

Results of an Evaluation of Company Organizational Development

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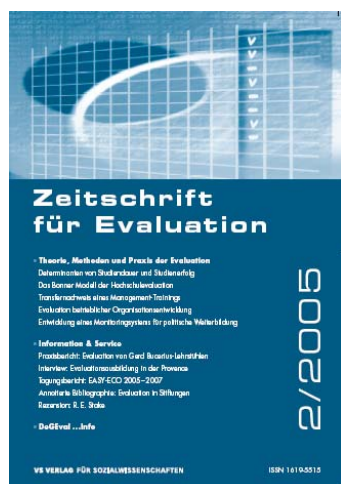
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Abstract

The article presents evaluation results of the implementation of project oriented management systems and related project management standards at Deutsche Telekom Group. By its outcome related approach this evaluation had the function of quality assurance whereas the conception and operationalization was linked with its function as an active element of organizational development.

Based on qualitative and quantitative analysis the evaluation of PM Excellence Standards related to process, organizational and personnel factors verified positive impact on the success of projects. The effects of the standards are developing in several steps: At first there is a connection between quality of implementation and practical application of PME Standards in projects; a consequent application of the standards is correlated with a high performance of so called success factors (context and participants of project, process and interaction in project); finally these factors have positive impact on the success of projects in general and on specific dimensions of success as effectiveness, efficiency and social quality. In short this means that in the new organizational context application of PM Excellence Standards has positive influence on the success of the evaluated projects. The objective of evaluation as an active element of the organizational development process was to support transfer of experiences and learning processes necessary for cooperation of central and local units involved, and for a sustainable development of the new structures.



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