



PMI® Leadership Institute Meeting

16-18 May, 2008 | St. Julians, Malta

The Importance of Project Management Education and Research to the Profession and You

An Overview of PMI's Academic and Educational Programmes and Services Department

Dr. Edwin J. Andrews



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PMI's Core Purpose

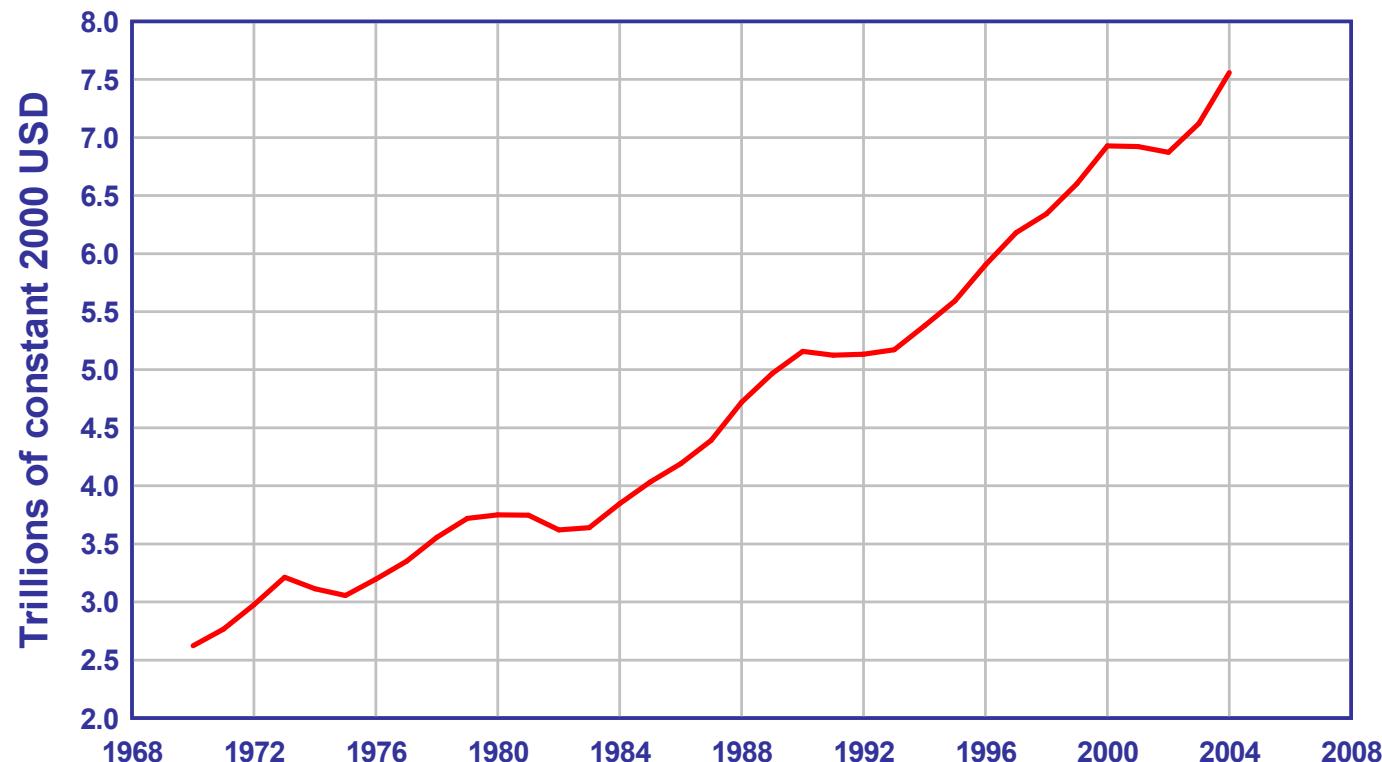
To advance the practice, science and profession of project management.



Why is PM Important?

World Gross Fixed Capital Formation

Source: World Bank *World Development Indicators Online Database*





Why is it important?

Estimated Value of Worldwide Projects

- The World Bank tracks Gross Fixed Capital Formation
- Latest data is from 2004 (reported in 2005)
- By definition Gross Fixed Capital Formation comprises the bulk of projects worldwide.
- World Gross Capital Formation has steadily increased since 1970
- 7.5 Trillion dollars represented World Gross Fixed Capital in 2004

Projects account for 21% of the world GDP or
1/5th of the world's value generation.

PMJ Editorial. Vol. 38(2) p 3-4, 2007



PMI Higher Education Outreach

- **Thought leadership through research and standards**
- **Development of knowledgeable practitioners through education**
- **Relationships with higher education institutions through accreditation and support programs**



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Academic and Educational Programs & Services (AEPS) Overview



Global Context

- Increasing Global Projects (Fixed Capital Formation) = more PMs needed
- Aging Population of Senior PMs = retirement
- Lack of Recognition by Academe = few schools teaching PM/ offering degrees
- All above = Supply-Demand Gap in PMs



AEPS Long Term Goals

- Have PM recognized as an academic discipline
- Increase the supply of knowledgeable PMs to lessen the gap.



