

- Dinsmore, P. C. "Converging on Enterprise Project Management." *PM Network*, October 1998.
- Gale, S. F. "The PMO Survival Guide." *PM Network*, November 2010.
- Gale, S. F. "The PMO: Something of Value." *PM Network*, August 2011.
- Gale, S. F. "The Right Crew Wanted." *PM Network*, December 2013.
- Gann, D., S. Salter, M. Dodgson, and N. Phillips. "Inside the World of the Project Baron." *MIT Sloan Management Review*, Spring 2012.
- Grant, R. M. "The Future of Management: Where Is Gary Hamel Leading Us?" *Long Range Planning*, 2008, pp. 469–482.
- Gratton, L. "Working Together . . . When Apart." *Wall Street Journal*, June 16–17, 2007.
- Greengard, S. "No PMO? How to Know When You Need One." *PM Network*, December 2013.
- He, J. "Counteracting Free-Riding with Team Morale—An Experimental Study." *Project Management Journal*, June 2012.
- Herzberg, F. H. "One More Time: How Do You Motivate Employees?" *Harvard Business Review*, January–February 1968.
- Ibbs, C. W., and Y. H. Kwak. "Assessing Project Management Maturity." *Project Management Journal*, March 2000.
- Kalu, T. Ch. U. "A Framework for the Management of Projects in Complex Organizations." *IEEE Transactions on Engineering Management*, May 1993.
- Kotter, J. P. "Leading Change: Why Transformation Efforts Fail." *Harvard Business Review*, March/April 1995. Reprinted in *IEEE Engineering Management Review*, Spring 1997.
- KPMG, "Global IT Project Management." <<http://www.kpmg.com/>>, 2005.
- Lechler, G. and D. Dvir. "An Alternative Taxonomy of Project Management Structures: Linking Project Management Structures and Project Success." *IEEE Engineering Management Review*, Vol. 57, No. 2, 2010.
- Lencioni, P. *The Five Dysfunctions of a Team*. San Francisco, CA: Jossey-Bass, 2002.
- Levine, H. A. "Enterprise Project Management: What Do Users Need? What Can They Have?" *PM Network*, July 1998.
- Liu, L., and P. Yetton. "The Contingent Effects on Project Performance of Conducting Project Reviews and Deploying Project Management Offices." *IEEE Transactions on Engineering Management*, November 2007.
- Lubianiker, S. "Opening the Book on the Open Maturity Model." *PM Network*, March 2000.
- Mihalic, J. "From the Board: Leading the Way with Thought Leadership." *PMI Today*, September 2013.
- Nelson, B. "Energized Teams: Real World Examples." *PM Network*, July 1998.
- Pennypacker, J. S., and K. P. Grant. "Project Management Maturity: An Industry Benchmark." *Project Management Journal*, March 2003.
- Pinto, J. K. "Twelve Ways to Get the Least from Yourself and Your Project." *PM Network*, May 1997.
- Project Management Institute. "Survey Reveals How Organizations Succeed." *PMI Today*, February 2011.
- Project Management Institute. "Research Working Session: Transforming and Transformed: The Life Cycle, Role Assignment and Future of the PMO." *PMI Today*, January 2013a.
- Project Management Institute. "Thought Leadership Series: PMO—Essential for Managing Strategic Initiatives." *PMI Today*, December 2013b.
- Tennant, D. "PMO Failure: An Observation," *PM Network*, October 2001.
- Thamhain, H. J., and D. L. Wilemon. "Conflict Management in Project Life Cycles." *Sloan Management Review*, Summer 1975.
- Tippet, D. D., and J. F. Peters. "Team Building and Project Management: How Are We Doing?" *Project Management Journal*, December 1995.
- Underwood, R., "OK, Everybody, Let's Do This! Managing Projects and Collaborating with Co-Workers." *Inc. Magazine*, July 2008.
- Williams, G. "Implementing an Enterprise Project Management Solution." *PM Network*, October 1997.

The following case describes a firm struggling with its organizational structure as it expands its successful commercial business into the governmental contracts arena. This new source of business, however, requires extensive competence in project management, which is new to the firm. As the governmental business grows, the firm has continued to alter its organizational structure, but its performance and incentive systems also need to be changed now, and the impact of those changes on the commercial business is unclear.

## Case

### Acorn Industries<sup>2</sup> Harold R. Kerzner, PhD

Acorn Industries, prior to July of 1996, was a relatively small Midwestern corporation dealing with a single product line. The

company dealt solely with commercial contracts and rarely, if ever, considered submitting proposals for government contracts. The corporation at that time functioned under a traditional form of organizational structure, although it did possess a somewhat decentralized managerial philosophy within each division. In 1993, upper management decided that the direction of the

<sup>2</sup>Reprinted with permission. Copyright John Wiley & Sons, 2013.

company  
the comp  
smaller fir  
The comp  
would so  
due to the  
uct and s  
companie  
cially wit  
company  
hurt their  
any form  
In J  
defense c  
and inten  
The comp  
capabilit  
the contra  
manager  
governme  
of the mar  
relied on

1. Know
2. Know
3. Know  
are g

The  
governme  
amountin  
anywhere  
early 200  
sive grow  
as they p  
in 1997 t  
an indivi  
managem  
research a

### Problem

The probl  
Prior to h  
manufact  
was some  
ated unde  
prior gene  
do what v  
attainmen  
KMIP pro  
year-end  
of the ma  
ability to  
planning  
managers  
nizational  
objective.