

Exploring the link between project management approach and project success dimensions: A structural model approach

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ABSTRACT

Aligning the project management approach to a particular project is considered to be essential for project success. Based on the literature review, in this research, the project management approach is analyzed through differentiation between agile and traditional approaches within the specific managerial aspects. This research aimed to contrast these two project management approaches and explore their impact on different project success dimensions. The research was conducted on a sample of 227 project management professionals worldwide, using the PLS-SEM method. Research results denounced that, in most cases, the traditional approach is applied in project initiation and planning. It has proven to provide higher-level of project success, while, within all other managerial aspects considered in this research, they gravitate more towards the agile approach. By combining agile and traditional approaches, organizations can take advantage of some benefits of agile development without abandoning the stability provided by a traditional approach. The study is relevant for project management practitioners tailoring down the success-oriented project management approach and developing project management contingency theory for academics.

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