Global Strategy

- Create Strong Benefit Propositions for cooperation of:
 - Associations
 - Corporations
 - Governments
 - Academe
- Regionally tailor strategy to meet country needs



Global Strategy

- Partner with academic associations
 - Capitalize on linkages of corporations with academe
- Optimize the role of governments in supporting academe
- Mobilize academe to realize it's opportunity



PMI Academic Services

- **Resources for Faculty, Students and Academic Institutions**
 - **Biennial research conference**
 - **Research and education grants**
 - **Standards development**
 - **Research Working Sessions**
 - **Academic Forums**
 - **Academic network for faculty and students**
 - **Case studies**



- **Resources for Faculty, Students and Academic Institutions**

- **Research Survey assistance (Survey Links)**
- **Project Management Journal**
- **PMI Bookstore and Knowledge and Wisdom Center**
- **PMI Educational Foundation scholarships and research paper awards**
- **Student memberships in PMI**
- **Communities of practice (33) such as the PMI Specific Interest Groups and “Colleges”**



PMI Academic Services

Institutional Resources

- **PMI Registered Education Provider program**
 - **900+ approved training providers in 55 countries**
 - **100 universities currently participating**
- **Academic Library Memberships**
- **Global accreditation program for PM degree granting institutions**
- **Global grants for PM research**



PM Degree Programs

1994

- **Primarily construction management degrees**
- **2 Bachelor and 9 Master level PM degrees**

2007

- **Business, construction and engineering schools**
- **300+ PM focused programs at 280+ institutions**



Global Accreditation Center for Project Management

- **Member - Association of Specialized and Professional Accreditors**
- **Memberships in related quality assurance organizations**
 - **Association for the Accreditation of Colleges and Schools of Business (AACSB)**
 - **European Foundation for Management Development (EFMD)**



GAC Accredited Programs

- **14 Accredited schools**
- **14 Candidate schools**
- **17 letters of interest**



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The PMI Research Programme



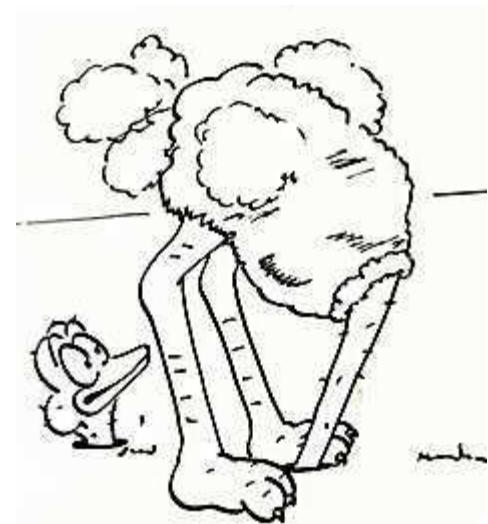
Professions are Knowledge Based

Professions are specialized fields supported by an academic base of knowledge which, itself, expands through research.



Why be concerned with “academic” research?

- THEORIES
- SOLUTIONS
- PRACTICES
- BEST PRACTICES
- STANDARDS





Research is important because it defines
the future of project management.

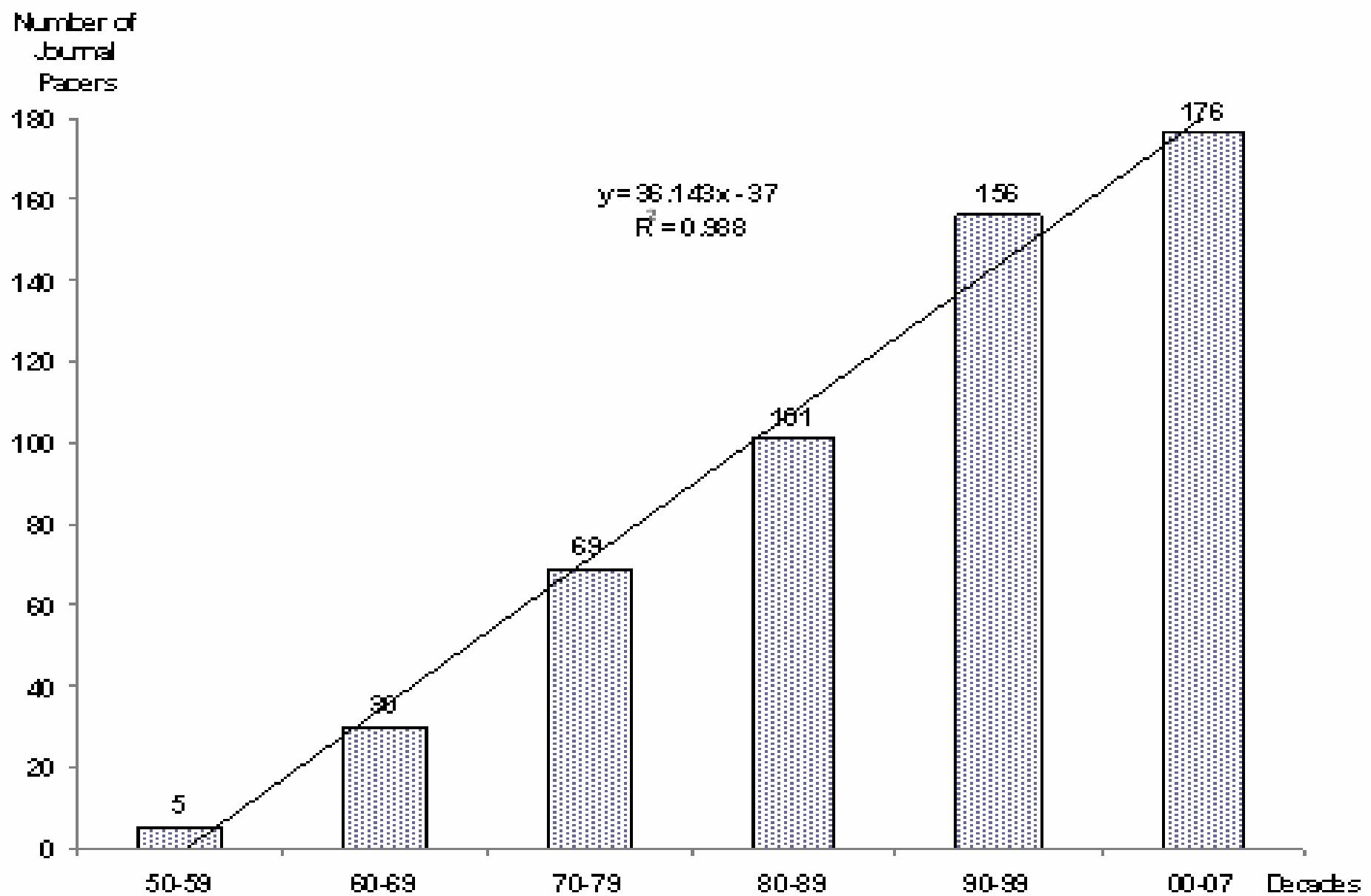
The PMI Research Program is the
acknowledged leader in support of global PM
research, PM knowledge creation and the
application of research to PM practice.



