The Project Management Institute (PMI®) Research Program strives to *inspire the direction of the profession* in many ways, including through its support of research valued by the project management community. Using funds approved by both PMI and the PMI Educational Foundation, the research program conducts a formal process for identifying research topics, issuing a call for research proposals, evaluating proposals, selecting project teams, monitoring progress, and facilitating the dissemination of the learning.

Currently, the program is able to provide only some “seed” funding for important topics and, therefore, research teams must raise or otherwise provide the additional funding and other support needed to carry out investigations. The project management profession is fortunate in having researchers willing to do so. In the future, we hope to be able to build consortia of organizations so strongly interested in specific topics that they will provide not only funding but also data and personnel who are knowledgeable about the data. But, that is a story for a future column.

In the mid-1990s, research was focused on efforts to quantify the value of project management and to identify best project management practices within leading corporations. Those investments by the PMI Educational Foundation and PMI resulted in two publications: *The Value of Project Management-Financial and Organizational Rewards to Corporations* by C. William Ibbs and Young-Hoon Kwak (PMI, 1997) and *Best Practices of Fortune 500 Companies* by Frank Toney and Ray Powers (PMI, 1997). The learning from both studies is still relevant, and both are available from the PMI Bookstore.

A second phase of the effort to quantify the value of project management and to understand how to communicate the value of project management to senior executives was funded late in the last decade. Those investigations have created useful learning, some of which already have been shared through articles in PMI periodicals, presentations at PMI events and other venues. The investigation and its learning include “Quantifying the Value of Project Management” by William Ibbs and Justin Reginato and “Selling Project Management to Executives” by Janice Thomas, Connie DeLisle, Kam Jugdev, and Pamela Buckle.

But, that's enough about completed projects. There are four new projects underway through seed funding from PMI and the PMI Educational Foundation:

imgA global research team led by Peter Morris at the University College London and Francis Hartman at the University of Calgary are studying an “Investigation of the Achievement of Corporate Strategy through Successful Projects.” The research team is seeking corporate participation.

imgAnother global research team led by Lynn Crawford at the University of Technology, Sydney, J. Rodney Turner at Erasmus University, and Brian Hobbs at the University of Quebec at Montreal are studying an “Investigation of Potential Classification Systems for Projects.” This team also is seeking corporate participation.

imgDebbie Tesch and Tim Kloppenborg at Xavier University are leading a research team on the “Investigation of Information Systems and Information Technology Research Literature for Project Management Learning.” This team has received help from a large number of volunteers from local PMI chapters to identify critical learning.

imgJanice Thomas at Athabasca University and Bill Zwerman of the University of Calgary are leading a research team in the “Investigation of the Theories of Established Professions and Their Relevance as a First Step Toward Understanding the Existence of a Theory of Project Management.” This team will be reaching out to various constituencies for their thoughts as they conduct the investigation.

Learning from the just-completed studies and from some of the new investigations will be reported at PMI Research Conference 2002, held 14–17 July in Seattle, WA, USA, and at PMI 2002 Seminars & Symposium, held 3–10 October in San Antonio, TX, USA. Demonstrate your interest in project management research by attending the research conference and/or the symposium presentations. (For more information on the Research Conference and Seminars & Symposium, visit [www.pmi.org/research/conference/conference.htm](https://www.pmi.org/learning/library/www.pmi.org/research/conference/conference.htm) and [www.pmi.org/pmi2002](https://www.pmi.org/learning/library/www.pmi.org/pmi2002), respectively.)

Interested in suggesting a subject that deserves funding for a research investigation or interest in the research program's process for external research projects? Please visit [www.pmi.org/research/project](http://www.pmi.org/research/project) and [www.pmi.org/research/protocols.htm](http://www.pmi.org/research/protocols.htm), respectively. And, of course, both PMI Research Associate Eva Goldman (eva.goldman@pmi.org ) and I (harry.stefanou@pmi.org ) welcome your suggestions about research studies and other thoughts about the PMI Research Program. Based upon the availability of funding, new requests for research proposals may be issued later this year or early next year.

I hope to see you in Seattle at PMI Research Conference 2002 (more than 60 presentations, some panel sessions, networking events, and, if appropriate for you, up to 18 PDUs).

This material has been reproduced with the permission of the copyright owner. Unauthorized reproduction of this material is strictly prohibited. For permission to reproduce this material, please contact PMI.

