



# INTERNATIONAL JOURNAL OF PROJECT MANAGEMENT

Published in collaboration with the [Association for Project Management \(APM\)](#) and the [International Project Management Association \(IPMA\)](#)

## AUTHOR INFORMATION PACK

### TABLE OF CONTENTS



ISSN: 0263-7863

### DESCRIPTION

Published by Elsevier in collaboration with the Association for Project Management (APM) and the International Project Management Association (IPMA)The ***International Journal of Project Management*** is the leading journal for the field of project management and organization studies. Its mission is to publish leading edge innovative research that significantly advances the field of project management and organizing. Published eight times a year it presents new knowledge on areas such as managing projects, programs and portfolios, project-based/oriented organizations, project networks, and project-oriented societies. It is dedicated to project management and organizing from the perspectives of organizational behavior, strategy, change, and innovation.

Methodologically, ***IJPM*** covers the full range of empirically-based modes of enquiry using appropriate research frameworks, provided they demonstrate generic insights of significant value to project management. ***IJPM*** does not categorically exclude certain empirical methodologies, except however purely mathematical modeling or operations research pieces. Irrespective of the mode of enquiry or methods used, the key methodological issues in new submissions are: appropriateness of methodology to the research task, clarity in how the study has been carried out, rigor in the application of the methods, and consideration of relevant validity issues. Papers are also expected to explicitly build on current debates in recent literature and to contribute to theory. Occasionally ***IJPM*** publishes conceptual papers which fulfill a high-quality standard.

***IJPM*** welcomes work from scholars worldwide. All work must meet a high standard in content, structure, and language and is assessed for relevance, originality, and quality through a rigorous peer review process. Important for each submission to the journal is that there is a direct focus on managing projects, programs, and portfolios as well as project organizations and societies.

***IJPM*** is an academic journal where unique and original research is published. Therefore, our primary readership are academic researchers and students in the field. However, we also aim that research published in the journal is practically relevant, so that the results are useful for managers in leadership roles related to projects, programs, and portfolios. Therefore, both theoretical and managerial implications of the research need to be considered. In other words, we seek great contributions to both theory and practice and we strongly value both rigor and relevance.

The scope of the journal covers all project types, such as organizational development, strategy, product development, engineer-to-order manufacturing, infrastructure and systems delivery, and industries and industry-sectors where projects take place, such as information technology, engineering and manufacturing, construction, consulting and professional services, and the public sector including international development and cooperation etc. Authors are encouraged to take into

account the specific type and context of projects in their research, but at the same time consider and discuss the implications of their findings for project management and organizing more generally. In other words, the theoretical implications of a contextualized understanding of projects, and their management, is vital.

## AUDIENCE

---

In the application areas listed, this includes academics: researchers and lecturers in project management; practitioners: senior project managers and planners in business, commerce and industry.

## IMPACT FACTOR

---

2017: 4.328 © Clarivate Analytics Journal Citation Reports 2018

## ABSTRACTING AND INDEXING

---

Management Contents  
ABI/Inform  
Deadline Newsletter  
INSPEC Computer and Control Abstracts  
International Abstracts in Operations Research  
Scopus  
Social Sciences Citation Index

## EDITORIAL BOARD

---

### *Editor-in-Chief*

**Martina Huemann**, Department of Strategy & Innovation, WU Vienna University of Economics and Business, Welthandelsplatz 1, D5, 1020, Vienna, Austria

