

# PMO Typologies and Functions: A Systematic Review

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## Abstract

In order to contribute to the development of knowledge about PMO, a systematic review has been conducted using several search engines. Based on specific criterion, several articles were selected for analysis. The thematic analysis method has been used to analyze and synthesize all the data collected. The results of this study have allowed to draw a time line evolution of PMO along with the main periods that characterize it. Moreover, it showed the existence of multiple forms of PMO that could be implemented by organizations and that can be associated to specific functions. It is a clear indication of the existence of diversified opinions about PMO in terms of typologies and functions. Each organization must focus much more on determining the role that the PMO will play and try to adapt its functions and responsibilities to fulfill its needs and be able to ensure positive impact. Simply put, in order to participate in performance improvement, the PMO implementation must be done with a perfect consideration of the organization characteristics.

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**Keywords:** Project Management Office, PMO history, PMO typologies, PMO functions, thematic analysis

## Introduction

During recent years, many research projects and studies have been conducted on PMO since it represents an emerging structure that has caught the interest of many organizations around the world seeking to improve their performances.

Earlier research projects were focused on studying PMO roles and functions, the effective way of its implementation within organizations, and its effect on performances. Many conclusions have been drawn, giving space to many interpretations by researchers and experts. As valuable as these conclusions were, it is deemed more beneficial, if they were synthesized and analyzed in such a way as to bring out the complementarities that may exist.

Thus, this research is a contribution to drawing a well-defined image of PMO in terms of characteristics and its evolution through a review of all the studies conducted until now. This research is indeed an opportunity for any organization that is considering implementing PMO to better understand what it offers on which form, and most importantly how it can be done.

## **Methodology**

In order to address the research question, a systematic review was conducted using many search engines provided by several publishers (Elsevier Science Direct; Emerald; Taylors Francis Online). This search allowed us to identify 180 earlier studies and papers on PMO.

The identification of the papers was based on their titles. The search mechanism used respected the following steps:

The first criterion adopted was the inclusion of only papers mentioning the terms “PMO”, “PO”, “Project management office”, “Project office”, “Program management office”, “Project portfolio management office” in their titles. Exception was made for some books and papers related to PMO and which added a great value for the research.

After that a full reading of these papers and some chapters of books that match with the research objectives was conducted, which resulted in 49 selected articles and books dealing with PMO typologies and functions.

To arrange and structure the data, the thematic analysis method was used as it represents “*a tried and tested method that preserves an explicit and transparent link between conclusions and the text of primary studies.*” (Thomas & Harden, 2008).

## **The Project Management Office**

### **1. Definition**

Definitions given to the Project Management Office (PMO) have evolved over time. The first examples focused more on the functional application of this entity within the organization (Darling & Whitty, 2016).

Some definitions were mainly limited to the role of centralizing and controlling project information and their communication to senior managers (Bernstein, 2000). Others have considered the PMO’s value in supporting project management within the organization (Ward, 2000; Kwak & Dai, 2000; Rad & Levin, 2002). Kwak and Dai (2000) went so far as to consider the PMO as an internal advisory body whose mission is to support project management.

For other researchers, the PMO has been defined as an organizational entity in charge of implementing a methodological framework for project management (Englund et al., 2003; Desouza & Evaristo, 2006), or as an entity which allows sharing project management best practices (Desta et al., 2006; Kaufman & Korrapati, 2007; Dang et al., 2007). It has even been

described as the body responsible for maintaining and standardizing project management practices within the organization (Andersen, 2007; Larson & Gray, 2011).

The IPMA, which is one of the most known project management institutes in the world, defines the PMO as *“A part of a permanent organization. Its roles are typically to provide support, to set standards and guidelines for the managers of the different projects and programs, to collect project management data from the projects, to consolidate these and to report to some governing body. It has to ensure that the projects are aligned to the organization’s strategy and vision. This is generally performed through business case management.”* (IPMA Competence Baseline, 2015).

On the other hand, the project management body of knowledge (PMBOK - PMI) in its 6th edition defines the PMO as *“An organizational structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques. The responsibilities of a PMO can range from providing project management support functions to the direct management of one or more projects.”* (PMBOK Guide [PMI], 2017). This definition summarizes all the definitions given to the PMO until now.

