



Syllabus of Module

6. Project Strategy

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Module Annotation

Are projects always obedient servants to a single organization's strategies and goals? Where prior literature on project strategy has largely adopted such a view, this paper promotes projects as masters of their own strategies, in their own contexts. This study analyzes prior literature on different project contexts in terms of project autonomy and stakeholder environment complexity. We characterize four types of alternative positions that projects can have in their context: parent's subordinate or autonomous projects, and projects with a weak or an autonomous position in their complex stakeholder environment. Innovation management literature and its selected examples are reviewed and analyzed to reveal directions and success criteria for different project strategy contents. This study contributes to project management research by liberating projects from their contextually isolated arenas and opening avenues for more context-aware empirical studies in project strategy.

Module Objective

The aim of this module is to expand theoretical knowledge and practical skills in the field of project strategy.

Literature

1. ARTTO, Karlos, KUJALA Jaakko. *What is project strategy?* ScienceDirect. International Journal of Project Management 26 (2008) 4–12
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3. KERZNER, Harold. *Strategic Planning for Project Management Using a Project Management Maturity Model*. John Wiley & Sons, Inc. 2001. Canada. ISBN 0-471-40039-4
4. KOLLAR, D., WALKER, D.H.T, WONG, P.S.P. *Shaping Project Strategy: Tribalism*. Melbourne Australia
5. POLI, Michael, SHENHAR J. Aaron. *Project Strategy: The Key to Project Success*. ResearchGate. August 2003. DOI: 10.1109/PICMET.2003.1222799

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