

Project Management Development – Practice and Perspectives

Report on the Fifth International Scientific Conference on Project Management in the Baltic Countries

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The Fifth International Scientific Conference on Project Management in the Baltic Countries was held during 14-15 April 2016 at the University of Latvia in Riga. The theme of the conference was “Project Management Development – Practice and Perspectives”. Organizers of the event included the University of Latvia and the Professional Association of Project Managers, Latvia.

The aim of the conference was to discuss results of scientific research in project management issues, to establish new contacts and networking between professionals involved in project management, and to enhance the capacity of project managers.

The conference programme included opening plenary session, and parallel streams of papers and presentations. All abstracts were reviewed by two reviewers and papers included in the conference proceedings were double blind reviewed. Detailed conference program you can find [here](#).



Conference keynote speakers for 2016 were **Dr. A.J. Gilbert Silvius** (The Netherlands), Prof. (emer.) **Prof. Rolf Lundin** (Sweden) and **Prof. Hilmar Þór Hilmarsson** (Iceland).

The work of the conference was organized in the 4 parallel sessions:

1. Education, Social Aspects and Personnel in Project Management

Session chairs: Prof. Ruta Čiutiene, Prof. Biruta Sloka, Prof. Inesa Vorončuka

2. New Directions in Project Management

Session chairs: Prof. Arvi Kuura, Prof. (emer.) Dr. Žaneta Ilmete, Prof. José Ramon Otegi Olaso

3. Quantitative Methods and Technologies in Project Management

Session chairs: Prof. Wolfgang Tysak, Prof. Marco Sampietro

4. Practical Project Management

Session chairs: Prof. Carsten Wolff, Prof. (emer.) Dr.Rolf A. Lundin

Dr. A.J.Gilbert Silvius.

LOI University of Applied Sciences, The Netherlands.



Dr. A.J.Gilbert Silvius MSc MBA is considered one of the leading experts in the field of sustainability in project management, with over a dozen papers and several books published on the topic and were awarded the 2013 Sustainability Award by the International Green Project Management Organization.

Gilbert is professor of project and programme management at LOI University of Applied Sciences in the Netherlands, and principal consultant at Van Aetsveld in change and project management. He is an internationally experienced lecturer and trainer in project management and has over 20 years hands-on experience in organizational change and IT projects.

Gilbert holds a PhD in information sciences from Utrecht University and masters' degrees in economics and business administration.

Dr. Gilbert Silvius presented his article **“Social project management?”** introducing attendees to new approach and future prospects for extending project management. Dr. Silvius stipulates that different contributions and cases show that Social media and Web 2.0 technologies provide great opportunities to enable teams, especially virtual teams, to collaborate and share information, thereby enhancing project collaboration and coordination. However, social media also allows project managers to take this development even further and to make project management truly social. ‘Social Project Management’, recognizing that project teams are part of a broader project community, which is both formal and informal, and that engaging with that community is the key to getting things done. Meanwhile projects have never been easy, but project managers today face high pressure to perform. Rapidly developing technologies and changing markets force organizations to anticipate, respond and change constantly. Projects are more than ever at the heart of every organizations survival and success.

In this highly volatile environment, the execution of projects also is dynamic. Project teams are international, intercultural, geographically dispersed and increasingly self-organizing. Project managers are faced the question how to increase collaborative capabilities and maximize performance of the team, while maintaining control and oversight?



Prof. (emer.) Dr. Rolf Lundin
Jönköping International Business School, Sweden

Is professor emeritus at Jönköping International Business School (JIBS) and Courtesy professor-in-residence at Umeå School of Business and Economics. since the end of the 1980's he is in to studying project management and temporary organizations. Among recent publications are:

- Lundin, R.A. & Hällgren, M. (eds.) (2014), *Advancing Research on Projects and Temporary Organizations*, Copenhagen, Denmark: CBS Press & Liber.
- Kuura, A., Blackburn, R.A. & Lundin, R.A. (2014) "Entrepreneurship and projects—Linking segregated communities", *Scandinavian Journal of*

Management 30(2), pp. 214 – 230.

- Lundin, R.A. (2014) Editorial - Changing contexts for the Scandinavian Journal of Management: Publish and perish?, *Scandinavian Journal of Management*, 30(3): 263 – 265.