**Research Report**

Growing and sharing the body of knowledge for the project management profession is a critical desire of the Project Management Institute (PMI) and a key focus of the PMI® Project Management Research Program. The PMI® Research Program, with the advice and counsel of its Member Advisory Group, has chosen to take a broad approach toward this outcome. It is committed to create and enhance opportunities to grow the body of knowledge and to communicate the learning. In this way, the program hopes to help you shape the future of the profession.

Clearly, the recent PMI® Research Conference 2002, held in Seattle, WA, USA, in July, is one example. Almost 300 academics and practitioners gathered to share their interest in project management research, to learn from each other and to set the direction for future learning. Twenty-three countries were represented, and the ratio of practitioners to academics was 2 to 1. Because of invited speakers, contributing presentations, panel sessions, and networking events, new knowledge has been generated and exchanged. One value of new knowledge is its implementation or practice. Time will tell but given the attendance at the Research Conference, we can anticipate this practice will occur. As was brought out at the conference, knowledge sharing is a two-way interaction. We expect, therefore, that the practitioners have laid the groundwork with the researchers for the next wave of research.

Other examples of our commitment to sharing knowledge are PMI's recent publication of *The Frontiers of Project Management Research* and, of course, the long history of the *Project Management Journal*, which serves as a tribute to the effort of project management researchers over the years. Yet another example is the Research Topics Track at PMI 2002 in San Antonio, TX, USA, this October, where, again, the results of the research will reach the minds of practitioners.

The number of opportunities and interest in project management research continues to grow. In recognition of that fact, PMI is proud to announce the creation of the PMI Research Achievement Award, which will be presented for the first time in 2003. The Institute's hope is that recognition will encourage the quest for knowledge and the achievement of excellence in the profession. Watch for a call for nominations in the December issue of *PM Network* and on our Web site, [www.pmi.org](http://www.pmi.org/).

PMI also encourages research through its sponsorship of research projects. Two such projects recently have been completed and are expected to be published as PMI books later this year: *Quantifying the Value of Project Management* by William Ibbs and Justin Reginato and *Selling Project Management to Senior Executives: Framing the Moves that Matter* by Janice Thomas, Connie Delisle, and Kam Jugdev. Through this funding from PMI and separately from the PMI Educational Foundation, four additional external grants are underway this year (see *PMJ's* June 2002 Research Report). PMI also plans to continue to advance the generation of new knowledge through funding additional research in 2003.

This material has been reproduced with the permission of the copyright owner. Unauthorized reproduction of this material is strictly prohibited. For permission to reproduce this material, please contact PMI.

Project Management Journal Guidelines

*Project Management Journal®* publishes research relevant to researchers, reflective practitioners, and organizations from the project, program, and portfolio management fields. *Project Management Journal®* seeks papers that are of interest to a broad audience.

Due to the integrative and interdisciplinary nature of these fields, *Project Management Journal®* publishes the best papers from a number of other disciplines, including, but not limited to, organizational behavior and theory, strategic management, marketing, accounting, finance, operations research, technology, and innovation management, entrepreneurship, economics, political science, history, sociology, psychology, information science, decision science, systems theory, and communication theory.

*Project Management Journal®* publishes qualitative papers as well as quantitative works and purely conceptual or theoretical papers, including diverse research methods and approaches. Our aim is to integrate the various types of project, program, and portfolio management research.

*Project Management Journal®* neither approves nor disapproves, nor does it guarantee the validity or accuracy of any data, claim, opinion, or conclusion presented in either editorial content, articles, From the Editor, or advertisements.

*Project Management Journal®* is a journal to disseminate and discuss project management research. It is not a platform to discuss the content or quality of PMI standards, credentials or certifications, and those of other standard-setting organizations.

Authors' Guidelines

Papers published in *Project Management Journal®* must relate to research and provide new contributions to project management theory and/or project management practices. Each paper should contain clear research questions, which the author should be able to state in one paragraph. Authors are expected to describe the knowledge and foundations underlying their research approach, and theoretical concepts that give meaning to data or to proposed decision support methods, and to demonstrate how they are relevant to organizations in the realm of project management. Papers that speculate beyond current thinking are more desirable than papers that use tried-and-true methods to study routine problems, or papers motivated strictly by data collection and analysis.

Authors should strive to be original, insightful, and theoretically bold; demonstration of a significant value-added advance to the understanding of an issue or topic is crucial to acceptance for publication. Multiple-study papers that feature diverse methodological approaches may be more likely to make such contributions.