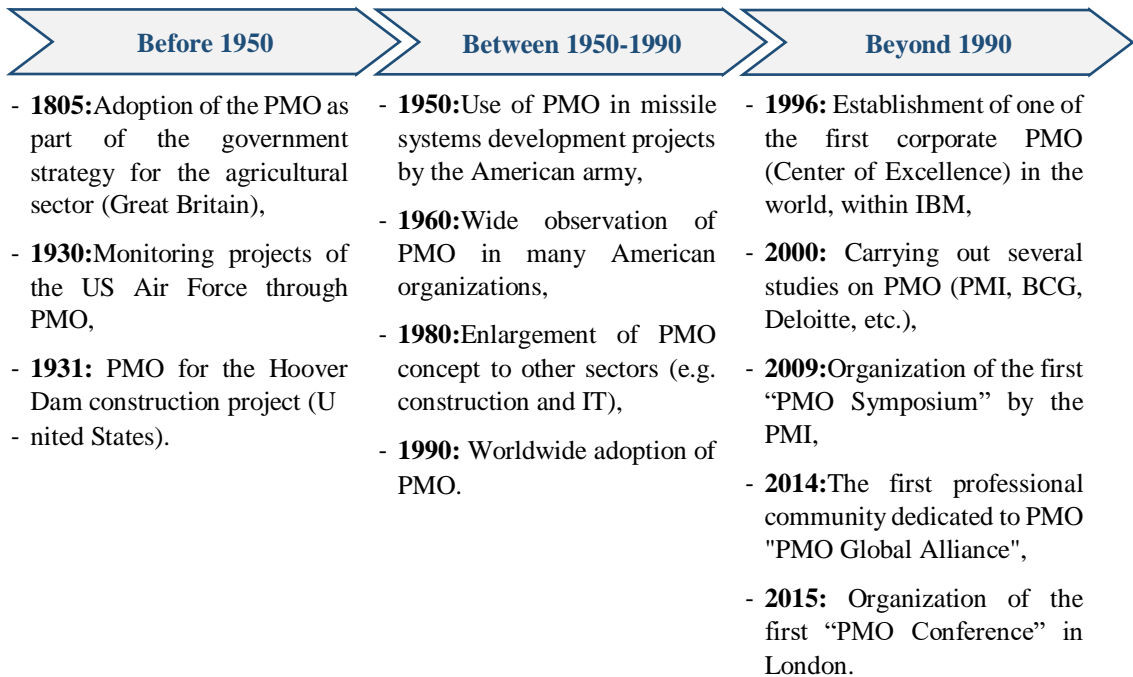
However, many researchers have concluded that is impossible to give a complete definition of the PMO since it is an evolving organization, impacted by several factors that can influence its mission and objectives (Desouza & Evaristo, 2006; Güngör & Gözülü, 2017).

## **2. History**

The PMO as a concept has been widely discussed in the professional literature (Martins & Martins, 2012). However, little theoretical and empirical research on the subject has been carried out (Spelta & Albertin, 2012). It is only during recent years that researchers have been interested in PMO (Hobbs & Aubry, 2007; Cunha & Moura, 2014). Indeed, the last ten years have experienced a considerable increase in research on the PMO, more particularly in the Anglo-Saxon literature (Rad & Levin, 2002).

On the other hand, few studies have examined the history of the PMO (Darling & Whitty, 2016). In fact, various academic studies and research projects conducted on PMO have been much more interested in its establishment, functions, typologies and its effect on the organization (Binder, 2016).

Generally, the history of PMO can be divided in three main phases or distinct periods: "Before 1950"; "Between 1950 and 1990"; "Beyond 1990" (Figure 1).



**Fig 1:** PMO over time (Highlights)

According to Darling and Whitty (2016), the use of PMO dates back to the beginning of 1805 in the framework of monitoring and managing the government agricultural strategy in Great Britain. Subsequently, it was noticed the adoption of this concept in the United States in some projects launched by the government (e.g. Construction of the Hoover Dam, from 1931 to 1936) in order to ensure a perfect control of their management, but also for more transparency towards the public and authorities.