The book "Managing and Working in Project Society – Institutional Challenges of Temporary Organizations" is forthcoming and will be published by Cambridge University Press in 2015.

With reference to his contributions to research he received the Project Management Institute Research Achievement Award in 2014.

Lundin has been the main supervisor for some 55 PhD students who have finalized their degree (more than half of them are now full professors). Furthermore, he has been assistant supervisor for another 50 PhD students who finalized. He also has a big family consisting of his wife, 5 children with spouses, 13 grandchildren and 2 great grandchildren.

When it comes to accreditations, he has been on a dozen or so EQUIS teams and a dozen of EPAS teams. He is also on the board of the PMI Global Accreditation Center accrediting academic programs related to project management. He became emeritus in 2014.

Prof. Lundin presentation topic was "**Projects and rituals: exploring some connection?**" Prof. Rolf Lundin presented very interesting and undiscovered aspects in new project management directions. He raised discussion on the role of rituals and "projects-as-practice".

He mentioned several practical examples of rituals in the projects: Tunnel Breakthrough implies festivities. Examples in Van den Ende, A. L. (2015). *The Power of Rituals: A Study of Transition Rituals in the Life Cycle of Complex Construction Projects*.

- The bridge between Denmark and Sweden. Described in Van Marrewijk, A. H. (2015, editor). *Inside Mega-projects:*

Prof. Dr. Hilmar Þór Hilmarsson, University of Akureyri, School of Business and Science, Iceland.



Hilmar Þór Hilmarsson is a Professor at the University of Akureyri, School of Business and Science, Iceland. Dr. Hilmarsson teaches courses on international business and macroeconomics. He received his cand. oecon. degree in Economics from the University of Iceland in 1987, an MA in Economics from New York University in 1989, and a Ph.D. in public

Understanding Cultural Practices in Project Management.

- Two members of the royal families from both countries met on the bridge, embarrassed and kissed each other in a sharp contrast to the tunnel between France and UK.

He also discussed a difference between **Project Routines** – Best practice proposedly affecting outcomes and **Project Rituals** – Habitual and not particularly meaningful to outcomes.

administration and economic development from the American University in Washington, D.C. in 1992. He served as a Specialist and Coordinator with the World Bank Group in Washington D.C. from 1990 to 1995, at the World Bank office in Riga from 1999 to 2003 and the World Bank office in Hanoi from 2003 to 2006. From 1995 to 1999 he served as a Special Advisor to the Minister for Foreign Affairs in Iceland. Dr. Hilmarsson has published over 50 scholarly articles and book chapters and has lectured and made presentations in more than 30 universities in Europe and the USA, including the American University in Washington DC, Aalborg University, Cornell University, Georgetown University, Klaipeda University, Stockholm School of Economics, University of California Berkeley, University of California Los Angeles, the University of Latvia, the University of Mauritius, the University of Porto, the University of Tartu, the University of Washington, Vytautas Magnus University, the University of York, and Yale University. He has travelled to about 60 countries. He was a Visiting Professor at Stockholm School of Economics in Riga (Latvia) during the fall semester 2013 and a Visiting Scholar at the University of Washington

in Seattle in the spring semester 2014. Prof. **Hilmar Þór Hilmarsson** presented interesting article **“Iceland – UK interconnector: is proper political risk mitigation possible?”** where attendees was introduced to the case study of risk mitigation process between Iceland and United Kingdom. According to prof. Hilmar Þór Hilmarsson (and his **co-author Andri Dan Traustason**) it seems clear that the proposed interconnector between Iceland and the UK could have access to a variety of risk mitigation instruments, financing options as well as forums for international arbitration. However, it is rather unclear which of them are most feasible. This is, to a large extent, due to the fact that many important decisions regarding the interconnector have yet to be made. Regardless of these decisions, it certainly seems important to study political risks and the effects they may have on the feasibility of the proposed interconnector. The

state of the energy sector in Europe, in addition to historical relations between Iceland and the United Kingdom, shows that it would be ill-advised not to analyse the effect of political risk factors on this project in detail.

