In this issue

Realigning the focus to modern project management.

The projects are definitely at the heart of corporate movements. They are sprawled across the organization both transversely and vertically in the business units, from top management involved in the strategic and financial areas, passing through cluster innovation *(R & D)*, and to the operation, sales, marketing and HR. This is an increasingly common scenario in various types and sizes of organizations, whether in public, private, third-sector, start-ups/incubators and so forth, in mega-corporations and SMBs - Small and Medium Businesses. They are also present in the various market segments, as well as in manufacturing companies and services. Anyway, projects are decidedly used by organizations in the pursuit of some form of corporate results.

In practice, organizations need to deal with common projects, multi-lateral projects, complex projects and innovation projects, and potentially a mix between these. Add to these the dynamics of contexts, the behavioral and technical competence, and we then arrive to the reality of most businesses. Therefore, it is quite reasonable to think that a diverse set of standards / processes *(best practices)*, skills and support tools are needed to handle this scenario. To apply this body of knowledge to each situation encountered in organizations requires changes, and these changes can be minor adjustments in every part of this set, or they can also be large, it will eventually depend on the type of business of the organization and how "fierce" it wants to be and can operate in its market niche.

So what could be the role of the Project Manager, the PPM - Portfolio Project Management and PMO - Project Management Office in this scenario, aiming to provide organizational agility and better results?

To realign this reality would require further focus on PMO as a permanent organization to support temporary structures *(projects)*, and more than that, a robust integration with PPM in order to supply tools to help cope with the diversity of the projects and the means to recalibrate each instrument to support specific projects *(best practices)*. Moreover, contribute to building skills for project management. As for the project manager, his role would be to show the way in each project, orchestrating between integration and flexibility with a focus on results. This could be one of

the possible directions to seek realignment to this new reality, always keeping in mind the practical issues in order to face the day-to-day challenges of the organizations' short, medium and long-term problems.

How can academic research bring more contributions to this current picture?

One possible answer would be to advance the maturity of integrated frameworks at various levels of management and operation of an organization. This assists in assessing the complexity and interdependencies of the object of the project, its activities, people, resources and their compositions, in addition to the internal and external context variations of the organizations involved. Yet without neglecting the behavioral skills involved in each of these sets and their variations. A framework composed of multiple level matrices to map the direct and dynamic relationships of the object of a project, and thus enable the manager to have a close holistic view of the main implications of the project objective. Striving to create a social and knowledge web related to the main schools of thought in this area, namely: optimization modeling, governance, behavior, success, decision, process, contingency, and marketing *(Turner, Anbari and Bredillet, 2013)*.[1]

In the core of this realignment is the importance of understanding the implications of the movement of each node in this complex network linked to a project. Perhaps this level of visibility could pave the way to many advances in the field. Moreover, it could provide new areas and styles of work that were previously not imaginable because of a short-sightedness that prevented from perceiving where the organizations' practical difficulties lie. Another likely impact of this realignment would be the closer relationship between the contributions of academic research and the practical outcomes of organizations.

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1   Turner, J. R., Anbari F. T., Bredillet C. N. (2013). Perspectives on research in project management: the nine schools. Published online: 16 January 2013. International Network of Business and Management 2013.