

Abstract

The main goal of this thesis is to contribute to the understanding of project management and project portfolio management with focus on the processes, individual tasks within each process, methods and tools. It also serves as an analysis of project-based consulting firm. Project management might seem as an unnecessary cost to the firm. However, the costs resulting from undelivered projects or projects delivered in poor quality would significantly exceed those costs paid for project management.

The firm is analysed in a form of a case study with a combination of semi-structured interviews, analysis and visualization of relevant data and comparison to the best practices. Two specific projects are analysed in depth and project portfolio performance of one team is evaluated.

The detailed analysis provides demonstration of project management methodologies and proves its importance. It shows the correct procedures in the firm as well as inefficiencies and rooms for improvement. Furthermore, it shows practices of managing multiple projects at once in order to reach balanced portfolio and maximize its profitability.