

A new framework for complexity analysis in international development projects – Results from a Delphi study

Gajić, S.^{a,*}, Palčič, I.^b

^aUniversity of Novi Sad, Faculty of Technical Sciences, Novi Sad, Serbia

^bUniversity of Maribor, Faculty of Mechanical Engineering, Maribor, Slovenia

ABSTRACT

The main objective of this paper is to develop a framework for characterising project complexity in International Development (ID) projects. Contemporary challenges in ID projects have led to their growth in their complexity, which in recent years has driven researches in recent years to publish numerous papers that deal with this topic, demonstrating its importance in current project management research. Nevertheless, existing literature lacks in generally accepted framework that considers specifics of project complexity in ID projects. Thus, new framework was developed, based on a two-round Delphi survey, building upon existing TOE (technology-organisation-environment) framework with new empirical insights given from the experts in the field of ID projects. The main contribution of the paper is the validation of existing TOE complexity factors, in the context of International Development projects. Additionally, eight new complexity factors were proposed by the experts, and it was concluded that Environmental complexity had the biggest impact on International Development projects. From a managerial perspective, proposed complexity framework can be used for making a complexity footprint, which could indicate the critical areas of the project where complexity could be expected. In addition, the model represents a novel theoretical lens for assessing complexity in ID projects.

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*Corresponding author:

gajic.sladjana@uns.ac.rs
(Gajić, S.)

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Nov okvir za analizo zahtevnosti v mednarodnih razvojnih projektih – rezultati študije Delphi

Gajić, S.^{a,*}, Palčič, I.^b

^aUniversity of Novi Sad, Faculty of Technical Sciences, Novi Sad, Serbia

^bUniversity of Maribor, Faculty of Mechanical Engineering, Maribor, Slovenia

POVZETEK

Glavni cilj tega prispevka je razviti okvir za opredelitev zahtevnosti mednarodnih razvojnih (ID) projektov. Sodobni izzivi v projektih ID so privedli do njihove večje zahtevnosti, ki je v zadnjih letih raziskovalce spodbudila k objavljanju številnih prispevkov na to temo, kar kaže na njen pomen v trenutnih raziskavah upravljanja projektov. Kljub temu pa v obstoječi literaturi ni zaslediti splošno sprejetega okvira, ki upošteva posebnosti projektne zahtevnosti pri projektih ID. Tako je bil razvit nov okvir, ki temelji na dvokrožni raziskavi Delphi, ki temelji na obstoječem okviru TOE (tehnologija-organizacija-okolje) z novimi empiričnimi spoznanji strokovnjakov s področja ID-projektov. Glavni doprinos prispevka je preverjanje obstoječih dejavnikov zahtevnosti TOE v okviru mednarodnih razvojnih projektov. Poleg tega so strokovnjaki predlagali osem novih dejavnikov zahtevnosti in ugotovili, da okoljska zahtevnost najbolj vpliva na mednarodne razvojne projekte. Z upravljaljskega vidika je mogoče predlagani okvir uporabiti za šablono, ki bi lahko napovedala kritična področja projekta, na katerih bi bilo mogoče pričakovati zahtevnost. Poleg tega model predstavlja novo teoretično sito za oceno zahtevnosti projektov ID.

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**Kontaktna oseba:*

gajic.sladjana@uns.ac.rs
(Gajić, S.)

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