PMI Research Department

- **Formed in 1997**
 - **Advance knowledge through research**
 - **Share knowledge**
 - **Apply Knowledge**
- **Over \$14 Million expended**

Number of Publications by Decades



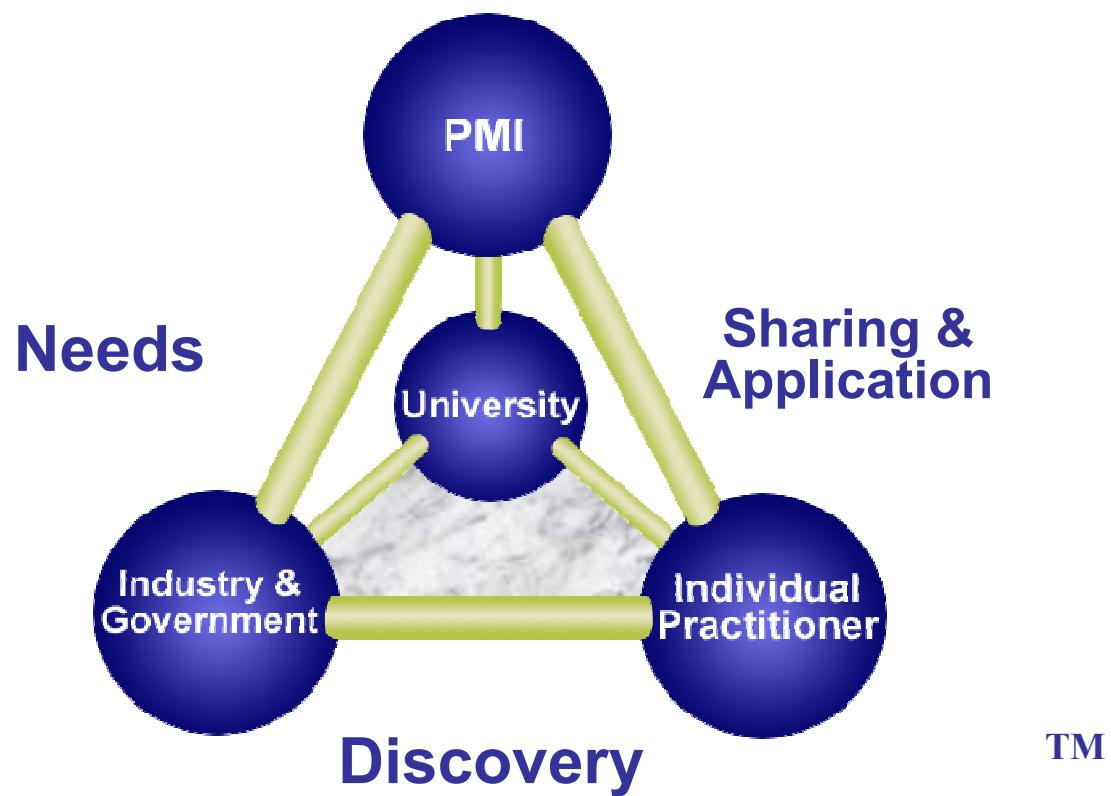
Anbari, F and Kwak, Y: *The Impact on PM of Trends in Allied Disciplines*. In press, 2008



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The Catalyst





Research Member Advisory Group

- Anne-Marie Frizzi – Texas Instruments, Nice, France
- Brian Hobbs, PhD, PMP – Univ. of Quebec, Canada
- Klaus Brockhoff, PhD - WHU – Otto Beisheim School of Management, Vallendar, Germany
- Maria Romanova PhD, PMP, Olympic Committee Sochi 2014, Moscow, Russia
- Chris Stevens, PhD – Transfield Services, Sydney, Australia
- Terry Williams, PhD, PMP – Southampton Univ., UK



Research Programme

- **Research grants**
- **Working sessions**
- **Survey links**
- **Dedicated networking website**
- **Biennial Research Conference**
- **Research publications**
 - **Monographs**
 - **White papers**
 - **Books**



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- Dedicated Research Program web page
 - Easily accessible from the PMI home page
 - www.pmi.org

Sharing Knowledge

Resources

Virtual Library



Research

Advancing the Profession

Current Research

Completed Research

Ideas for Research

Research Request for Proposal
Process

PMI's Research Conference

Research Program Working
Sessions

Research Member Advisory
Group

PMI Online Research
Community

Publications

Standards

Become a PMI Member

Become a member of our global community of more than 240,000 professionals in over 160 countries.