### *Editorial Office*

**Sabine Till**, WU Vienna University of Economics and Business

### *Former Editor*

**J. Rodney Turner**, SKEMA Business School, Université Lille Nord de France, F59000, Lille, France

### *Associate Editors*

**Maude Brunet**, HEC Montréal, Montréal, Quebec, Canada

**Lavagnon Ika**, Telfer School of Management, University of Ottawa, Ottawa, Ontario, Canada

**Anne Keegan**, University College Dublin, Blackrock, Co. Dublin, Ireland

**Miia Martinsuo**, Tampere University, Tampere, Finland

**Ofer Zwikael**, Australian National University, Canberra, ACT, Australia

### *Editorial Advisory Committee*

**Constanta-Nicoleta Bodea**, The Bucharest University of Economic Studies, Romania

**Stewart Clegg**, University of Technology Sydney, Ultimo, New South Wales, Australia

**Andrew Davies**, University College London (UCL), London, England, UK

**Ann Huff**, Dublin City University, Dublin, Ireland

**Christophe Midler**, École Polytechnique, Paris, France

**Andrea Prencipe**, LUISS Guido Carli University, Rome, Italy

**Jonas Söderlund**, BI Norwegian Business School, Oslo, Norway

**Jörg Sydow**, Freie Universität Berlin, Berlin, Germany

**Shou Qing Wang**, Tsinghua University, Beijing, China

**Graham M. Winch**, Manchester Business School, Manchester, England, UK

### *International Editorial Board*

**Kirsi Aaltonen**, University of Oulu, Finland

**Tuomas Ahola**, Tampere University, Korkeakoulunkatu, Finland

**Frank Anbari**, Drexel University, Philadelphia, Pennsylvania, USA

**Erling S Andersen**, BI Norwegian Business School, Oslo, Norway

**D. Arditi**, Illinois Institute of Technology, Chicago, Illinois, USA  
**Karlo Artto**, Aalto University, Aalto, Finland  
**Amgad Badawi**, Kent Business School, Medway, England, UK  
**Thomas Biedenbach**, Umeå University, Umeå, Sweden  
**Bistra Boeva**, University for National and World Economic Studies, Sofia, Bulgaria  
**Marian Bosch-Rekvelde**, Delft University of Technology, Delft, Netherlands  
**Petra Bosch-Sijtsema**, Chalmers University of Technology, Göteborg, Sweden  
**Timo Braun**, Freie Universität Berlin, Berlin, Germany  
**Christophe Bredillet**, Université du Québec à Trois-Rivières (UQTR), Trois-Rivières, Canada  
**Sergey Bushuyev**, Kiev National University of Construction and Archi, Kiev, Ukraine  
**Juan Luis Cano**, University of Zaragoza, Zaragoza, Spain  
**Chotchai Charoenngam**, Asian Institute of Technology, Pathumthani, Thailand  
**Hong Long Chen**, National University of Tainan, Tainan, Taiwan  
**Zhen Chen**, University of Strathclyde, Glasgow, Scotland, UK  
**Sai-On Cheung**, City University of Hong Kong, Kowloon Tong, Hong Kong  
**Nicholas Chileshe**, University of South Australia, Australia  
**Heap-Yih (John) Chong**, Curtin University, Australia  
**Crispin Coombs**, Loughborough University, Loughborough, Leicestershire, England, UK  
**Lynn Crawford**, Bond University, Brisbane, Queensland, Australia  
**Francesco Di Maddaloni**, Kingston University, Thames, England, UK  
**Hemanta Doloi**, The University of Melbourne, Victoria, Australia  
**Pernille Eskerod**, Webster Vienna Private University, Vienna, Austria  
**Gabriela Fernandes**, University of Minho, Guimarães, Portugal  
**J.D. Frame**, UMT, Arlington, Virginia, USA  
**Donna Haig Friedman**, University of Massachusetts Boston, Boston, Massachusetts, USA  
**Hans Georg Gemünden**, Technical University of Berlin, Berlin, Germany  
**Joana Geraldi**, Technical University of Denmark (DTU), Lyngby, Denmark  
**Hongling Guo**, Tsinghua University, Beijing, China  
**Anette Hallin**, Mälardalen University, Västerås, Sweden  
**Joop Halman**, University of Twente, Enschede, Netherlands  
**Linda S. Henderson**, University of San Francisco, San Francisco, California, USA  
**Marcel Hertogh**, Delft University of Technology, Delft, Netherlands  
**Brian Hobbs**, Université du Québec à Montréal (UQAM), Montreal, Quebec, Canada  
**Shu-Chien (Mark) Hsu**, The Hong Kong Polytechnic University  
**Robert Joslin**, SKEMA Business School, Euralille, France  
**Kam Jugdev**, Athabasca University, Athabasca, Canada  
**Lynn Keays**, WU Vienna University of Economics and Business, Vienna, Austria  
**Homayoun Khamooshi**, George Washington University, Washington, D.C., USA  
**Ole Jonny Klakegg**, Norwegian University of Science & Technology NTNU, Trondheim, Norway  
**Gerrit Koch**, Van Aetsveld Consulting, Amersfoort, Netherlands  
**Alexander Kock**, Darmstadt University of Technology, Berlin, Germany  
**Jaakko Kujala**, University of Oulu, Finland  
**Young Hoon Kwak**, George Washington University, Washington, District of Columbia, USA  
**Paolo Landoni**, Politecnico di Torino, Turin, Italy  
**Haitao Li**, University of Missouri at St. Louis, St. Louis, Missouri, USA  
**Florence Yean Yng Ling**, National University of Singapore, Singapore  
**Giorgio Locatelli**, University of Leeds, Leeds, England, UK  
**P.E.D. Love**, Curtin University of Technology, Perth, Western Australia, Australia  
**Rolf A. Lundin**, Jönköping International Business School, Jönköping, Sweden  
**Maxim Miterev**, University College Dublin, Dublin, Ireland  
**Ralf Müller**, BI Norwegian Business School, Oslo, Norway  
**Long D. Nguyen**, Florida Gulf Coast University, Florida, USA  
**Vladimir Obradović**, University of Belgrade, Belgrade, Serbia  
**Edward Ochieng**, Cranfield University, Cranfield, Bedford, UK  
**Udechukwu Ojiako**, University of Sharjah, Sharjah, United Arab Emirates  
**Beverly Pasian**, University of Applied Sciences Utrecht, Utrecht, Netherlands  
**Jeffrey Pinto**, Penn State Erie, Erie, Pennsylvania, USA  
**Julien Pollack**, The University of Sydney, Darlington, New South Wales, Australia  
**Jiwat Ram**, Shandong University, Jinan City, Shandong Province, China  
**April H. Reed**, East Carolina University, Greenville, North Carolina, USA  
**Blaize Horner Reich**, Simon Fraser University, Vancouver, British Columbia, Canada  
**Claudia Ringhofer**, WU Vienna University of Economics and Business, Vienna, Austria  
**Asbjørn Rolstadås**, Norwegian University of Science & Technology NTNU, Trondheim, Norway  
**Arik Sadeh**, Holon Institute of Technology, Holon, Israel  
**Amir Salehipour**, University of Technology Sydney, Sydney, New South Wales, Australia  
**Shankar Sankaran**, University of Technology Sydney, Sydney, New South Wales, Australia  
**Li-yin Shen**, Chongqing University, Chongqing, China

**Aaron J. Shenhar**, Stevens Institute of Technology, Hoboken, New Jersey, USA  
**Gilbert Silvius**, LOI University of Applied Sciences, Leiderdorp, Netherlands  
**Kleanthis Sirakoulis**, University of Thessaly, Larissa, Greece  
**Nigel Smith**, University of Leeds, Leeds, UK  
**Willie Tan**, National University of Singapore, Singapore  
**Virpi Turkulainen**, University College Dublin, Dublin 4, Ireland  
**Bronte van der Hoorn**, University of Southern Queensland, Toowoomba, Australia  
**Mladen Vukomanović**, University of Zagreb, Zagreb, Croatia  
**Terry M Williams**, University of Hull Business School, Hull, England, UK  
**Yan Xue**, Peking University, Beijing, China

## GUIDE FOR AUTHORS

---

### *Your Paper Your Way*

We now differentiate between the requirements for new and revised submissions. You may choose to submit your manuscript as a single Word or PDF file to be used in the refereeing process. Only when your paper is at the revision stage, will you be requested to put your paper in to a 'correct format' for acceptance and provide the items required for the publication of your article.

