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In this issue

In this issue the selected papers explore irreplaceable values
in project management, such as for instance uncertainty
ingrained in the initiative drivers by projects. In the text
“**Curing the Flaw of Averages by Re-thinking Uncertainty**”
the author draws attention to the errors commonly made in
project estimates caused by using averages in the calculations.
Probability management is delineated by Sam Savage expertise
and covered in this short paper.

The emergence of new values, such as institutional context,
also makes a difference on how to better manage projects,
which is discussed in the invited paper “**Developing the
Institutional Context for Projects**” from the authors Peter
Morris and Joana Geraldi. A fundamental base for managing
projects with better delivery results by implementing them in
the appropriate environment.

On the other hand we have a traditional value – Recognition.
In the paper “**Praise youth and it will prosper! PMI Bel-
gium’s recognition of young PM potential**” shows how an
institute that promotes project management can contribute to
the development of future professionals in this area.

In the paper “**Uniformity in project-based working**” the au-
thor introduces other important value in project management
— Uniformity. This value is especially expressed in the *a) way
of thinking, b) way of working and c) way of writing*. The first
focuses on classifying defined priorities within the strategic
level and aligned with this strategy, the second, is in fact the
process regarding how the manager navigates through the
project lifecycle. And the third is considered as a support by
templates and/or tools.

The innovation value. Explored by the paper “**Shifting to
Integrated Solutions: Reconciling Innovation and Project
Management**” it show us that innovation management and
project management have different roots and initial drivers,
but over the last years growing research has been undertaken
in order to point out the interconnectedness of both approach-
es. However according to the author, not many research works
have demonstrated how innovation and projects interact and
are implemented in practice.

A theme addressed by the paper “**How to assess actors for an
Open Innovation-project?**” presents an integrated assessment
approach for determining the relevant actors within a previ-
ously identified pool of stakeholders which contributes to open
innovation.

The integration value. In the paper “**Designing an integrat-
ed project, Program and portfolio system**” by a systematic
approach in managing interdependencies based on exploring
the flow of information between projects at three different
levels, two major outcomes can be concluded. In our system-
atic DSM/DMM approach we explore how projects can be
organized in programs and in portfolios.

With regards to portfolio management we have also the paper
“**A Technique to Calculate Correlations among Software
Projects in a Portfolio Selection Setting Based on the Mod-
ern Portfolio Theory**”, which applies Harry Markowitz’s Mod-
ern Portfolio Theory for maximizing the return x risk profile of
such portfolio projects.

The leadership value: In the paper “**Mapping project manag-
er’s leadership competencies and styles to project success:
a theoretical framework**” the author shows how the influence
of project managers’ styles and/or competencies has been ex-
amined in the past, however no substantial study has yet been
conducted to highlight, differentiate, prioritize and address the
perplexity regarding similarities and/or dissimilarities among
project manager’s leadership competencies and styles. The
leadership styles and competencies are synthesized for greater
understanding and familiarity. The outcome shows that project
managers’ leadership competencies and styles are not entirely
similar but also differ to some extent as they have their own
characteristics.

The learning value. The paper “**Project Team Learning in
Mega Projects: Are we truly learning the lessons?**” inves-
tigates through a multiple case study the approach to project
team learning in mega projects. Key findings from this study
identify the root causes of project team failure to learn and
the challenges and barriers faced by project teams in foster-
ing a learning culture. Moreover, the study highlights a set of
enablers that can be implemented in projects to enhance the
learning capabilities of both individuals and groups working as
project teams which will eventually lead to a learning organi-
zation.

The value of lean thinking. The paper “**Application of Lean
in Aerospace New Product Introduction Project**” presents a
case study in aftermarket project from a global company that
demonstrates the benefits of lean application in a new capabil-
ity project.

The change value. The paper “**A comparison of Project Man-
ager and Change Manager involvement in organisational
change project activities and stages**” produced a research
analysis that will be of value to Project Managers and Change
Managers by helping to identify potential areas of conflict and
by developing a greater understanding of how both disciplines
regard each other.

Zózimo – Editor in Chief



On behalf of Academic Editor:
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