[Join Now](#)

Resources



Virtual Library

The PMI® James R. Snyder Center for Project Management Knowledge & Wisdom helps to advance project management practice and learning by cataloging PMI-published literature, managing the electronic repository of PMI conference and periodical literature, and assisting project management practitioners in finding the information they need.

[Learn How To Use the Virtual Library](#)

Publications

PMI publishes a wide range members of all audiences, fi management practitioner to Members of PMI receive thes informative publications as a membership.

[View the PMI Publications](#)

Global Standards

Global standards are crucial management professional b a basic project managemen applied consistently worldwi standards have helped estal the premier authority in proje helping it mature into the glo today.

[Learn About the Global Stan](#)

Research

PMI's Research Department helps cultivate the project management body of knowledge by sponsoring and distributing research worldwide to the project management community.

[Learn About the PMI Research Program](#)



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SURVEY LINKS

- The Relationship Among Organizational Culture, Project Management **Maturity**, and Business Performance.
- The Strategic **Maturity** of Projects.
- Applying **Quality** Management to IT Projects.
- **Leadership** Styles in Project Management: An Analysis Using the Multifactor Leadership Questionnaire.
- The Influence of **Leadership** Behaviors on Virtual Team Member Motivation in New Product Development.
- Influences on **Organizational Alignment** in the Execution of Projects According to Business Strategy.
- Innovate, Don't Alienate: How Componential Factors and Constraints Enhance Creativity in **New Product Ideation**.
- Trans-cultural Project **Leadership**.
- Systems Led **Organizational Change**: Three Decades of the Same Problems.
- Critical Links Between **Group Dynamics** and Individual Expressions of Innovativeness.



Research Community Website

- Events
- Polls
- Open Discussion & Commentary Forum
- Articles and Presentations
- PM Expert Database
- Link to Research Page of PMI Website
- To participate contact:
research.program@pmi.org



Sponsored Research

- Currently 3 books awaiting publication
- 18 active projects, globally
 - 5 in Europe
 - 4 in Asia-Pacific
 - 9 in North America



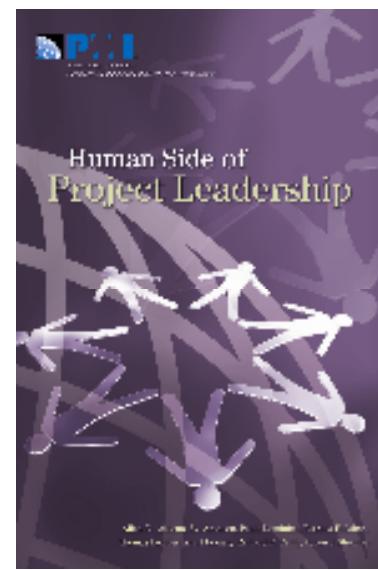
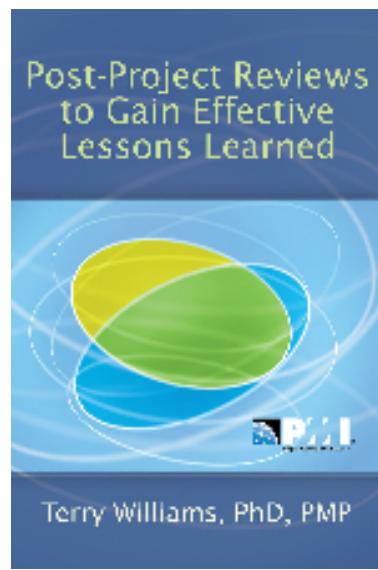
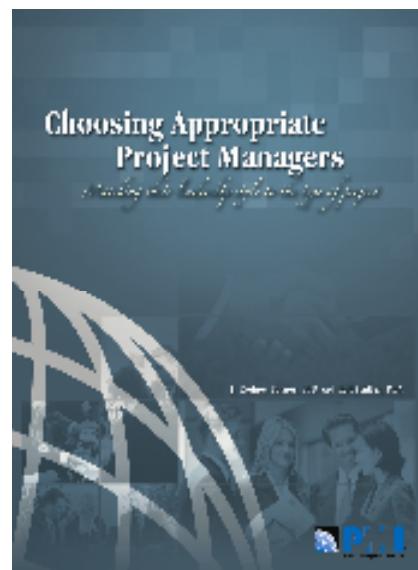
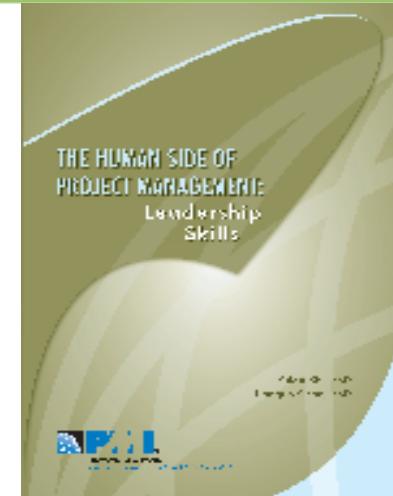
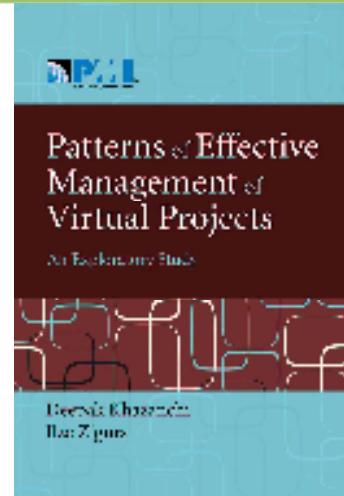
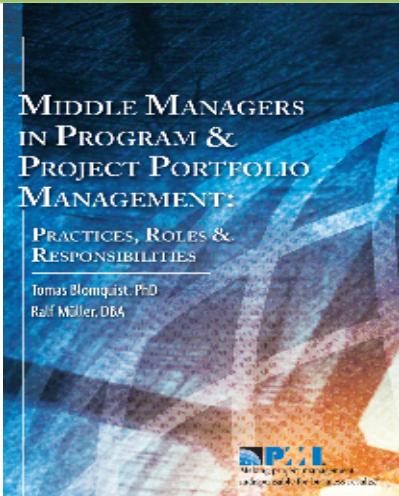
2008 Research Projects