**To find out more, please visit the Preparation section below.**

### INTRODUCTION

*The International Journal of Project Management* is devoted to the publication of papers which advance knowledge on practical and theoretical aspects of project organization. The list of classifications at the end of this guide indicates the scope of the journal. Papers are selected for publication based on their relevance, clarity, topicality, the extent to which they advance knowledge, and their contribution to inspiring further development and research. The journal strives to maintain a balance between papers derived from research and from practical experience. Authors are encouraged to submit case studies describing the project environment; criteria and factors for success; responsibilities of participants; managerial arrangements; human factors; contract forms; planning and control systems; problem areas encountered and lessons learned.

Introduction

#### *Contact Details*

Authors should submit articles to the journal online by following instructions on the home page of the website at <https://www.evise.com/profile/api/navigate/JPMA>

Submission of a paper implies that it has not been published previously, that it is not under consideration for publication elsewhere, and that if accepted it will not be published elsewhere in the same form, in English or any other language, without the written consent of the Publisher.

### *Submission checklist*

You can use this list to carry out a final check of your submission before you send it to the journal for review. Please check the relevant section in this Guide for Authors for more details.

#### **Ensure that the following items are present:**

One author has been designated as the corresponding author with contact details:

- E-mail address
- Full postal address

All necessary files have been uploaded:

#### *Manuscript:*

- Include keywords
- All figures (include relevant captions)
- All tables (including titles, description, footnotes)
- Ensure all figure and table citations in the text match the files provided
- Indicate clearly if color should be used for any figures in print

*Graphical Abstracts / Highlights files* (where applicable)

*Supplemental files* (where applicable)

Further considerations

- Manuscript has been 'spell checked' and 'grammar checked'
- All references mentioned in the Reference List are cited in the text, and vice versa
- Permission has been obtained for use of copyrighted material from other sources (including the Internet)
- A competing interests statement is provided, even if the authors have no competing interests to declare
- Journal policies detailed in this guide have been reviewed
- Referee suggestions and contact details provided, based on journal requirements

For further information, visit our [Support Center](#).

Finally, you should be able to answer yes to the following questions:

Have you told readers, at the outset, what they might gain by reading your paper?

Have you made the aim of your work clear?

Have you explained the significance of your contribution?

Have you set your work in the appropriate context with sufficient background, and all relevant references?

Have you addressed the question of practicality and usefulness?

Have you identified future developments that may result from your work?

Have you structured your paper in a clear and logical fashion?

## **BEFORE YOU BEGIN**

### ***Ethics in publishing***

Please see our information pages on [Ethics in publishing](#) and [Ethical guidelines for journal publication](#).

### ***Declaration of interest***

All authors must disclose any financial and personal relationships with other people or organizations that could inappropriately influence (bias) their work. Examples of potential competing interests include employment, consultancies, stock ownership, honoraria, paid expert testimony, patent applications/registrations, and grants or other funding. Authors must disclose any interests in two places: 1. A summary declaration of interest statement in the title page file (if double-blind) or the manuscript file (if single-blind). If there are no interests to declare then please state this: 'Declarations of interest: none'. This summary statement will be ultimately published if the article is accepted. 2. Detailed disclosures as part of a separate Declaration of Interest form, which forms part of the journal's official records. It is important for potential interests to be declared in both places and that the information matches. [More information](#).

### ***Submission declaration and verification***

Submission of an article implies that the work described has not been published previously (except in the form of an abstract, a published lecture or academic thesis, see '[Multiple, redundant or concurrent publication](#)' for more information), that it is not under consideration for publication elsewhere, that its publication is approved by all authors and tacitly or explicitly by the responsible authorities where the work was carried out, and that, if accepted, it will not be published elsewhere in the same form, in English or in any other language, including electronically without the written consent of the copyright-holder. To verify originality, your article may be checked by the originality detection service [Crossref Similarity Check](#).

### ***Use of inclusive language***

Inclusive language acknowledges diversity, conveys respect to all people, is sensitive to differences, and promotes equal opportunities. Articles should make no assumptions about the beliefs or commitments of any reader, should contain nothing which might imply that one individual is superior to another on the grounds of race, sex, culture or any other characteristic, and should use inclusive language throughout. Authors should ensure that writing is free from bias, for instance by using 'he or she', 'his/her' instead of 'he' or 'his', and by making use of job titles that are free of stereotyping (e.g. 'chairperson' instead of 'chairman' and 'flight attendant' instead of 'stewardess').

### ***Changes to authorship***

Authors are expected to consider carefully the list and order of authors **before** submitting their manuscript and provide the definitive list of authors at the time of the original submission. Any addition, deletion or rearrangement of author names in the authorship list should be made only **before** the manuscript has been accepted and only if approved by the journal Editor. To request such a change, the Editor must receive the following from the **corresponding author**: (a) the reason for the change in author list and (b) written confirmation (e-mail, letter) from all authors that they agree with the addition, removal or rearrangement. In the case of addition or removal of authors, this includes confirmation from the author being added or removed.

Only in exceptional circumstances will the Editor consider the addition, deletion or rearrangement of authors **after** the manuscript has been accepted. While the Editor considers the request, publication of the manuscript will be suspended. If the manuscript has already been published in an online issue, any requests approved by the Editor will result in a corrigendum.