Authors should make contributions of specialized research to project, program, and portfolio management theory and to the theory of the project-oriented organization or project network. They should define any specialized terms and analytic techniques used. Papers should be well-argued and well written, avoiding jargon at all times. *Project Management Journal®* does not prefer subjects of study, as long as they are in the project, program, or portfolio management field, or in the field of the project-oriented organization or project network, nor do we attach a greater significance to one methodological style than another does.

**Avoid Use of Commercialism**

Papers should be balanced, objective assessments that contribute to the project management profession or provide a constructive review of the methodology. Papers that are commercial in nature (e.g., those that endorse or disparage specific products) will not be published.

Editing Your Paper

Make sure papers adhere to the theme or question to be answered. Write in clear and concise English, using active rather than passive voice. Manuscripts should not exceed 12,000 words, inclusive of figures, tables, and references. Count each figure and table as 300 words.

Manuscript Format/Style

All manuscripts submitted for consideration should meet the following guidelines:

* All papers must be written in the English language (American spelling).
* The title page of the manuscript should only include the title of the paper.
* To permit objective double-blind reviews by two referees, the abstract, first page and text must not reveal the author(s) and/or affiliation(s). When authors cite their own work, they should refer to themselves in the third person. Any papers not adhering to this will be returned.

**Formatting the Paper**

Papers must be formatted in an electronic format using a current version of Microsoft Word. For Mac users, convert the file to a Windows format. If the conversion does not work, Mac users should save files as Word (.doc) files.

**Fonts**

Use a 12-point Times or Times New Roman font for the text. You may use bold and italics in the text, but do not underline. Use 10-point Helvetica or Arial font for text within tables and graphics.

**Margins**

Papers should be double-spaced and in a single-column format. All margins should be 1 inch.

**Headings**

Use 1st, 2nd, and 3rd-level headings only. Do not number headings.

References, Footnotes, Tables, Figures, and Appendices

Always acknowledge the work of others used to advance a point in your paper. For questions regarding reference format, refer to the current edition of the Publication Manual of the American Psychological Association. Identify text citations with the author name and publication date in parentheses, (e.g., Cleland & King, 1983), and listed in alphabetical order as references at the end of the manuscript. Include page numbers for all quotations (page numbers should be separated by an en dash, not a hyphen).

Follow the formats in the examples shown below:

**Baker, B. (1993)**. The project manager and the media: Some lessons from the stealth bomber program. *Project Management Journal*, 24(3), 11–14.

**Cleland, D. I., & King, W. R. (1983)**. *Systems analysis and project management*. New York, NY: McGraw-Hill.

**Hartley, J. R. (1992)**. *Concurrent engineering*. Cambridge, MA: Productivity Press.

It is the author´s responsibility to obtain permission to include (or quote) copyrighted material unless the author owns the copyright. Use the permission form, which is available at the [Manuscript Central site](https://mc.manuscriptcentral.com/pmj).

Graphics and Illustrations

Be sure to number tables and figures with Arabic numerals, include titles for each, and insert them in their preferred location within the body of the text. In addition, provide artwork in 300-dpi jpg, tiff, or PowerPoint formats.

Tips for creating graphics:

* Provide only the essential details (too much information can be difficult to display).
* Color graphics are acceptable for submission, although Project Management Journal® is published in grayscale.
* Helvetica or Arial font should be used for text within the graphics and tables.
* Figure numbers and titles are centered and appear in boldface type below the figure.
* Table numbers and titles are centered and appear in boldface type above the table.
* Figures and tables should be cited and numbered consecutively in the order in which they appear in the text.
* Tables with lines separating columns and rows are acceptable.

Use an appendix to provide more detailed information, when necessary.

Submission Policy

Submit manuscripts electronically using *Project Management Journal®’s*[Manuscript Central site](https://mc.manuscriptcentral.com/pmj).

Manuscript Central is a web-based peer review system (a product of ScholarOne). The authors will be asked to create an account (unless one already exists) prior to submitting a paper. Step-by-step instructions are provided online. The progress of the review process can be obtained via Manuscript Central. Other questions regarding publication may be sent to [kim.shinners@pmi.org](mailto:kim.shinners@pmi.org).

Manuscripts should include the following in the order listed:

* *Title page*. Include only the title of the manuscript (do not include authors’ names).
* *Abstract*. Outline the purpose, scope, and conclusions of the manuscript in 100 words or less. \* Keywords. Select 4 to 8 keywords.
* *Headings*. Use 1st, 2nd, and 3rd-level, unnumbered headings.
* *Text.* To permit objective reviews by two referees, the abstract, first page and the rest of the text should not reveal the authors and/or affiliations.
* *References*. Use the author-date format.
* *Illustrations and tables.* These should be titled, numbered (in Arabic numerals), and placed on a separate sheet, with the preferred location indicated within the body of the text.
* *Biographical details for each author.* Upon manuscript acceptance, authors must also provide a signed copyright agreement.

