Table of Contents

- Description p.1
- Audience p.1
- Impact Factor p.2
- Abstracting and Indexing p.2
- Editorial Board p.2
- Guide for Authors p.5

Description

Published 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.

The International Journal of Project Management aims to publish leading edge innovative research that significantly advances the field of project management and project organizing. It publishes new knowledge on areas such as managing projects, programs and portfolios, project-based/oriented organizations, project networks, and project-oriented societies. Submissions on project management and organizing from the perspectives of organizational behavior, strategy, supply chain, technology, change, innovation and sustainability are particularly welcomed.

The scope of the journal covers all project and program types, such as organizational development and change, strategy, sustainable transition, product development, engineering, 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.

Link to editorial 40(1): Celebrating the power of projects and their management

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.

International Journal of Project Management is the companion title to the open access journal Project Leadership and Society.

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

2022: 8.000 © Clarivate Analytics Journal Citation Reports 2023

ABSTRACTING AND INDEXING

Management Contents
Academic Journal Guide (Chartered Association of Business Schools)
ABI/Inform
Deadline Newsletter
INSPEC
International Abstracts in Operations Research
Scopus
Social Sciences Citation Index

EDITORIAL BOARD

Editor-in-Chief
Martina Huemann, University College London, London, UK and WU, Vienna, United Kingdom

Editorial Office
Sabine Till, Vienna University of Economics and Business

Associate Editors
Lavagnon Ika, University of Ottawa, Ottawa, Ontario, Canada
Miia Martinsuo, University of Turku, Faculty of Technology, Turku, Finland
Ossi Pesämaa, Lulea University of Technology, Luleå, Sweden
Robert M. Verburg, Delft University of Technology, Faculty of Technology Policy and Management, Delft, Netherlands
Graham M. Winch, The University of Manchester Alliance Manchester Business School, Manchester, United Kingdom
Vedran Zerjav, Norwegian University of Science and Technology, Department of Industrial Economics and Technology Management, Trondheim, Norway
Ofer Zwikael, Australian National University, Canberra, ACT, Australia

Social Media Editor
Yan Liu, Nanjing University, Nanjing, China

Costanza Mariani, Polytechnic of Milan, Department of Management Engineering, Milano, Italy

Strategic Advisory Board
Constanța-Nicoleta Bodea, University of Bucharest, București, Romania
Stewart Clegg, University of Technology Sydney - City Campus, Ultimo, New South Wales, Australia
Andrew Davies, University of Sussex Business School, Brighton, United Kingdom
Joseph Hair, University of South Alabama Mitchell College of Business, Mobile, Alabama, United States of America
Ann Huff, Dublin City University, Dublin, Ireland
Anne Keegan, University College Dublin, Human Resource Management and Employment Relations, Dublin, Ireland
Jack Meredith, Wake Forest University, Winston-Salem, North Carolina, United States of America
Christophe Midler, Economics and Business Research Centre, Paris, France
Andrea Prencipe, LUISS Business School, Roma, Italy
Jonas Söderlund, BI Norwegian Business School, Oslo, Norway
Jörg Sydow, Free University of Berlin, Berlin, Germany
Rodney Turner, University of Warwick, Coventry, United Kingdom
Jennifer Whyte, The University of Sydney School of Project Management, Forest Lodge, Australia

International Editorial Board
Kirsi Aaltonen, University of Oulu, Department of Industrial Engineering and Management, Oulu, Finland
Tuomas Ahola, Tampere University, TAMPERE, Finland
Frank Anbari, Drexel University, Philadelphia, Pennsylvania, United States of America
D. Arditi, Illinois Institute of Technology, Chicago, Illinois, United States of America
Karlo Arto, Aalto University, Aalto, Finland
Amgad Badewi, University of Kent, Medway, England, United Kingdom
Thomas Biedenbach, Umeå University, Umeå, Sweden
April H. Reed, East Carolina University, Greenville, North Carolina, United States of America
Blaize Horner Reich, Simon Fraser University - Vancouver Campus, Vancouver, British Columbia, Canada
Claudia Ringhofer, Vienna University of Economics and Business Project Management Group, Vienna, Austria
Asbjørn Roistadås, Norwegian University of Science and Technology, Trondheim, Norway
Arik Sadeh, Holon Academic Institute of Technology, Holon, Israel
Amir Salehipour, University of Technology Sydney, Broadway, Australia
Shankar Sankaran, University of Technology Sydney, School of the Built Environment, Sydney, New South Wales, Australia
Natalya Sergeeva, University College London The Bartlett School of Sustainable Construction, London, United Kingdom
Li-Yin Shen, Chongqing University, Chongqing, China
Gilbert Silvius, LOI University of Applied Sciences, Leiderdorp, Netherlands
Kleantitsis Sirakoulis, University of Thessaly, Department of Business Administration, Larissa, Greece
Nigel Smith, University of Leeds, Leeds, United Kingdom
Virpi Turkulainen, University College Dublin, Dublin, Ireland
Mladen Vukomanović, University of Zagreb, Zagreb, Croatia
Terry M Williams, University of Hull, Hull, United Kingdom
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 into 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.editorialmanager.com/JPMA/default.aspx

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
• Include word count in your cover letter
• Include cover letter
• Please follow the formatting requirements for new submissions stated below
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 on Ethics in publishing.