- A Global and Cross Industry Perspective on EVM Practice and Future Trends
(funded by the College of Performance Management)
- The Value Mindset of Project Managers and its Influence on Project Success
- The Use and Development of Emotional Intelligence Abilities in Projects
- Coping with Stress in Organizational Roles Through Team Learning
- Identifying the Forces Driving Frequent Changes in PMOs
- Increasing project Flexibility: Preparing for the Unknown in the Concept Stage
- Refining the Knowledge Production Plan



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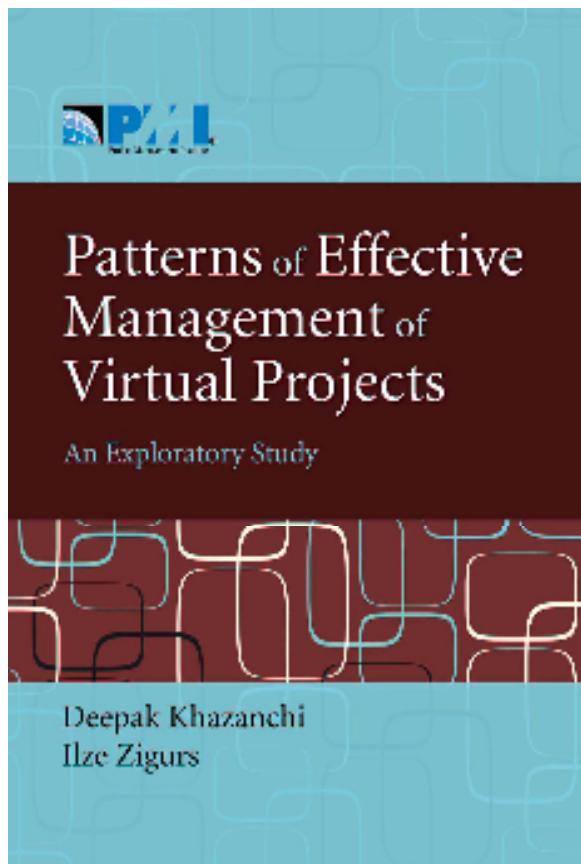
Monographs and Books.

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Patterns of Effective Management of Virtual Projects (published 2006)



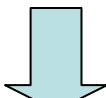
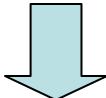
Deepak Khazanchi and Ilze Zigurs – University of Nebraska at Omaha

- Hypothesized that Patterns could be identified.
- Looked at Lean, Hybrid and Extreme Projects
- Found distinct patterns
 - Lean projects required Control
 - Hybrid projects required Coordination
 - Extreme projects required Communication
- Patterns were UNIQUE to project type
- Book lists 32 annotated tools for virtual projects



The study concluded with an annotated listing of 32 tools for use in virtual projects.

- The Theory → Patterns of virtual projects can be identified.