## Copyright

Upon acceptance of an article, authors will be asked to complete a 'Journal Publishing Agreement' (see [more information](#) on this). An e-mail will be sent to the corresponding author confirming receipt of the manuscript together with a 'Journal Publishing Agreement' form or a link to the online version of this agreement.

Subscribers may reproduce tables of contents or prepare lists of articles including abstracts for internal circulation within their institutions. [Permission](#) of the Publisher is required for resale or distribution outside the institution and for all other derivative works, including compilations and translations. If excerpts from other copyrighted works are included, the author(s) must obtain written permission from the copyright owners and credit the source(s) in the article. Elsevier has [preprinted forms](#) for use by authors in these cases.

For gold open access articles: Upon acceptance of an article, authors will be asked to complete an 'Exclusive License Agreement' ([more information](#)). Permitted third party reuse of gold open access articles is determined by the author's choice of [user license](#).

## Author rights

As an author you (or your employer or institution) have certain rights to reuse your work. [More information](#).

*Elsevier supports responsible sharing*

Find out how you can [share your research](#) published in Elsevier journals.

## Role of the funding source

You are requested to identify who provided financial support for the conduct of the research and/or preparation of the article and to briefly describe the role of the sponsor(s), if any, in study design; in the collection, analysis and interpretation of data; in the writing of the report; and in the decision to submit the article for publication. If the funding source(s) had no such involvement then this should be stated.

*Funding body agreements and policies*

Elsevier has established a number of agreements with funding bodies which allow authors to comply with their funder's open access policies. Some funding bodies will reimburse the author for the gold open access publication fee. Details of [existing agreements](#) are available online.

The gold open access publication fee for this journal is **USD 2000**, excluding taxes. Learn more about Elsevier's pricing policy: <https://www.elsevier.com/openaccesspricing>.

*Green open access*

Authors can share their research in a variety of different ways and Elsevier has a number of green open access options available. We recommend authors see our [open access page](#) for further information. Authors can also self-archive their manuscripts immediately and enable public access from their institution's repository after an embargo period. This is the version that has been accepted for publication and which typically includes author-incorporated changes suggested during submission, peer review and in editor-author communications. Embargo period: For subscription articles, an appropriate amount of time is needed for journals to deliver value to subscribing customers before an article becomes freely available to the public. This is the embargo period and it begins from the date the article is formally published online in its final and fully citable form. [Find out more](#).

This journal has an embargo period of 36 months.

*Language (usage and editing services)*

Please write your text in good English (American or British usage is accepted, but not a mixture of these). Authors who feel their English language manuscript may require editing to eliminate possible grammatical or spelling errors and to conform to correct scientific English may wish to use the [English Language Editing service](#) available from Elsevier's WebShop.

## Informed consent and patient details

Studies on patients or volunteers require ethics committee approval and informed consent, which should be documented in the paper. Appropriate consents, permissions and releases must be obtained where an author wishes to include case details or other personal information or images of patients and any other individuals in an Elsevier publication. Written consents must be retained by the author but copies should not be provided to the journal. Only if specifically requested by the journal in

exceptional circumstances (for example if a legal issue arises) the author must provide copies of the consents or evidence that such consents have been obtained. For more information, please review the [Elsevier Policy on the Use of Images or Personal Information of Patients or other Individuals](#). Unless you have written permission from the patient (or, where applicable, the next of kin), the personal details of any patient included in any part of the article and in any supplementary materials (including all illustrations and videos) must be removed before submission.

### **Submission**

Our online submission system guides you stepwise through the process of entering your article details and uploading your files. The system converts your article files to a single PDF file used in the peer-review process. Editable files (e.g., Word, LaTeX) are required to typeset your article for final publication. All correspondence, including notification of the Editor's decision and requests for revision, is sent by e-mail.

#### *Submission address*

Please submit your article via <https://www.elsevier.com/profile/api/navigate/JPMA>

#### *Important Information on Format and Style of Submissions*

All papers submitted for publication will be refereed on the 'double-blind' system by two or more specialists selected from a panel of referees. This means the author and referees do not know each other, nor do the referees know other referees. Thus it is important that authors' names should **appear nowhere in the manuscript** except on the cover page (which will be separated from the manuscript) and in references. When referring to their own work, authors should refer to themselves in the third person. Any papers not adhering to this will be returned.

Most manuscripts we accept are between 8,000-10,000 words long including figures and tables and excluding references. Count each figure and table as 300 words. As a guide that is approx. 33 pages of manuscript double spaced, counting each figure or table as one page. Supplementary/online only material is not included in the word count (as that is not typeset and printed in the journal but hosted as files online). State the word count in your cover letter. Please note that manuscripts that deviate significantly from 8,000-10,000 words will not be considered for publication.

Papers must be typewritten in a font size of 12 or 11 pt, double spaced, in a single-column format with 2.5 cm margins. Include page numbers in all manuscripts. Write in clear and concise English, using active rather than passive voice. Authors may refer to themselves in the first person, except when citing their own work. Spelling should follow the Oxford English Dictionary. Authors should consult a recent issue of the journal for style if possible. The Editors reserve the right to adjust the style of submitted manuscripts to achieve uniformity of standards.

## **PREPARATION**

### **NEW SUBMISSIONS**

Submission to this journal proceeds totally online and you will be guided stepwise through the creation and uploading of your files. The system automatically converts your files to a single PDF file, which is used in the peer-review process.

As part of the Your Paper Your Way service, you may choose to submit your manuscript as a single file to be used in the refereeing process. This can be a PDF file or a Word document, in any format or layout that can be used by referees to evaluate your manuscript. It should contain high enough quality figures for refereeing. If you prefer to do so, you may still provide all or some of the source files at the initial submission. Please note that individual figure files larger than 10 MB must be uploaded separately.

