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Governance-Management-Performance (GMP) Framework: A Fundamental Thinking for Improving the Management Performance of Public Projects

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ABSTRACT

Public projects play an active role in the development of economy. However, public project management performance (PPMP) is not very satisfying and urgent to be improved, especially in China which is in its flourishing period of public project investment and construction nowadays. The purpose of this paper is to propose and theoretically test a fundamental thinking for the government to improve PPMP. In this study, project management (PM) and project governance (PG) are identified to be the controllable factors which affect PPMP greatly through a thorough literature review. In order to bring PG, PM and PPMP into a whole system, SCP paradigm is applied properly to the agency industry of public project and, as a result, GMP framework for the analysis of public project is presented through exhaustive ratiocination. Subsequently, GMP framework is broken down into three parts and each part is testified theoretically to ensure the reliability of GMP framework. The findings indicate that there are two approaches to improve PPMP, i.e. PG and PM, and PG seems to be more effective in China due to its vast development space.

KEYWORDS

Public Project, Management Performance, Project Management (PM), Project Governance (PG), GMP Framework

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