

PROJECT MANAGEMENT IN MEXICO: STATE AND TRENDS

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ABSTRACT

This work is part of a research on international project management (PM) coordinated by Volkswagen Coaching GmbH. The research project intends to identify the state of the art and trends in PM worldwide. In particular, the objectives of the work presented here were:

- To define the current role and requirements of PM in Mexican companies, in theory and practice.
- To derive the most important challenges and reasons for PM,
- To identify best-in class solutions.

The methodology consisted of a thorough review of secondary sources and an opinion survey among Mexican project managers. As a result of the initial review, three stages in PM were defined: Traditional (1960-1985), Renaissance (1985-1993), and Modern (1993-today).

The opinion survey included an expert workshop, in-depth interviews and a questionnaire. The expert workshop was conducted in order to elaborate some hypotheses regarding Mexican PM practices. Then, in-depth interviews were carried with selected project managers. Finally, a quantitative analysis of the questionnaires was done.

The results showed the state and trends of PM in Mexican companies, including mainly:

- Motivation for PM implementation: market pressure, employee motivation, new board, increasing complexity, high time pressure, increasing number of projects, and quality matters.
- Success factors for PM implementation: Organization structure, software, top-management support, use of methods, and qualification.
- Benefits of PM: More entrepreneurship, more transparency, improved management of projects, more active project control, and more efficient communication.
- PM Typology: Project management islands, efficient large project management, and market driven project management.
- Dimensions of successful PM: Top management support, comprehensive training, PM culture at all hierarchical levels, career options for project managers, participative management styles, and use of methods.

Finally, hypotheses were tested and conclusions about PM current status and trends in Mexican companies were explained.