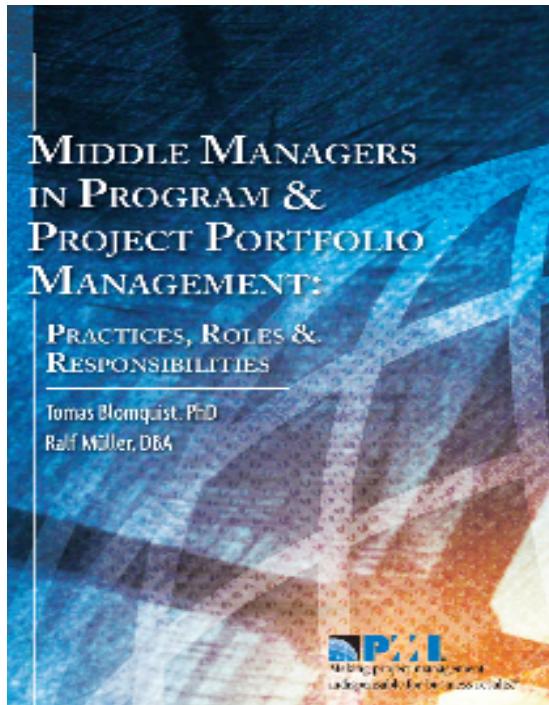
- The Solution → Validation of a typology

- The Practice → Pattern identification

- Best Practices? → Combine pattern by project type and utilize optimum tools?

Why do academic research?

Because it works !!!



Middle Managers in Program & Project Portfolio Management: Practices, Roles & Responsibilities (published 2006)

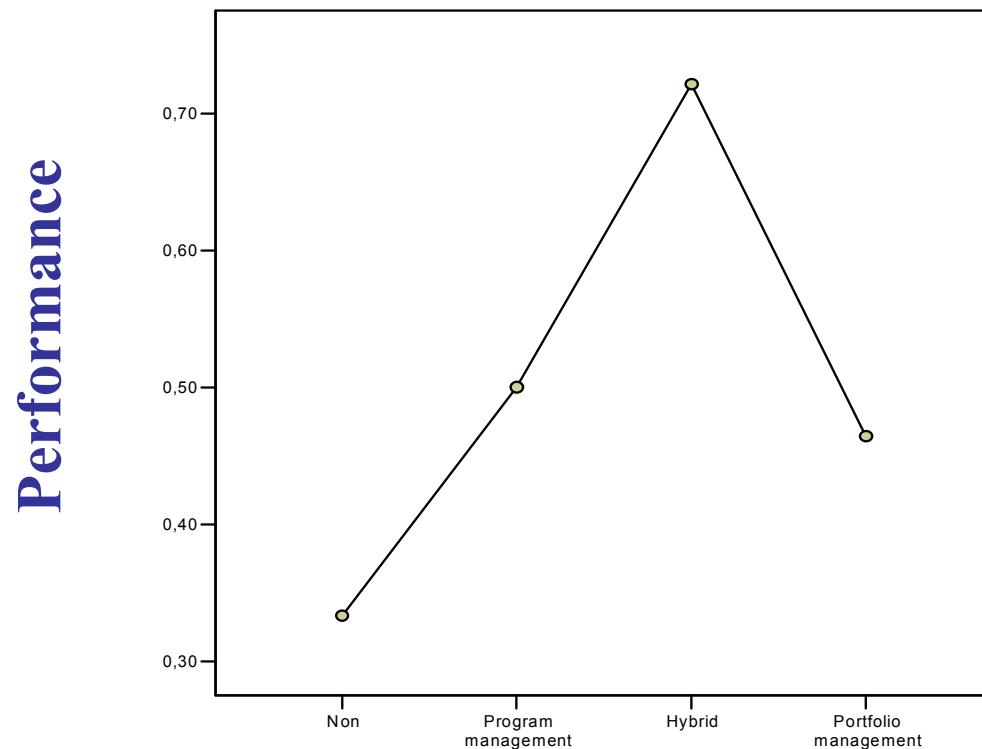


Tomas Blomquist and Ralf Müller, Umeå University

- Impact of organization's complexity on program and portfolio management?
- Identify practices, roles and responsibilities of middle managers in successful organizations
- Global study of 251 project, program and portfolio managers



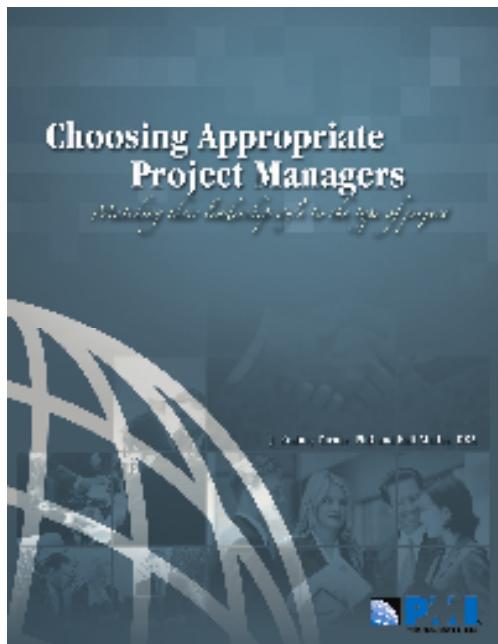
Maturity Matters!



Organizational Complexity



Choosing Appropriate Project Managers: Matching their Leadership Style to the Type of Project (published 2006)



***J. Rodney Turner and Ralf Müller – ESC Lille
and Umeå University***

Challenged two common perceptions:

- **Project Managers are tacticians**
- **Project Management is universal across industries and projects**



Leadership competencies having the greatest impact on project success...

Emotional Competencies*

- Self-awareness
- Emotional Resilience
- Intuitiveness
- Interpersonal Sensitivity
- Influence
- Motivation
- Conscientiousness

* Dulewicz and Higgs, J. Managerial Psych. 15: 341-368, 2000



The research dispelled the perception that PMs are mere tacticians and demonstrated the value of key leadership competencies in specific types of projects.



