

Dear readers

Welcome to this special issue on Organisational Project Management.

Organisational Project Management (OPM) is an emergent paradigm that examines the nature of project, program and portfolio (PPP) activities within the context of an enterprise. This view incorporates the three roles for which PPP's are formulated and deployed: execution, adaptation and transformation. This special issue has been designed to showcase researchers and project managers whose work highlights each of these roles.

In the execution role, enterprises deploy defined projects to achieve specific objectives (Besner & Hobbs 2006). As the external environment is currently dynamic, organisations are required to change internal or external configurations. Frequently, this adaptation is realised through the deployment of PPPs, for example, in product development. These PPPs are less defined than execution projects and the approach or goals may be uncertain (Pellegrinelli & Garagna 2009). Finally, firms may engage more radical transformation, making dramatic internal or external changes that may create new organisational capabilities (Van der Merwe 2002). Of the three roles, a significant amount of PM research fits within the executing or optimising schools of thought (Bredillet 2007). Most of this research, however, examines PPP level activities, with little consideration of the organisational context.

Our first two papers, try to fill this gap. Portfolio structures may be difficult to evaluate as they can be a complex combination of projects and programs, resulting in a distinct organisational PPP architecture. Using visual displays, Copertari indicates that the presentation of cost and schedule information can be simplified, making action by decisionmakers easier. Bible and Bivens, alternatively, focus on the adaptations organisations make to deliver a company strategy using portfolios. Their view complements Copertari's by presenting a new methodology for measuring and optimising portfolio performance.

The next contribution examines the uncertainties that enterprises face when attempting transformation activities. Netland evaluates the challenges that organisations face when implementing companywide production systems, and analyses the experience of a multinational firm to build a framework for implementing strategic programs.

The final two research papers are conceptual pieces that extend the boundaries of OPM knowledge. Wagner tackles the challenge of assessing organisational project competencies and argues for a holistic view of competence that integrates organisational, individual and contextual factors. This approach suggests that improvement in OPM should go beyond management-driven initiatives to incorporate project team perspectives. In this way, an enterprise's capacity for self-organisation can be leveraged to develop organisational competency in PM. Young and Young reflect on the limits to top down planning and the implications for PM. Their article suggests that PM should be recast as a space for facilitating planned and emergent developments in enterprises rather than viewing it as a tool for implementing activities.

Our case study is provided by Joshi and Dangwal, who look at the transformational aspect of OPM. They examine the challenges inherent in business process reengineering projects and identify critical requirements along with success factors that can guide managers in planning their own efforts.

Collectively, these papers offer a substantial contribution to the growing body of literature on OPM, and, individually, they offer nuanced perspectives of key broad roles of PPPs within it. But beyond their theoretical value, insight into PM practice is provided through the lens of actual organisations exemplifying these ideas.

With this editorial, our role as special guest editors comes to a close. We'd like to thank Shankar for his enthusiastic support of the idea, Gita for her help in bringing it across the production finish line. We would also like to thank the OPM Community of Practice that helped publicise the special issue on their site and newsletter. Special mention is needed for all the researchers and practitioners who submitted proposals. Although some of you may not have seen your work in these final pages, all of you contributed to the scope and quality of this issue and, by extension, the increasing body of literature in project management.

## References

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## Nigel Williams and Beverly Pasian

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