#### *References*

There are no strict requirements on reference formatting at submission. References can be in any style or format as long as the style is consistent. Where applicable, author(s) name(s), journal title/book title, chapter title/article title, year of publication, volume number/book chapter and the article number or pagination must be present. Use of DOI is highly encouraged. The reference style used by the journal will be applied to the accepted article by Elsevier at the proof stage. Note that missing data will be highlighted at proof stage for the author to correct.

#### *Formatting requirements*

There are no strict formatting requirements but all manuscripts must contain the essential elements needed to convey your manuscript, for example Abstract, Keywords, Introduction, Materials and Methods, Results, Conclusions, Artwork and Tables with Captions.

If your article includes any Videos and/or other Supplementary material, this should be included in your initial submission for peer review purposes.

Divide the article into clearly defined sections.

#### *Double spacing text*

Please ensure the text of your paper is double-spaced this is an essential peer review requirement.

#### *Figures and tables embedded in text*

Please ensure the figures and the tables included in the single file are placed next to the relevant text in the manuscript, rather than at the bottom or the top of the file. The corresponding caption should be placed directly below the figure or table.

All figures and tables must be included only once. Do not submit a full paper and submit the tables and figures for a second time as separate documents as this effectively causes the length of the paper to expand and does not add value or help the reviewers.

### **Peer review**

This journal operates a double blind review process. All contributions will be initially assessed by the editor for suitability for the journal. Papers deemed suitable are then typically sent to a minimum of two independent expert reviewers to assess the scientific quality of the paper. The Editor is responsible for the final decision regarding acceptance or rejection of articles. The Editor's decision is final. [More information on types of peer review.](#)

#### *Double blind review*

This journal uses double-blind review, which means the identities of the authors are concealed from the reviewers, and vice versa. [More information](#) is available on our website.

To facilitate this, please include the following separately: Title page (with author details): This should include the title, authors' names, affiliations, acknowledgements and any Declaration of Interest statement, and a complete address for the corresponding author including an e-mail address. Blinded manuscript (no author details): The main body of the paper (including the references, figures, tables and any acknowledgements) should not include any identifying information, such as the authors' names or affiliations. Ensure that file names do not include the authors' names.

### **REVISED SUBMISSIONS**

Revised manuscript (no author details): When submitting revisions, the authors are encouraged to submit (in addition to the "clean" manuscript) a revised manuscript that should include the main body of the paper with the most significant changes and additions marked in a color code / tracked changes. The text and the revisions must not include any identifying information such as named comments.

Response to reviewers (no author details): When submitting revisions, submit a response to reviewers' letter that includes an overview (a summary of the most significant changes made) and detailed point-by-point responses to editor's and reviewers' comments. The response to reviewers must be anonymous. The responses are also copy-pasted to certain fields in the Evis system when submitting a revised paper.

#### *Use of word processing software*

Regardless of the file format of the original submission, at revision you must provide us with an editable file of the entire article. Keep the layout of the text as simple as possible. Most formatting codes will be removed and replaced on processing the article. The electronic text should be prepared in a way very similar to that of conventional manuscripts (see also the [Guide to Publishing with Elsevier](#)). See also the section on Electronic artwork.

To avoid unnecessary errors you are strongly advised to use the 'spell-check' and 'grammar-check' functions of your word processor.

### **Article structure**

#### *Subdivision - numbered sections*

Divide your article into clearly defined and numbered sections. Subsections should be numbered 1.1 (then 1.1.1, 1.1.2, ...), 1.2, etc. (the abstract is not included in section numbering). Use this numbering also for internal cross-referencing: do not just refer to 'the text'. Any subsection may be given a brief heading. Each heading should appear on its own separate line.

#### *Introduction*

State the objectives of the work and provide an adequate background, avoiding a detailed literature survey or a summary of the results.

## Results

Results should be clear and concise.

## Discussion

This should explore the significance of the results of the work, not repeat them. A combined Results and Discussion section is often appropriate. Avoid extensive citations and discussion of published literature.

## Conclusions

The main conclusions of the study may be presented in a short Conclusions section, which may stand alone or form a subsection of a Discussion or Results and Discussion section.

## Essential title page information

- **Title.** Concise and informative. Titles are often used in information-retrieval systems. Avoid abbreviations and formulae where possible.
- **Author names and affiliations.** Please clearly indicate the given name(s) and family name(s) of each author and check that all names are accurately spelled. You can add your name between parentheses in your own script behind the English transliteration. Present the authors' affiliation addresses (where the actual work was done) below the names. Indicate all affiliations with a lower-case superscript letter immediately after the author's name and in front of the appropriate address. Provide the full postal address of each affiliation, including the country name and, if available, the e-mail address of each author.
- **Corresponding author.** Clearly indicate who will handle correspondence at all stages of refereeing and publication, also post-publication. This responsibility includes answering any future queries about Methodology and Materials. **Ensure that the e-mail address is given and that contact details are kept up to date by the corresponding author.**
- **Present/permanent address.** If an author has moved since the work described in the article was done, or was visiting at the time, a 'Present address' (or 'Permanent address') may be indicated as a footnote to that author's name. The address at which the author actually did the work must be retained as the main, affiliation address. Superscript Arabic numerals are used for such footnotes.

## Highlights

Highlights are mandatory for this journal. They consist of a short collection of bullet points that convey the core findings of the article and should be submitted in a separate editable file in the online submission system. Please use 'Highlights' in the file name and include 3 to 5 bullet points (maximum 85 characters, including spaces, per bullet point). You can view [example Highlights](#) on our information site.