On the other side, Crawford and Cabanis-Brewin (2010) claim that the very first appearance of the PMO dates back to the year 1930 in the United States, with the use of the Project Office, by the US Air Force, as a body for controlling and monitoring its projects. Generally, during this period, the adoption of PMO was limited to some government plans and programs.

According to Giraud and Monaldi (2015), the concept of PMO as known today dates back to the 1950s, precisely in the context of missile systems development projects led by the United States military. The reason behind the implementation of the PMO was mainly to have a standard planning approach that allows cost control and budget forecasts.

In the 1960s, many American organizations (government and non-profit) had a PMO (Darling & Whitty, 2016). However, there was no exact indication of its functions, purpose or forms. It is during the 80s that the PMO

was extended to other sectors such as construction, IT, etc. (Giraudo & Monaldi, 2015), and just until the 1990s that it began to gain popularity (McKenna & Whitty 2012).

As a matter of fact, during the 1990s, the PMO became a kind of an organizational innovation that strengthened day after day its positioning within large international structures (Dai & Wells, 2004; McKenna & Whitty, 2012). One of the first corporate PMOs (Center of Excellence) was set up by IBM in 1996 (White Paper [PMI], 2011).

Starting from the 2000s, several organizations and institutes showed interest in PMO by conducting several studies that aim to promote it and explore its facets, such as: "Strategic Initiative Management: The PMO Imperative, BCG" (Keenan et al., 2013); "Transforming the Program Management Office into a Results Management Office" (Deloitte, 2009). In addition, a multitude of congresses and conferences have been held since around the PMO, like the "PMO Symposium" organized by the PMI, and the "PMO conference" which is organized in London and gathers more than 400 speakers.

At the same time, many communities dedicated to PMO have emerged in recent years, such as the PMO Global Alliance which is one of the largest communities in the world exclusively dedicated to PMO.

## **Project Management Office typologies**

### **1. Organizational point of view**

From an organizational point of view, there are different types of Project Management Office (PMO) (Table 1); distinguished by the degree of control and influence they have over portfolios, programs and projects within organizations (Hubbard & Bolles, 2015).

The most common typologies focus on three to five types, representing a simplified model of the organizational reality of project management (Monteiro et al., 2016).

**Table 1 :** Organizational PMO typology in literature

<b>Author</b>	<b>Typology</b>
Dinsmore (1998)	Autonomous project team; Project support office; Center of excellence; Program management office; Project office.
Hobbs & Aubry (2008)	Level 1; Level 2; Level 3.
Pinto et al. (2010)	Enterprise PMO; Departmental PMO; Project-Program PMO.
Hubbard & Bolles (2015)	Enterprise PMO; Division PMO; Business unit PMO; Project PMO; Project office; Project support organization; Project management center of excellence.

### 1.1. Dinsmore's model

One of the first categorizations of PMO was carried out by Dinsmore (1998). According to an organizational point of view, he classified the PMO, into five categories.

- **The autonomous project team**

This type of PMO is established in order to manage independently projects, especially when its interaction with the rest of the organization is not important.

In this case, a project manager is appointed to lead the project office, while relying on a dedicated and autonomous team of administrative and technical staff.

- **The project support office**

It acts transversally and is essentially adopted in project based organizations, where several projects are managed at the same time by experienced project managers, requesting technical and administrative support.

Unlike the first type, the success of projects does not depend on the project support office, but on the project managers who use its services.

- **The center of excellence**

The center of excellence is considered as a unit that brings together the various organizational skills in project management, but like the project support office it has no responsibility for project success.

According to Dinsmore, it represents a perfect solution for international organizations managing different kind of projects (reorganization, information system, strategic studies, engineering, etc.) and that aim to promote project management culture and maturity.

- **The program management office**

It is the organizational unit primarily responsible for projects results under its direction. This type of PMO is implemented within organizations that aim to concentrate efforts on priority projects.

- **The project office**

Generally, the project office is established within organizations characterized by the existence of several complex and cross-functional projects requiring a high-level of coordination and a guarantee as to their timely delivery.