The Value of Implementing Project Management

Scope Statement

- *To definitively measure, by qualitative and quantitative means, the value of PM to organizations; regardless of industry, size or geographical location.*



Deliverables

- **Extensive literature review**
- **International workshops with 30+ academic and practitioner subject experts**
- **60+ detailed case studies (global)**
- **Reliable and credible guidelines to organizations to evaluate ROI for their PM implementation**
- **Statistical benchmarks for organizational comparisons**



Major Activities

- Phase 1- “In Search of Value”
 - Define Constructs and Data Collection Strategy
 - Conduct Pilot Studies to Test Strategy
- Phase 2- “Calculating Value”
 - Conduct Case Studies
 - Analyze and Generalize
 - Conduct Survey



2008

PMI RESEARCH CONFERENCE

13-16 JULY 2008 | WARSAW, POLAND

Registration Now Open

www.pmi.org



PMI Research Conference

- **Biennial**
- **7 Plenary Presentations**
- **51 Peer reviewed proffered papers**
- **Up to 400 attendees from 30+ countries**
- **Theoretical and applied papers**
- **Student Poster Sessions**
- **Networking events**
- **Research Awards**



2008 Plenary Speakers

- **Herman Aguinis PhD**, Editor *Organizational Research Methods*, University of Colorado, United States
- **Dov Dvir PhD**, Ben Gurion University, Israel
- **Martin Hoegl PhD**, Otto Beisheim School of Management, Germany
- **Shaopei Lin PhD**, Shanghai Jiao Tong University, P.R.C.
- **Andrew Pettigrew PhD**, Dean, School of Management, Bath University, United Kingdom
- **Janice Thomas PhD**, Athabasca University, Canada and **Mark Mullaly**, Interthink Consulting, Canada
- **Velimir Srica, PhD**, Professor of Business & Economics and Vice Dean, University of Zagreb, Croatia



Research Working Sessions - 2008

- Regional focus – timely topics
- Interactive discussions with academic and business leaders
- Networking opportunities
 - Asia Pacific (Sydney, Australia)
 - EMEA (St. Julians, Malta)
 - Latin America (Sao Paulo, Brazil)
 - North America (Denver, CO, USA)



