

## 1: Most Cited International Journal of Project Management Articles - Elsevier

*The Brazilian elections and its reflection on project management (Project Management Report from SÃ£o Paulo) By Mauricio Lopes (Brazil) Updates from Project Management Association Finland (Project Days Conference), PMI Finland Chapter, Olkiluoto 3 and Hanhikivi 1 nuclear power plants, Helsinki's LÃ¤nsimetro extension, Raide-Jokeri light.*

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## 2: Project Management Articles by Leading PM Experts

*What Constitutes a Contemporary Contribution to Project Management Journal? By MÃ¼ller, Ralf|Klein, Gary This is the first in a series of editorials designed to provide authors with guidance for future submissions to Project Management Journal® (PMJ).*

Traditional approaches to project management emphasize long-term planning and a focus on stability to manage risk. Image courtesy of NASA. All three types of events can become problems that need to be addressed by the project manager. The objective of this article is to describe how successful project managers cope with this challenge. Here are two examples of advanced organizations that took steps to modify their cultures accordingly. A group of 23 project managers who had come from all over NASA to participate in an advanced project management course declared mutiny. This led to a rewriting of numerous NASA procedures. According to the traditional approach, project success can be achieved by focusing on planning and on controlling and managing risks. Although the popularity of this approach has sharply increased across industries, research covering a wide variety of projects consistently reveals poor performance. A large percentage of projects run significantly over budget and behind schedule and deliver only a fraction of their original requirements. The other side in this debate is best represented by a newer project management approach popular within the software industry. However, even proponents of the agile approach acknowledge that this approach is best suited to small projects and teams. The first role, developing collaboration, is performed early on during the project. The second role, integrating planning and review with learning, is performed periodically. The third role, preventing major disruptions, is performed occasionally. The fourth role, maintaining forward momentum, is performed continuously. Believing that management is best learned by emulating exemplary role models, we focused our studies on a selective sample of the best practitioners in their respective organizations. Our first approach consisted of field studies and structured research tools, particularly 40 interviews two to four hours each and 20 observations four hours to a week each of practitioners in the following organizations: For our second approach, we convened project teams and facilitated reflective dialogues in which participants shared their stories and practices from recent projects. We collected most of the cases, stories and practices through our role as the facilitators of the project management knowledge-development and -sharing communities in three organizations. Project managers from the following organizations participated in these community of practice meetings: Through consulting engagements with four project-based organizations â€” Boldt, Parsons Brinckerhoff the multinational engineering and design firm headquartered in New York City , Skanska the Scandinavian construction and property development group and Turner Construction â€” we validated and refined our understanding and developed the four-role framework presented in the current article. We then tested and refined this framework in our work with the Boldt project management knowledge-development and -sharing community. The model presented in this article is the result of a final refinement process, which included a series of interviews with 10 project managers and 10 senior managers. Develop Collaboration Since project progress depends on the contribution of individuals who represent different disciplines and are affiliated with different parties, collaboration is crucial for the early detection of problems as well as the quick development and smooth implementation of solutions. The importance of collaboration can be demonstrated by the following two examples in which projects failed. Pathfinder, Climate Orbiter and Polar Lander. Although all three projects were conducted under the same guiding principles, were of comparable scope and shared many elements even some of the same team members , Pathfinder was a success, whereas the other two missions failed. Flores expected to find that the Pathfinder project differed from the other projects in a variety of factors, such as resources, constraints and personnel. Although this was true to some extent, he found that the primary factor distinguishing the successful mission from the failed missions was the level of collaboration. The Pathfinder team developed trusting relationships within a culture of openness. That trust never developed in the other two projects. Its telescope was so delicate it had to be sealed inside a solid hydrogen cryostat. Allan devised a three-stage plan. First, he selected team members who could operate in a university environment â€” people

who knew when to bend or even break the rules. Second, he relocated his JPL team to a university environment California Institute of Technology , recognizing that it might be difficult to develop an open, flexible culture at JPL. Third, he came up with an uncommon process for interacting with the scientists. Having dealt with NASA before, they tended to believe that someone coming from JPL would demand a lot of paperwork, lay out sets of rules to be followed and expect things to be done a certain way. When unexpected events affect one task, many other interdependent tasks may also be quickly impacted. Thus, solving problems as soon as they emerge is vital for maintaining work progress. To facilitate this, Allan and his team of five to eight members traveled to each university and stayed on site for an extended period of time. By spending days and nights with the scientists and helping them solve their problems “ not as auditors but as colleagues ” the JPL team gradually became accepted as partners. The various parties to the project are loosely coupled, whereas the tasks themselves are tightly coupled. When unexpected events affect one task, many other interdependent tasks are quickly affected. Yet the direct responsibility for these tasks is distributed among various loosely coupled parties, who are unable to coordinate their actions and provide a timely response. Project success, therefore, requires both interdependence and trust among the various parties. Three months into construction, the contractor accidentally placed a set of foundations 10 inches inside the planned periphery and poured about lineal feet of striped foundation in the wrong place. Recognizing that firm commitments cannot be made on the basis of volatile information, they develop plans in waves as the project unfolds and information becomes more reliable. With their teams, they develop detailed short-term plans with firm commitments while also preparing tentative long-term plans with fewer details. To ensure that project milestones and objectives are met, these long-term plans include redundancies, such as backup systems or human resources. In the traditional planning approach, the project team attempts to answer the question: In the rolling wave approach, project managers also attempt to answer the question: What can we learn from the performance data to improve the next cycle of planning? In particular, they attempt to learn from their mistakes “ to prevent an unexpected event from recurring.

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