## Abstract

Please supply an abstract of UP TO 150 words outlining the purpose, scope and conclusions of the paper, and at least two selected keywords. It is important that the abstract should be very clear and understandable to those whom English is not their native language. The abstract should explain why the paper is important to those who may not necessarily be in that particular field.

## Graphical abstract

Although a graphical abstract is optional, its use is encouraged as it draws more attention to the online article. The graphical abstract should summarize the contents of the article in a concise, pictorial form designed to capture the attention of a wide readership. Graphical abstracts should be submitted as a separate file in the online submission system. Image size: Please provide an image with a minimum of 531 × 1328 pixels (h × w) or proportionally more. The image should be readable at a size of 5 × 13 cm using a regular screen resolution of 96 dpi. Preferred file types: TIFF, EPS, PDF or MS Office files. You can view [Example Graphical Abstracts](#) on our information site.

Authors can make use of Elsevier's [Illustration Services](#) to ensure the best presentation of their images and in accordance with all technical requirements.

## Formatting of funding sources

List funding sources in this standard way to facilitate compliance to funder's requirements:

Funding: This work was supported by the National Institutes of Health [grant numbers xxxx, yyyy]; the Bill & Melinda Gates Foundation, Seattle, WA [grant number zzzz]; and the United States Institutes of Peace [grant number aaaa].

It is not necessary to include detailed descriptions on the program or type of grants and awards. When funding is from a block grant or other resources available to a university, college, or other research institution, submit the name of the institute or organization that provided the funding.

If no funding has been provided for the research, please include the following sentence:

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

#### *Units*

You should use SI units, as defined by the ISO standard or your national authorized SI standard. Where SI units do not exist, use an internationally accepted unit. If you use any symbol or unit that may not be generally recognized, please put an explanatory note in the margin the first time it is used, to help the referees and editors.

#### *Footnotes*

Footnotes should be used sparingly. Number them consecutively throughout the article. Many word processors build footnotes into the text, and this feature may be used. Should this not be the case, indicate the position of footnotes in the text and present the footnotes themselves separately at the end of the article.

#### *Electronic artwork*

##### *General points*

- Make sure you use uniform lettering and sizing of your original artwork.
- Preferred fonts: Arial (or Helvetica), Times New Roman (or Times), Symbol, Courier.
- Number the illustrations according to their sequence in the text.
- Use a logical naming convention for your artwork files.
- Indicate per figure if it is a single, 1.5 or 2-column fitting image.
- For Word submissions only, you may still provide figures and their captions, and tables within a single file at the revision stage.
- Please note that individual figure files larger than 10 MB must be provided in separate source files. A detailed [guide on electronic artwork](#) is available.

**You are urged to visit this site; some excerpts from the detailed information are given here.**

##### *Formats*

Regardless of the application used, when your electronic artwork is finalized, please 'save as' or convert the images to one of the following formats (note the resolution requirements for line drawings, halftones, and line/halftone combinations given below):

EPS (or PDF): Vector drawings. Embed the font or save the text as 'graphics'.

TIFF (or JPG): Color or grayscale photographs (halftones): always use a minimum of 300 dpi.

TIFF (or JPG): Bitmapped line drawings: use a minimum of 1000 dpi.

TIFF (or JPG): Combinations bitmapped line/half-tone (color or grayscale): a minimum of 500 dpi is required.

##### **Please do not:**

- Supply files that are optimized for screen use (e.g., GIF, BMP, PICT, WPG); the resolution is too low.
- Supply files that are too low in resolution.
- Submit graphics that are disproportionately large for the content.

#### *Color artwork*

Please make sure that artwork files are in an acceptable format (TIFF (or JPEG), EPS (or PDF), or MS Office files) and with the correct resolution. If, together with your accepted article, you submit usable color figures then Elsevier will ensure, at no additional charge, that these figures will appear in color online (e.g., ScienceDirect and other sites) regardless of whether or not these illustrations are reproduced in color in the printed version. **For color reproduction in print, you will receive information regarding the costs from Elsevier after receipt of your accepted article.** Please indicate your preference for color: in print or online only. [Further information on the preparation of electronic artwork.](#)

#### *Figure captions*

Ensure that each illustration has a caption. A caption should comprise a brief title (**not** on the figure itself) and a description of the illustration. Keep text in the illustrations themselves to a minimum but explain all symbols and abbreviations used.

## Tables

Please submit tables as editable text and not as images. Please ensure the tables included in the single file are placed next to the relevant text in the manuscript, rather than at the bottom or the top of the file. Number tables consecutively in accordance with their appearance in the text and place any table notes below the table body. Be sparing in the use of tables and ensure that the data presented in them do not duplicate results described elsewhere in the article. Please avoid using vertical rules and shading in table cells.

## References

### Data references

This journal encourages you to cite underlying or relevant datasets in your manuscript by citing them in your text and including a data reference in your Reference List. Data references should include the following elements: author name(s), dataset title, data repository, version (where available), year, and global persistent identifier. Add [dataset] immediately before the reference so we can properly identify it as a data reference. The [dataset] identifier will not appear in your published article.

### Reference management software

Most Elsevier journals have their reference template available in many of the most popular reference management software products. These include all products that support [Citation Style Language styles](#), such as [Mendeley](#). Using citation plug-ins from these products, authors only need to select the appropriate journal template when preparing their article, after which citations and bibliographies will be automatically formatted in the journal's style. If no template is yet available for this journal, please follow the format of the sample references and citations as shown in this Guide. If you use reference management software, please ensure that you remove all field codes before submitting the electronic manuscript. [More information on how to remove field codes from different reference management software](#).