Ownership and the financing of necessary infrastructure, as well as the interconnector itself, may be one of the most important risk factors. There are many possible solutions that may be suitable for the project. The article showcased one ownership scenario where risk is shifted to the UK away from the Icelandic public and its government. A public-private partnership played a key role in that scenario and it is likely that it would be the case in many scenarios that allow the private sector to take part in the project, including financing. Regardless of ownership, the project – including infrastructure upgrades – must be financed.

In the conference was represented more than 15 countries in total, including Latvia, Lithuania, Estonia, Sweden, Germany, The Netherlands, Austria, Spain, United Kingdom, Bulgaria, Russia, Palestine, Iran, Malaysia, Australia, Poland, Italy, New Zealand and Turkey.

The International Scientific Project Management Conference organized by the Professional Association of Project Managers of Latvia in co-operation with the Faculty of Economics and Management, University of Latvia has now become a proven value. Its international recognition has considerably grown and similarly has the quality of the submitted articles. The proceedings hereby are the fourth in turn and present articles of both scientific and practical significance. We are particularly pleased to announce that the articles published in the proceedings are now available indexed internationally via EBSCOhost research database.

The articles in the proceedings are aimed at both theory and practice. They present extensive depiction of the contemporary situation in project management by covering the internationally applied methods and tools, the standards project management methodology is currently based on and developments expected in the field in the nearest future.

In the articles professionals set forecasts for the future project practice. The forecasts underline the importance of project managers' social competences. The project manager's role as a project work organizer, leader and competent implementer cannot be overestimated. Project success definitely depends on project team. Several articles of the proceedings deal with such project management part as human resource management and competencies in project management.

In project management processes it's important to have appropriate stakeholder management what was topical for several authors' studies presented in this book.

For the last decade we can see a significant increase in IT project management practice development. Recent studies have paid attention also to practical and theoretical aspects for application of *Agile* methods in IT project management.

Project management is closely connected with the risks influencing the project time-span, costs and quality. The issue of coping with project risks, implementation of risk planning and supervision of the subsequent process is discussed based on the experience of constructing a football field.

Project management applies not only for business environment. In the global context those tools and methods have been implemented also in public administration. Several research results for project management in the public sector have been presented also in the conference.

Prof. (emer.) Dr. oec. Žaneta Ilmete (chair of the conference and professional association of project managers) also concludes that project management is closely connected with the risks influencing the project time-span, costs and quality. The issue of coping with project risks, implementation of risk planning and supervision of the subsequent process is discussed based on the experience of different construction projects all over the world. For this reason the research dedicated to this topic might be interesting to all project implementers.

There are articles devoted to the project manager's personality and opportunities to acquire education and pursue a career. Several articles concern the experience of project management education in higher education institutions of various countries and can be worth the interest of project management professionals.

Conference organizing committee also want to say many thanks for support and contributions to this conference and papers submitted by the PM World Journal international authors' community: Dr. Lynda Bourne (Australia), Prof. Marco Sampietro (Italy), Ipek Sahra Ozguler and Yilmaz Sertug (Turkey), Prof. Rolf Lundin (Sweden), Stanislaw Gasik (Poland) and Dr. Gilbert Silvius (The Netherlands).

You can access and download all proceeding books [here](#)



About the Author



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Emils Pulmanis is a member of the board of the Professional Association of Project Managers in Latvia and development project manager at State Audit Office of the Republic of Latvia. He has gained a BSc. in engineer economics, a professional master's degree in project management (MSc.proj.mgmt) and currently is a PhD candidate with a specialization in project management. He has elaborated and directed a number of domestic and foreign financial instruments co-financed projects. He was a National coordinator for a European Commission-funded program – the European Union's financial instruments PHARE program in Latvia. Over the past seven years he has worked in the public administration project control and monitoring field. He was a financial instrument expert for the Ministry of Welfare and the European Economic Area and Norwegian Financial Mechanism implementation authority as well as an expert for the Swiss – Latvian cooperation program as a NGO grant scheme project evaluation expert. He has gained international and professional project management experience in Germany, the United States and Taiwan. In addition to his professional work, he is also a lecturer at the University of Latvia for the professional master study program in Project management. He has authored more than 35 scientific publications and is actively involved in social activities as a member of various NGO's.

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