### 1.2. Hobbs & Aubry model

As part of a multi-phase research program, Hobbs and Aubry (2008) were able to identify an empirical typology of PMO according to three levels. The identification of this typology was based on both the intrinsic and extrinsic characteristics of 500 PMOs.

The objective of the study carried out by the two researchers was to identify groups of characteristics making it possible to reveal the potential typologies of PMO. In fact, three types of PMO were finally identified according to three main characteristics (Table 2).

**Table 2 :** The three types of PMO (Source: Hobbs & Aubry, 2008)

Characteristics	PMO type		
	Level 1	Level 2	Level 3
Number of projects in PMO's mandate	High	Low	Moderate
Number of project managers (PMO staff)	High	Low	Moderate
PMO level of decision-making authority	High	Low	Moderate

### 1.3. The model of Pinto et al.

Through their research, Pinto et al. (2010) suggested a new model that defines PMO according to three levels. This categorization takes into account the PMO maturity according to two main dimensions: scope and approach.

- **The enterprise PMO**

It acts at a strategic level within the organization, aiming to ensure a strategic alignment of projects portfolio, by prioritizing projects that meet the organization expectations.

The enterprise PMO assumes other responsibilities, such as monitoring and managing change, as well as developing and implementing a project management methodology.

- **The departmental PMO**

Compared to the enterprise PMO, the departmental PMO can be implemented at an organizational unit, in order to monitor projects and control the application of the project management methodology implemented within the organization at this level.

- **The Project-Program PMO**

Because it is implemented to meet specific needs of ongoing projects and programs, the project-program PMO acts at an operational level. It is generally responsible for monitoring and controlling project performance of a project/program, in order to act proactively by implementing preventive and corrective actions if needed.

### 1.4. Hubbard and Bolles model

The model proposed by Hubbard and Bolles (2015) suggests the existence of seven typologies of PMO within organizations. When defining these types of PMO, Hubbard and Bolles (2015) focused on the main roles and functions performed by each one of them.

- **The enterprise PMO (EPMO)**

The EPMO is placed at a very high hierarchical level within the organization as there are several PMO levels (project PMO, departmental PMO, etc.).

It is implemented in order to ensure that projects/programs comply with the organization's objectives and strategic vision. In other words, the EPMO is the primary guarantor of projects strategic alignment.

- **The division PMO / business unit PMO**

These are two types of PMO defined by Hubbard and Bolles (2015) as being distinct, in so far as the division PMO acts at a tactical level, whereas the business unit PMO is rather operations-oriented.

However, both types are established in order to support a business unit/division in projects managing.

- **The project PMO project / project office**

The two types can be temporary or sustainable entities, to which specific projects are entrusted and that do not require regular interaction with the rest of the stakeholders within the organization. In fact, they provide project management services for specific project or program.

However, the project PMO is rather oriented management of a complex project/program, while the project office is established in order to support uncomplicated project.

- **The project support organization**

This type of PMO provides continuous project management support to non-complex project/program/portfolio across project based organizations.

The support provided by this type of PMO mainly relates to the implementation of processes and practices but also to the use of all the project management tools that can exist. It has an administrative role.

- **The project management center of excellence**

The center of excellence is the entity responsible for establishing and implementing standards, methodology, practices, tools, models, and developing project management skills at the enterprise level, business units or projects.

## **2. Functional point of view**

Early research on PMO has concluded that it is difficult at this stage to establish an exact model of PMO types (Szalay et al., 2017). Indeed, PMO responsibilities are not static and are constantly evolving to meet new organizational needs and project management maturity level (Babaeianpour & Zohrevandi, 2014).

However, observations have been made of many PMO types (Table 3) including administrative support, centers of excellence and delivery teams



(Hill, 2004; Hobbs & Aubry, 2008). In what follows, a summary of the main models proposed in several studies.

**Table 3 :** Functional PMO typology in literature

<b>Author</b>	<b>Typology</b>
Hill (2004)	Project office; Basic PMO; Standard PMO; Advanced PMO; Center of excellence.
Desouza & Evaristo (2006)	PMO supporter; PMO information manager; PMO knowledge manager; PMO coach.
Unger et al. (2012)	PMO coordinator; PMO controller; PMO supporter.
Müller et al. (2013)	PMO of service; PMO of control; PMO of partnership.

