

# Table of Contents

Foreword	5
Executive summary	7
Table of Contents	9
List of figures	11
List of tables	12
Abbreviations and Acronyms	13
Terms & Definitions	14
<b>1. Introduction</b>	<b>19</b>
<b>2. Purpose and intended users</b>	<b>23</b>
<b>3. The organisational view of projects</b>	<b>27</b>
3.1. Challenges for organisations in managing projects	27
3.2. An organisation in its context	29
3.3. From mission, vision and strategy to results	31
3.4. Projects, programmes and portfolios as means for results	34
<b>4. Organisational competence in managing projects</b>	<b>39</b>
4.1. Concept of organisational competence	39
4.2. Concept of organisational competence in managing projects	40
<b>5. Groupings, competence elements and interactions</b>	<b>49</b>
5.1. Grouping of competence elements	49
5.2. Overview of competence elements	52
5.3. Interactions of competence elements	60

# Table of Contents

<b>6. Development of the organisational competence in managing projects</b>	<b>63</b>
6.1. Organisational competence development classification	65
6.2. Organisational competence assessment	72
6.3. Organisational competence development scheme	76
Annex A: Description of competence elements	81
Annex B: Competence development programme	119
References	125