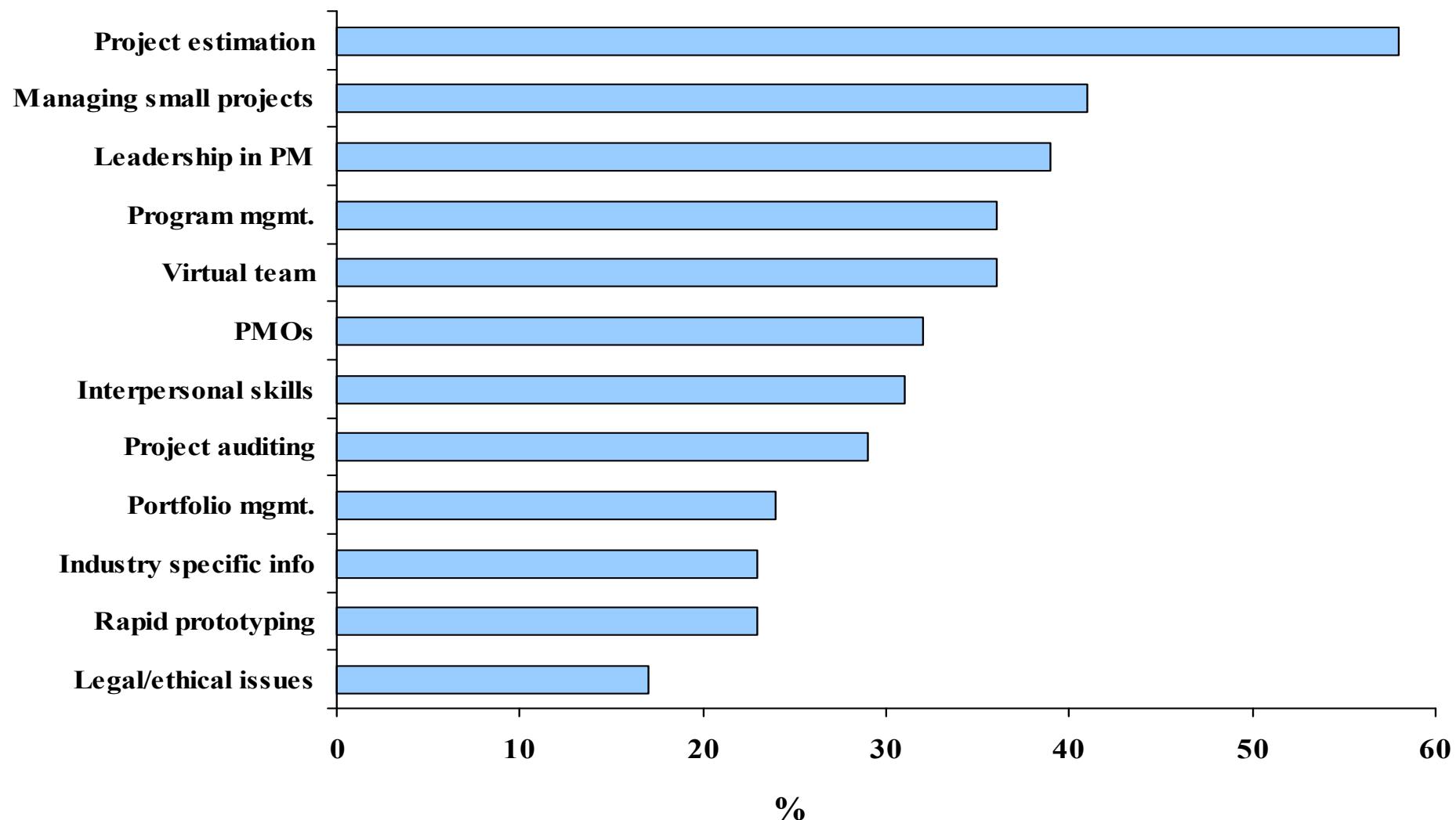
New Congress Research Track

- Each Global Congress
- Applied research topics
- If interested in submitting a paper contact:

research.program@pmi.org

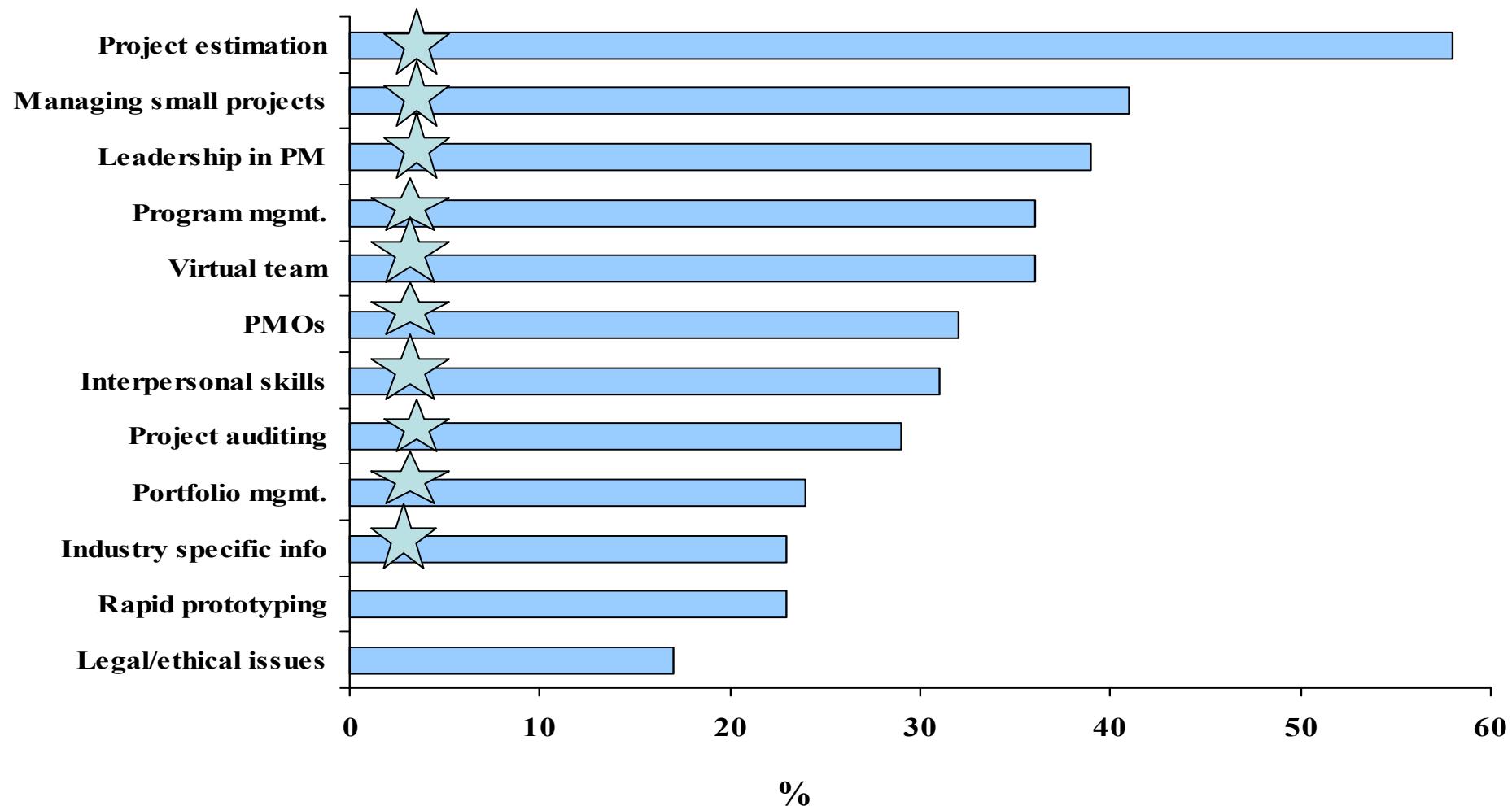


Topics of Interest – *For PMI To Address*





Topics of Interest – *For PMI To Address*





The Importance of Project Management Education and Research to the Profession

- **Academic research leads to new methods, processes and tools as well as a better utilization of personnel resources in project management practice**
- **Educational programs provide the profession with greater numbers of knowledgeable project managers**



Research is the lifeblood of any profession

- It should be supported and nurtured for its merits
- Its rewards will automatically flow to practice



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For Additional Information

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