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# A taxonomy of project barriers in complex projects

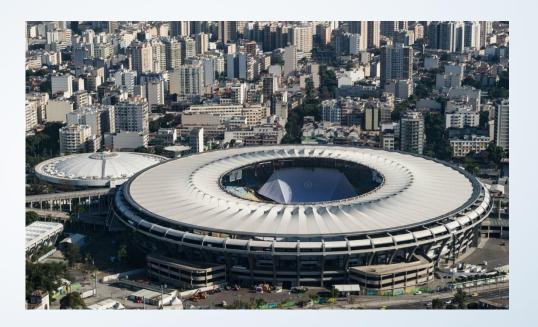
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# Problem background



## **Sydney Opera House**

Project budget exceeded from the original budget by 14 times, costing \$102 million and was delivered 10 years over schedule (Söderlund et al., 2001)



### Summer Olympics in Rio de Janeiro

Project budget increased from the originally estimated 4.6 billion to 16.4 billion dollars (Flyvbjerg, et al., 2016)

# Research Method

- Systematic literature review (Tranfield, Denyer, & Smart 2003)
  - Planning
  - Conducting
  - Reporting
- Analysis
  - Thematic analysis (Ritchie & Lewis, 2010)
    - Synthesizing the main outcomes extracted from the literature
    - Condensing of text into fewer categories of qualitative data (Ghauri & Grønhaug, 2010; Neuman, 2011)

# Recommendations

#### Organizational barriers

- Use of uniform standards and timely access to relevant information (Van Marrewijk et al. 2008; Asad & Pinningtonb, 2014)
- Clarification of goals and requirements
- Maintain the principles of transparency and consistency in drafting relevant policies (Remington & Pollack, 2007; Liu et al., 2016)

### Managerial barriers

- Detailed knowledge of customer and business needs
- Strong risk management techniques based on shared risk and reward arrangements, such as a policy of "sink or swim together"

# Discussion and Future research

- We integrate extant literature, propose categories of barriers influencing the successful delivery of complex projects
- By identification of the problems in managing complex projects this research can be a foundation for future research, including the development of new managerial approach for managing complex projects.
- The research findings provide practitioners with a better understanding of common challenges in managing complex projects so that practitioners are aware of these problems and take appropriate measures to address them.