### 2.1. Hill model

As part of the model he proposed, Hill (2004) presented the types of PMO according to five key stages of functional capacity.

#### ▪ **The project office**

This is the fundamental type of PMO that is created in order to standardize project management practices within the organization. According to Hill (2004), several project offices can be established if necessary, with a specific mission and scope.

#### ▪ **The basic PMO**

The basic PMO represents a first level of project control within the organization as it deals with project performance monitoring and controlling. It is responsible for implementing the foundations for sustainable and standard project management methodology within the organization.

#### ▪ **The standard PMO**

Like the basic PMO, the standard PMO is oriented project monitoring and controlling, with an increasing focus on project management processes and practices. In fact, the responsibility of the standard PMO relates to the implementation of a complete project governance ability that can be extended to multiple projects management.

#### ▪ **The advanced PMO**

Beyond the implementation of a complete project governance capacity within the organization, the advanced PMO also aims to ensure its integrity so as to achieve organizational objectives. In other words, the advanced PMO is implemented in order to supervise, control and support centralized project management activities.

#### ▪ **The center of excellence**

The center of excellence is a type of PMO that acts at a high level within the organization. It aims to achieve strategic organizational objectives, by ensuring strategic projects alignment.

## **2.2. Desouza & Evaristo model**

The study carried out by Desouza and Evaristo in 2006 allowed them to identify four types of PMO according to two main dimensions: the administrative and knowledge-intensive dimensions.

### ▪ **The PMO supporter**

This type of PMO has a passive role in responding only to requests received. It has no control over the project management practices implemented within the organization. It is implemented in order to take in charge administrative project management aspects, and has no responsibility in projects success.

### ▪ **The PMO information manager**

It's a PMO type that is oriented knowledge management as it is set up, mainly, to serve as a source of information on projects progress. Its mission is to gather and store projects information.

Like the PMO supporter, this type of PMO is characterized by a weak decision-making authority and is not responsible for projects success.

### ▪ **The PMO knowledge manager**

The PMO knowledge manager is the organizational authority in terms of knowledge management. It represents the repository of best practices, and is a source of expertise and mentoring for all business units.

Unlike the PMO information manager, it has some responsibility in project success as it is in charge of collecting and sharing best practices and knowledge within the organization.

### ▪ **The PMO coach**

This type of PMO has more power to guide and determine project management practices within the organization. In fact, it is responsible for the continuous improvement of practices and their compliance.

It is considered as a center of excellence, responsible for ensuring change and transformation management, but also promoting and implementing new project management models.

## **2.3. The model of Unger et al.**

In a study conducted on 278 worldwide project portfolios, Unger et al. (2012) have identified three types of PMO.

### ▪ **PMO coordinator**

It is mandated by top management to ensure both strategic management of projects portfolio and cooperation between all resources and units. It can take different positions within the organization in terms of resource management, decision-making and mediation between projects, but also in terms of improving collaboration.

- **PMO controller**

It is based on information management for better decision-making. The PMO controller aims to set up a reliable and complete database that helps the organization in projects progress monitoring and controlling.

- **PMO supporter**

The PMO supporter's mission includes the development of a standard project management methodology based on best practices, as well as the promotion of a project management culture. It gives a real support to project managers and teams, through training and assistance in order to improve projects success.

#### **2.4. The model of Müller et al.**

Müller et al. (2013) have proposed, through their research, a typology that they used in developing a strategic tool for evaluating the PMO contribution.

- **PMO of service**

This type of PMO is implemented to support and respond to all project managers requests. Generally, it offers a range of support and service functions, in order to increase the efficiency of resources and results achievement.

- **PMO of control**

It is characterized by an increased authority role. This authority ranges from applying project management standards (methods and tools), to the assessment of project performance, and even project teams.

As a matter of fact, this type of PMO aims not only to monitor and evaluate projects, but also project managers and their teams.

- **PMO of partnership**

The PMO of partnership reflects a collegial and cooperative role. It assumes a role of sharing knowledge and expertise, in a lateral and equal manner, between actors of the same level.

