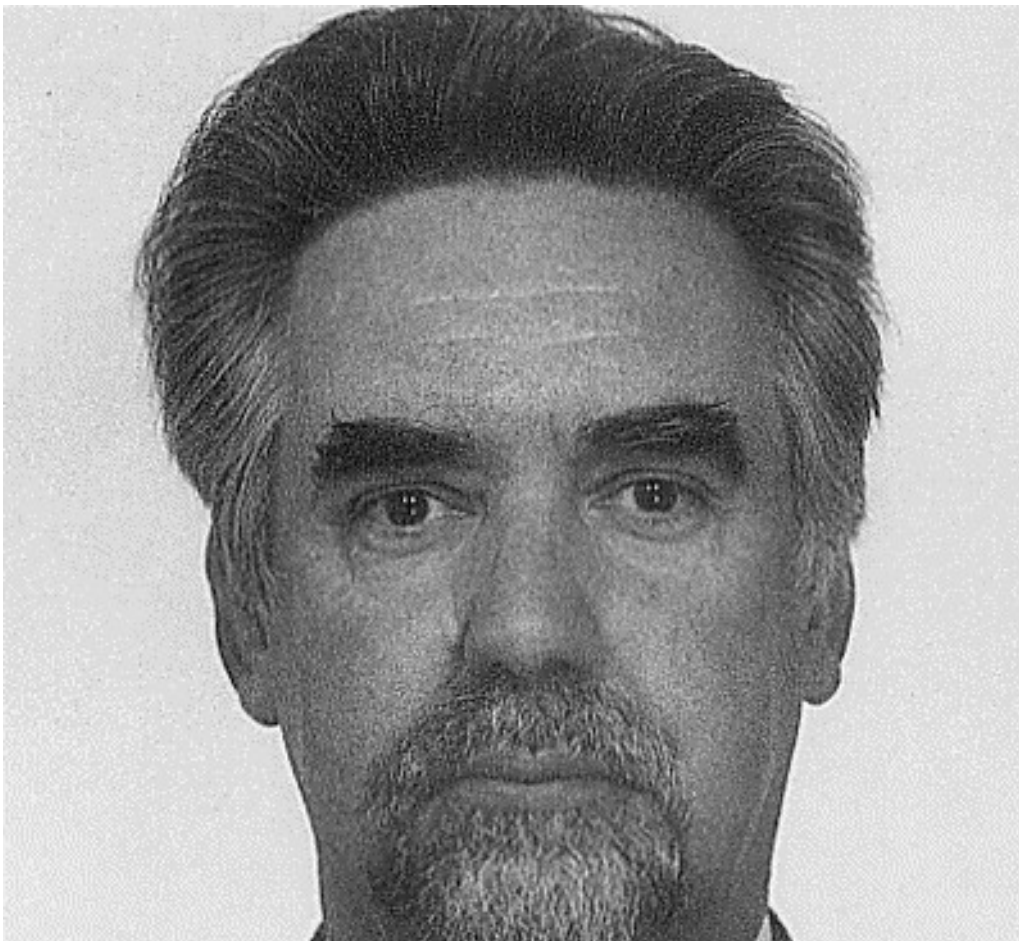
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Rodney Turner is Professor of Project Management with the Faculty of economic Sciences, Erasmus University, Rotterdam. Until recently he was Director of Project Management at Henley Management College, with responsibility for masters degrees, short courses, and research in Project Management, including supervision of PhD and DBA associates, and where he still holds a visiting post. He is also a Visiting Professor of Management Science at Southampton University. After leaving Oxford University, where he undertook work leading to a doctorate and was a post-doctoral research fellow at Brasenose College, he spent several years with ICI working on engineering design, construction and maintenance projects in the petrochemical industry. He worked as a consultant in Project Management with Coopers and Lybrand before joining Henley in 1989. He still works as a Project Management Consultant, he lectures world-wide, and has published several books and papers on Project Management, including the best-selling *Handbook of Project-based Management*. Rodney Turner edits the *International Journal of Project Management*, is Chairman of the Association for Project Management, and Director of Qualifications with the International Project Management Association.

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John H Payne holds a Master of Science degree in Project Management, awarded by Brunel University, in conjunction with Henley Management College. His current research interest is multi-project management. He has been involved in terrestrial and aviation communications projects in the UK and internationally for thirty years. During this time his work has taken him to Europe, Africa, the Middle East, the Far East, and both North and South America. He is currently Contracts Director of Line Management Group Ltd, specialists in voice and data network infrastructure. He is also deeply involved in training and is a member of the UK national steering group for the Telecommunications Modern Apprenticeship Scheme, TEMAS.

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