

Gerhard Ortner  
Betina Stur

# The Project Management Office

Setup and Benefits

 Springer

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## Preface to the 4th Edition

The last few years have brought new topics and many new publications into the world of project management. For example, the International Standard Organization has revised and uniformly aligned its entire range of project management standards in the ISO 215xx family. GAPPS—the Global Alliance for the Project Profession—has tried to compile a framework for project governance and hundreds of new project management books have been published worldwide. But perhaps the biggest change for the future world of project management probably came into the focus of the broader public in the fall of 2022—Artificial Intelligence (AI). It is currently still too early to be able to estimate in detail the consequences that this technology will bring for project management and in particular for project management offices. But one thing is already clear, with the use of such technologies, tasks, processes and of course the possibilities of modern project management offices will experience a change. In the future, PMOs will also be at the center of these changes, as they will not only be passive victims, but also active drivers and designers of these changes. So, exciting times are ahead of us.

Vienna  
in July 2023

Prof. (FH) Dr. Gerhard Ortner, cPM

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## Preface to the 3rd Edition

The profession of project management has always been subject to constant change and adaptation. New areas of application have brought new challenges, which in turn have led to new approaches to solutions. Project management offices can also be seen as an organizational response to the increasing use of the project management tool for entrepreneurial challenges.

In recent years, some new topics have come to the forefront in the project management community. A hotly debated topic is agility, which at first glance seems to question many of the core values of traditional project management, but on closer inspection actually strongly emphasizes the cornerstones of project management (efficiently and effectively generating benefits for the clients) with its core statements and claims (e.g., in the agile manifesto). Another topic is the responsibility of executives (project sponsors) for their projects. Slowly but surely, the opinion is gaining ground that active project sponsors are an important success factor for projects. More project management knowledge is increasingly in demand at the top management level in order to use the project management tool in companies more effectively and purposefully.

For project management offices, such developments bring new tasks, possible new approaches, perhaps more responsibility and thus often an increase in visibility within companies. Every PMO is urged to observe the developments in the project management profession and align its own further development with the needs of its organization in order to generate sustainable benefits for its stakeholders.

Vienna  
in March 2019

Prof. (FH) Dr. Gerhard Ortner, cPM  
Mag. (FH) Betina Stur

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## Preface to the 2nd Edition

More than three years after the first edition was published, the Project Management Office has increasingly gained relevance today. It can be observed that the topic of the Project Management Office is increasingly being discussed in practice. Not only have an increasing number of specialist articles on this subject area been published in recent years, but events such as conferences, workshops, expert seminars, etc. are increasingly (at least partially) dedicated to this field of expertise and last but not least, a rising number of corresponding job offers can be registered.

Unfortunately, especially in the German-speaking world—in stark contrast to the English-speaking world—there are still hardly any books on Project Management Office. For us, this is reason enough to devote ourselves to a second, updated and slightly expanded edition.

In addition to existing parts, such as additional classification criteria for project management offices, the updates primarily address current developments. These are primarily the trend towards outsourcing of project management offices and also the consolidation of several—cross-sectional—areas of responsibility into a so-called integrative project management office.

We are eagerly watching the further developments in the field of project management offices, which will certainly provide us with material for future expansions and improvements.

Vienna  
in September 2014

Prof. (FH) Dr. Gerhard Ortner, cPM  
Mag. (FH) Betina Stur

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## Preface to the 1st Edition

When the University of Applied Sciences BFI Vienna set up its PM office in the fall of 2004, one of the two authors of this book had just started her studies in the degree program “Project Management and Information Technology” and the other author had been a lecturer for “Project Management” and a staff member of the university for about half a year.

The implementation of a PM office was, on the one hand, quite a bold step for our university. Apart from the fact that few of the employees at that time knew what such a PM-office could do, it was a challenge for the university's self-understanding to accept a contemporary organizational component of project-oriented companies. On the other hand, the establishment of a PM office was also a necessary step, as the university was facing several strategically significant tasks at that time. The newly established PM office was certainly not solely responsible for the successful and efficient completion of the relevant—sometimes risky—projects, but it undoubtedly made a significant contribution.

Perhaps it is not a mistake at all that universities in particular are interested in innovative entrepreneurial concepts. As expert organizations, universities can test such concepts in a self-reflective manner and adapt them to their own organizational needs. This fits quite well with what a colleague from another university of applied sciences in Vienna recently reported. In a Christmas card, she mentioned, among other things, that her university was finally able to set up a PM office. I returned the Christmas wishes and added that we would certainly not give up our PM office anymore.

Vienna  
in January 2011

Dr. Peter Sturm  
Quality Manager of the FH of BFI Vienna



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