#### **Project management office roles and functions**

The functions and roles assigned to the PMO have changed over time (Van der Linde & Steyn, 2016). These functions and roles are varied and numerous since there is no standard framework or model that can describe the exact functions that must be performed by a PMO (Hobbs & Aubry, 2007). Indeed, due to the changes that organizations are experiencing, PMOs also tend to change and evolve to assume various roles and functions (Ko & Kim, 2019).

According to Bates (1998), the PMO's mission is to ensure the consistency of the adopted project management approaches, through developing methods, tools and techniques, but also providing training. There

are other functions, including project selection, as well as multiple projects coordination (Rad, 2001), project auditing and the assurance of continuous improvement. (Kaufman & Korrapati, 2007).

Through a review, Dai and Wells (2004) were able to identify six categories of PMO functions ranging from project support and advice to knowledge management:

- Developing and maintaining project management standards and methods,
- Developing and maintaining project historical archives,
- Providing project administrative support,
- Providing human resource/staffing assistance,
- Providing project management consulting and mentoring,
- Providing or arranging project management training.

For Stanleigh (2006), the PMO should focus more on creating project management culture in order to increase projects implementation success as well as project team's skills and competencies. Andersen et al. (2007) and through a comparative analysis of several PMOs, concluded that the common basic tasks exercised by PMOs studied are: (1) the establishment of a project management methodology, (2) training, (3) support for projects, (4) implementation of governance processes and (5) quality assurance of reports.

Desta et al. (2006) believe that the functions to be performed by the PMO are closely linked to its capacity and maturity, and that the majority of PMOs they studied focus mainly on developing organizational project management model, through implementing appropriate methodology, sharing project information and controlling projects progress.

For his part, Spalek (2012) has identified four main roles or functions that a PMO must fulfill in the context of multi-project management:

- Setting up and enforcing project management standards, including methodology and templates,
- Gathering information from projects,
- Prioritization of projects,
- Ensuring access to the historical data and lessons learned.

Recently, a study that has been conducted by El Yacoubi et al. (2019) has revealed that according to PMO managers and experts, there are different roles and functions that could be assigned to a PMO. These roles and responsibilities can be regrouped by families as follows:

- Project management promotion
- Standardization and ensuring practices compliance
- Project monitoring and controlling
- Multi-project management

- Strategic management
- Knowledge management

Today, the research conducted has shown that PMOs are mainly implemented to promote the exchange and sharing of knowledge around projects (Hobbs & Aubry, 2008; Julian, 2008; Sokhanvar et al., 2011; Müller et al., 2013; Pemsel & Wiewiora, 2013; Lee-Kelley & Turner, 2017), increase project management maturity (Dang et al., 2007; Van der Linde & Steyn, 2016), develop and implement project management methods and standards, advise and guide project teams, monitor and control projects progress (Hobbs & Aubry, 2008; Hobbs & Aubry, 2007; Widforss & Rosqvist, 2015).

In the following, a summary table of the main functions performed by the PMO (Table 4) and which are also regrouped by category like the model proposed by El Yacoubi et al.(2019).

**Table 4 : PMO functions in literature**

<b>Category</b>	<b>Function</b>	<b>Source</b>
Monitoring and controlling project progress	<ul style="list-style-type: none"> <li>▪ Monitoring projects</li> <li>▪ Managing resource</li> <li>▪ Auditing projects</li> <li>▪ Managing risks</li> <li>▪ Ensuring strategic alignment</li> </ul>	Rad (2001) ; Dai & Wells (2004) ; Desouza & Evaristo (2006) ; Desta et al. (2006) ; Kaufman & Korrapati (2007) ; Dang et al. (2007) ; El Yacoubi et al. (2019)
Project advice and support	<ul style="list-style-type: none"> <li>▪ Managing change</li> <li>▪ Implementing tools and techniques</li> <li>▪ Recruiting</li> <li>▪ Coordinating projects and multiple projects</li> <li>▪ Selecting and prioritizing projects</li> </ul>	Rad (2001) ; Dai & Wells (2004) ; Desouza & Evaristo (2006) ; Stanleigh (2006) ; Hobbs & Aubry (2007) ; Andersen et al. (2007) ; Spalek (2012)
Development and implementation of project management methods and standards	<ul style="list-style-type: none"> <li>▪ Developing project management methodology</li> <li>▪ Developing project management tools</li> <li>▪ Standardizing project management tools and techniques</li> <li>▪ Complying to defined standards and methodology</li> <li>▪ Developing project management processes</li> </ul>	Dai & Wells (2004) ; Stanleigh (2006) ; Desta et al. (2006) ; Hobbs & Aubry (2007) ; Kaufman & Korrapati (2007) ; Spalek (2012) ; El Yacoubi et al. (2019)
Increasing project management maturity	<ul style="list-style-type: none"> <li>▪ Developing project manager skills</li> <li>▪ Training and coaching</li> <li>▪ Promoting project management culture</li> <li>▪ Improving project governance</li> </ul>	Dai & Wells (2004) ; Stanleigh (2006) ; Hobbs & Aubry (2007) ; Andersen et al. (2007) ; Dang et al. (2007) ; El Yacoubi et al. (2019)