Users of Mendeley Desktop can easily install the reference style for this journal by clicking the following link:

<http://open.mendeley.com/use-citation-style/international-journal-of-project-management>

When preparing your manuscript, you will then be able to select this style using the Mendeley plug-ins for Microsoft Word or LibreOffice.

### Reference formatting

There are no strict requirements on reference formatting at submission. References can be in any style or format as long as the style is consistent. Where applicable, author(s) name(s), journal title/book title, chapter title/article title, year of publication, volume number/book chapter and the article number or pagination must be present. Use of DOI is highly encouraged. The reference style used by the journal will be applied to the accepted article by Elsevier at the proof stage. Note that missing data will be highlighted at proof stage for the author to correct. If you do wish to format the references yourself they should be arranged according to the following examples:

### Reference Style

*Text:* All citations in the text should refer to:

1. *Single author:* the author's name (without initials, unless there is ambiguity) and the year of publication;
2. *Two authors:* both authors' names and the year of publication;
3. *Three or more authors:* first author's name followed by "et al." and the year of publication.

Citations may be made directly (or parenthetically). Groups of references should be listed first alphabetically, then chronologically.

Examples: "as demonstrated (Allan, 1996a, 1996b, 1999; Allan and Jones, 1995). Kramer et al. (2000) have recently shown ...."

*List:* References should be arranged first alphabetically and then further sorted chronologically if necessary. More than one reference from the same author(s) in the same year must be identified by the letters "a", "b", "c", etc., placed after the year of publication.

*Examples:*

Reference to a journal publication:

Van der Geer, J., Hanraads, J.A.J., Lupton, R.A., 2000. The art of writing a scientific article. *Journal of Scientific Communication*, 163, 51–59.

Reference to a book:

Strunk Jr, W., White, E.B., 1979. *The Elements of Style*, third ed. Macmillan, New York.

Reference to a chapter in an edited book:

Mettam, G.R., Adams, L.B., 1999. How to prepare an electronic version of your article, in: Jones, B.S., Smith, R.Z. (Eds.), *Introduction to the Electronic Age*. E-Publishing Inc., New York, pp. 281–304.

Please ensure that references are complete, i.e. that they include, where relevant, author's name, article or book title, volume and issue number, publisher and location, date and page reference.

It is important that your paper is set in the context of current research, and you should show that the work is original. Therefore a significant proportion of the citations (typically at least a third) should be refereed papers published in the last five years. But please do include citations of seminal papers from the past, which form the foundations of the subject. Web pages are not refereed publications and so citations of them should be used sparingly.

### **Video**

Elsevier accepts video material and animation sequences to support and enhance your scientific research. Authors who have video or animation files that they wish to submit with their article are strongly encouraged to include links to these within the body of the article. This can be done in the same way as a figure or table by referring to the video or animation content and noting in the body text where it should be placed. All submitted files should be properly labeled so that they directly relate to the video file's content. In order to ensure that your video or animation material is directly usable, please provide the file in one of our recommended file formats with a preferred maximum size of 150 MB per file, 1 GB in total. Video and animation files supplied will be published online in the electronic version of your article in Elsevier Web products, including [ScienceDirect](#). Please supply 'stills' with your files: you can choose any frame from the video or animation or make a separate image. These will be used instead of standard icons and will personalize the link to your video data. For more detailed instructions please visit our [video instruction pages](#). Note: since video and animation cannot be embedded in the print version of the journal, please provide text for both the electronic and the print version for the portions of the article that refer to this content.

### **Data visualization**

Include interactive data visualizations in your publication and let your readers interact and engage more closely with your research. Follow the instructions [here](#) to find out about available data visualization options and how to include them with your article.

### **Supplementary material**

Supplementary material such as applications, images and sound clips, can be published with your article to enhance it. Submitted supplementary items are published exactly as they are received (Excel or PowerPoint files will appear as such online). Please submit your material together with the article and supply a concise, descriptive caption for each supplementary file. If you wish to make changes to supplementary material during any stage of the process, please make sure to provide an updated file. Do not annotate any corrections on a previous version. Please switch off the 'Track Changes' option in Microsoft Office files as these will appear in the published version.

### **Research data**

This journal encourages and enables you to share data that supports your research publication where appropriate, and enables you to interlink the data with your published articles. Research data refers to the results of observations or experimentation that validate research findings. To facilitate reproducibility and data reuse, this journal also encourages you to share your software, code, models, algorithms, protocols, methods and other useful materials related to the project.

Below are a number of ways in which you can associate data with your article or make a statement about the availability of your data when submitting your manuscript. If you are sharing data in one of these ways, you are encouraged to cite the data in your manuscript and reference list. Please refer to the "References" section for more information about data citation. For more information on depositing, sharing and using research data and other relevant research materials, visit the [research data](#) page.

#### *Data linking*

If you have made your research data available in a data repository, you can link your article directly to the dataset. Elsevier collaborates with a number of repositories to link articles on ScienceDirect with relevant repositories, giving readers access to underlying data that gives them a better understanding of the research described.

There are different ways to link your datasets to your article. When available, you can directly link your dataset to your article by providing the relevant information in the submission system. For more information, visit the [database linking page](#).

For [supported data repositories](#) a repository banner will automatically appear next to your published article on ScienceDirect.

In addition, you can link to relevant data or entities through identifiers within the text of your manuscript, using the following format: Database: xxxx (e.g., TAIR: AT1G01020; CCDC: 734053; PDB: 1XFN).

#### *Mendeley Data*

This journal supports Mendeley Data, enabling you to deposit any research data (including raw and processed data, video, code, software, algorithms, protocols, and methods) associated with your manuscript in a free-to-use, open access repository. During the submission process, after uploading your manuscript, you will have the opportunity to upload your relevant datasets directly to *Mendeley Data*. The datasets will be listed and directly accessible to readers next to your published article online.

