

## A Critical Review of Risk-Based Approach for Project Management Office Development

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**Abstract :** This critical review meticulously delineates and elucidates the considerable deficiencies and voids that exist within the extant body of literature concerning the development strategies associated with risk-based Project Management Offices (PMOs). Although the advantages and positive outcomes linked to the establishment and functioning of PMOs are regularly articulated and acknowledged in various academic discourses, the empirical evidence that supports these claims frequently demonstrates a significant shortfall in methodological rigor and often encounters challenges when attempting to distinctly isolate and delineate the unique contributions and impacts of PMOs in contrast to other multifaceted organizational factors that may also play a role. This comprehensive review systematically scrutinizes and evaluates the current research landscape pertaining to the critical success factors that include, but are not limited to, strategic alignment, organizational structure, human capital, operational efficiency, technology, and the overarching influence of organizational culture, thereby identifying notable limitations within this research domain and proposing targeted areas for further scholarly investigation. Furthermore, the analysis accentuates the imperative need for the development and implementation of more sophisticated, nuanced risk assessment and mitigation frameworks that are specifically designed to cater to the unique operational characteristics of PMOs while simultaneously advocating for an elevated focus on the profound influence exerted by organizational culture and its various subcultures on the overall effectiveness and success of PMOs.

**Keywords :** organizational culture, project management office, risk management, risk-based PMO development

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