Category	Function	Source
Knowledge exchange and sharing	<ul style="list-style-type: none"> <li>▪ Centralizing of project data</li> <li>▪ Centralizing and sharing lessons learned</li> <li>▪ Coordinating project communication</li> <li>▪ Ensuring access to project information</li> </ul>	Rad (2001); Dai & Wells (2004); Desouza & Evaristo (2006); Desta et al. (2006); Hobbs & Aubry (2007); Dang et al. (2007); Julian (2008); Sokhanvar et al. (2011); Spalek (2012); Müller et al. (2013); Pemsel & Wiewiora (2013); Lee-Kelley & Turner (2017); El Yacoubi et al. (2019)

## Discussion

As of today, the PMO literature does not allow to define a standard model of PMO nor the functions that it must provide. As a matter of fact, several typologies of PMO have been identified through different studies. The description of these typologies can be made from two perspectives: the organizational one that highlights the positioning of the PMO within the organization, and the functional one that associates each type of PMO with a set of functions that it is supposed to insure.

However, both perspectives are characterized by a multitude of models and typologies that do not make it easy for organizations to choose from the right type of PMO to set up, nor the functions to be performed. The latter can range from simple project monitoring to ensuring its success.

In addition, there is a tendency to associate each type of PMO with a number of predefined functions, which also represents a real obstacle in the implementation of PMO, as it limits the scope of PMO intervention.

## Conclusion

The Project Management Office (PMO) as an organizational emerging structure keeps attracting huge interest from researchers and practitioners around the world and so far, several attempts have been made to draw a complete picture of this structure and its contribution in project management within the organization.

According to Englund et al. (2003), PMO as an emerging structure has participated in the evolution and transformation of project management practices within organizations, by implementing new and innovative models of projects managing.

Since the PMO is an evolving structure that remains under the influence of several organizational and structural factors, it is always difficult to give a fairly complete definition that allows to describe it perfectly as well as the reasons behind its implementation (Desouza & Evaristo, 2006; Güngör & Gözülü, 2017).

According to Ko and Kim (2019), several definitions have been given to the PMO due to the evolution of its roles and missions. These same roles and responsibilities vary from an organization to another depending on the configuration and the typology of the PMO implemented (Singh et al., 2009).

As a matter of fact, it is clear that previous studies are characterized by some diversified opinions since the PMO is a sort of concept that can be materialized under several forms and typologies, depending on the organizational maturity level, project characteristics, project management existing practices, but above all according to organizational culture. Thus, this research is a proof that there is no standard for best PMO type to implement, because it depends on the combinations and choices that are made. This point of view joins perfectly the conclusions of Hobbs and Aubry (2008) who think that PMOs vary considerably according to their structure, their roles and the value that are supposed to bring to the organization.

As a result, in order to succeed a PMO implementation, it must be done with a perfect consideration of organization characteristics, and in no case should be carried out in a sense of imitation or based on unrealistic or limited assumptions.

This research can be considered as a first step to improve the knowledge about the PMO type to implement within the organization and how to succeed it. Therefore, in order to develop a more robust knowledge, quantitative studies are encouraged as they could help to reach more validity and approve initial conclusions of this study.

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