For more information, visit the [Mendeley Data for journals page](#).

#### *Data in Brief*

You have the option of converting any or all parts of your supplementary or additional raw data into one or multiple data articles, a new kind of article that houses and describes your data. Data articles ensure that your data is actively reviewed, curated, formatted, indexed, given a DOI and publicly available to all upon publication. You are encouraged to submit your article for *Data in Brief* as an additional item directly alongside the revised version of your manuscript. If your research article is accepted, your data article will automatically be transferred over to *Data in Brief* where it will be editorially reviewed and published in the open access data journal, *Data in Brief*. Please note an open access fee of 500 USD is payable for publication in *Data in Brief*. Full details can be found on the [Data in Brief website](#). Please use [this template](#) to write your Data in Brief.

#### *Data statement*

To foster transparency, we encourage you to state the availability of your data in your submission. This may be a requirement of your funding body or institution. If your data is unavailable to access or unsuitable to post, you will have the opportunity to indicate why during the submission process, for example by stating that the research data is confidential. The statement will appear with your published article on ScienceDirect. For more information, visit the [Data Statement page](#).

#### *Additional Information*

Please choose at least two classifications from the following lists, as appropriate. This will assist the editor in choosing referees, as well as helping with cataloguing.

##### General

Implementing Strategy through Programmes of Projects; Managing Programmes; Project Portfolio Management; The Project Office; Managing Projects; Project Success and Strategy; Managing Integration; Project Management Procedures Project Management Information Systems; e-PM; Audits and Health Checks.

##### External

Managing Context - Political, Economic, Social and Technical; Managing Context - Legal; Managing Context - Environmental.

##### Implementation

Benefits Management; Requirements Management; Managing Scope - Functionality and Value; Value Management; Managing Scope - Configuration; Managing Scope - Work; Managing Organisation - Structure and Responsibilities; Managing Quality; Managing Cost; Earned Value; Managing Time; Network Analysis and PERT; Theory of Constraints/Critical Chain; Neural Networks; Managing Resources; Managing Risk; Fuzzy sets; Managing Health and Safety.

##### Life-cycle

Managing the Process - Life-cycle; Managing Project Start-up; Managing Proposal, Definition and Feasibility; Managing Design, Planning and Appraisal; Managing Implementation; Managing Commissioning, Testing and Close-out.

Commercial  
Investment Appraisal; Managing Finance.

Contractual  
Contract Organization/Forms of Contract; Managing Partnerships and Alliances; PPP/PFI; BOOT/BOT/DBMF etc; Contract Procurement and Tendering (Clients); Bidding (Contractors); Contract Administration; Managing Materials, Purchasing and Supply; Managing Claims; Managing International Projects.

People  
Developing Individual Competence; Developing Organizational Maturity and/or Capability; Knowledge Management; Managing Teams; Managing Individuals - Development, Motivation and Reward; Leadership; Managing Stakeholders; Managing Conflict and Negotiation; Managing Culture; Gender; Managing Ethics; Decision Making; AHP.

General Management  
Managing Human Resources; Managing Operations; Managing Financial Resources; Managing Markets; Managing Information Systems; Managing Strategy; Managing Innovation; Managing Change.

Industry and Sector Specific  
Engineering and Construction; Manufacturing and Process Industries; Information Technology, Computers and Electronics; Communications; Infrastructure: Energy, Transport, Utilities and Health; Defences; Services, Financial and Leisure; Government; Voluntary Sector.

Geography  
Europe; CIS; Middle East; Africa, sub-Sahara; Indian subcontinent; Far East; Australasia and Pacific; North America; Latin America.

Methodology  
Theory of research into project management; Systems modelling; Analytical hierarchical programming; Decision Support Matrix; Fuzzy analysis; Statistical analysis; Structural equation modelling.

## **AFTER ACCEPTANCE**

### **Online proof correction**

Corresponding authors will receive an e-mail with a link to our online proofing system, allowing annotation and correction of proofs online. The environment is similar to MS Word: in addition to editing text, you can also comment on figures/tables and answer questions from the Copy Editor. Web-based proofing provides a faster and less error-prone process by allowing you to directly type your corrections, eliminating the potential introduction of errors.

If preferred, you can still choose to annotate and upload your edits on the PDF version. All instructions for proofing will be given in the e-mail we send to authors, including alternative methods to the online version and PDF.

We will do everything possible to get your article published quickly and accurately. Please use this proof only for checking the typesetting, editing, completeness and correctness of the text, tables and figures. Significant changes to the article as accepted for publication will only be considered at this stage with permission from the Editor. It is important to ensure that all corrections are sent back to us in one communication. Please check carefully before replying, as inclusion of any subsequent corrections cannot be guaranteed. Proofreading is solely your responsibility.

### **Offprints**

The corresponding author, at no cost, will be provided with a PDF file of the article via e-mail (the PDF file is a watermarked version of the published article and includes a cover sheet with the journal cover image and a disclaimer outlining the terms and conditions of use). For an extra charge, paper offprints can be ordered via the offprint order form which is sent once the article is accepted for publication. Both corresponding and co-authors may order offprints at any time via [Elsevier's WebShop](#). Authors requiring printed copies of multiple articles may use Elsevier WebShop's 'Create Your Own Book' service to collate multiple articles within a single cover.

## **AUTHOR INQUIRIES**

Visit the [Elsevier Support Center](#) to find the answers you need. Here you will find everything from Frequently Asked Questions to ways to get in touch.

You can also [check the status of your submitted article](#) or find out [when your accepted article will be published](#).

© Copyright 2018 Elsevier | <https://www.elsevier.com>