By submitting a manuscript, the author certifies that it is not under consideration by any other publication; that neither the manuscript nor any portion of it is copyrighted; and that it has not been published elsewhere. Exceptions must be noted at the time of submission.

Authors using their own previously published or submitted material as the basis for a new submission are required to cite the previous work and explain how the new submission differs from the previously published work. Any potential data overlap with previous studies should be noted and described in the letter to the Editor. The editorial team makes software-supported checks for identifying plagiarism and self-plagiarism.

Accepted manuscripts become the property of PMI, which holds the copyright for materials that it publishes. Material published in *Project Management Journal®* may not be reprinted or published elsewhere, in whole or part, without the written permission of PMI.

Accepted manuscripts may be subject to editorial changes made by the Editor. The author is solely responsible for all statements made in his or her work, including changes made by the editor. Submitted manuscripts are not returned to the author; however, reviewer comments will be furnished.  
[Upload Manuscript](https://mc.manuscriptcentral.com/pmj)

Review Process

The reputation of *Project Management Journal®* and contribution to the field depend upon our attracting and publishing the best research. *Project Management Journal®* competes for the best available manuscripts by having the largest and widest readership among all project management journals. Equally important, we also compete by offering high-quality feedback. The timeliness and quality of our review process reflect well upon all who participate in it.

**Developmental Reviews**

It is important that authors learn from the reviews and feel that they have benefited from the *Project Management Journal®* review process. Therefore, reviewers will strive to:

* **Be Specific.** Reviewers point out the positives about the paper, possible problems, and how any problems can be addressed. Specific comments, reactions, and suggestions are required.
* **Be Constructive.** In the event that problems cannot be fixed in the current study, suggestions are made to authors on how to improve the paper on their next attempt. Reviewers document as to whether the issue is with the underlying research, the research conclusions, or the way the information is being communicated in the submission.
* **Identify Strengths**. One of the most important tasks for a reviewer is to identify the portions of the paper that can be improved in a revision. Reviewers strive to help an author shape a mediocre manuscript into an insightful contribution.
* **Consider the Contribution of the Manuscript.** Technical correctness and theoretical coherence are obvious issues for a review, but the overall contribution that the paper offers is also considered. Papers will not be accepted if the contribution it offers is not meaningful or interesting. Reviewers will address uncertainties in the paper by checking facts; therefore, review comments will be as accurate as possible.
* **Consider Submissions from Authors Whose Native Language Is Not English**. Reviewers will distinguish between the quality of the writing, which may be fixable, and the quality of the ideas that the writing conveys.

**Respectful Reviews**

PMI recognizes that authors have spent a great deal of time and effort on every submission. Reviewers will always treat an author’s work with respect, even when the reviewer disagrees or finds fault with what has been written.

**Double-Blind Reviews**

Submissions are subjected to a double-blind review, whereby the identity of the reviewer and the author are not disclosed. In the event that a reviewer is unable to be objective about a specific paper, another reviewer will be selected for that paper. Reviewers will not discuss any manuscript with anyone (other than the *Project Management Journal®* Editor) at any time.

**Pointers on the Substance of the Review Theory**

* Does the paper have a well-articulated theory that provides conceptual insight and guides hypotheses formulation?
* Does the study inform or improve our understanding of that theory?
* Are the concepts clearly defined?
* Does the paper cite appropriate literature and provide proper credit to existing work on the topic? Has the author offered critical references? Does the paper contain an appropriate number of references?
* Do the sample, measures, methods, observations, procedures, and statistical analyses ensure internal and external validity? Are the statistical procedures used correctly and appropriately? Are the author’s major assumptions reasonable?
* Does the empirical study provide a good test of the theory and hypotheses? Is the method chosen appropriately for the research question and theory?
* Does the paper make a new and meaningful contribution to the management literature in terms of theory, empirical knowledge, and management practice?
* Has the author given proper citation to the original source of all information given in the work or in others’ work that was cited?

**Adherence to the Spirit of the Guidelines**

Papers that severely violate the spirit of the guidelines (e.g., papers that are single-spaced, papers that use footnotes rather than conventional referencing formats, papers that greatly exceed 40 pages), or which do not clearly fit the mission of the *Journal* will be returned to authors without being reviewed.