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.

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 anonymized) or the manuscript file (if single anonymized). If there are no interests to declare then please state this: 'Declarations of interest: none'. 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.

Declaration of generative AI in scientific writing
The below guidance only refers to the writing process, and not to the use of AI tools to analyse and draw insights from data as part of the research process.

Where authors use generative artificial intelligence (AI) and AI-assisted technologies in the writing process, authors should only use these technologies to improve readability and language. Applying the technology should be done with human oversight and control, and authors should carefully review and edit the result, as AI can generate authoritative-sounding output that can be incorrect, incomplete or biased. AI and AI-assisted technologies should not be listed as an author or co-author, or be cited as an author. Authorship implies responsibilities and tasks that can only be attributed to and performed by humans, as outlined in Elsevier’s AI policy for authors.

Authors should disclose in their manuscript the use of AI and AI-assisted technologies in the writing process by following the instructions below. A statement will appear in the published work. Please note that authors are ultimately responsible and accountable for the contents of the work.

Disclosure instructions
Authors must disclose the use of generative AI and AI-assisted technologies in the writing process by adding a statement at the end of their manuscript in the core manuscript file, before the References list. The statement should be placed in a new section entitled ‘Declaration of Generative AI and AI-assisted technologies in the writing process’.
Statement: During the preparation of this work the author(s) used [NAME TOOL / SERVICE] in order to [REASON]. After using this tool/service, the author(s) reviewed and edited the content as needed and take(s) full responsibility for the content of the publication.

This declaration does not apply to the use of basic tools for checking grammar, spelling, references etc. If there is nothing to disclose, there is no need to add a statement.

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 compliance, your article may be checked by Crossref Similarity Check and other originality or duplicate checking software.

Use of inclusive language
Inclusive language acknowledges diversity, conveys respect to all people, is sensitive to differences, and promotes equal opportunities. Content should make no assumptions about the beliefs or commitments of any reader; contain nothing which might imply that one individual is superior to another on the grounds of age, gender, race, ethnicity, culture, sexual orientation, disability or health condition; and use inclusive language throughout. Authors should ensure that writing is free from bias, stereotypes, slang, reference to dominant culture and/or cultural assumptions. We advise to seek gender neutrality by using plural nouns ("clinicians, patients/clients") as default/wherever possible to avoid using "he, she," or "he/she." We recommend avoiding the use of descriptors that refer to personal attributes such as age, gender, race, ethnicity, culture, sexual orientation, disability or health condition; and use inclusive language throughout. Authors should ensure that writing is free from bias, stereotypes, slang, reference to dominant culture and/or cultural assumptions. We advise to seek gender neutrality by using plural nouns ("clinicians, patients/clients") as default/wherever possible to avoid using "he, she," or "he/she." We recommend avoiding the use of descriptors that refer to personal attributes such as age, gender, race, ethnicity, culture, sexual orientation, disability or health condition unless they are relevant and valid. When coding terminology is used, we recommend to avoid offensive or exclusionary terms such as "master", "slave", "blacklist" and "whitelist". We suggest using alternatives that are more appropriate and (self-) explanatory such as "primary", "secondary", "blocklist" and "allowlist". These guidelines are meant as a point of reference to help identify appropriate language but are by no means exhaustive or definitive.

Reporting sex- and gender-based analyses
Reporting guidance
For research involving or pertaining to humans, animals or eukaryotic cells, investigators should integrate sex and gender-based analyses (SGBA) into their research design according to funder/sponsor requirements and best practices within a field. Authors should address the sex and/or gender dimensions of their research in their article. In cases where they cannot, they should discuss this as a limitation to their research's generalizability. Importantly, authors should explicitly state what definitions of sex and/or gender they are applying to enhance the precision, rigor and reproducibility of their research and to avoid ambiguity or conflation of terms and the constructs to which they refer (see Definitions section below). Authors can refer to the Sex and Gender Equity in Research (SAGER) guidelines and the SAGER guidelines checklist. These offer systematic approaches to the use and editorial review of sex and gender information in study design, data analysis, outcome reporting and research interpretation - however, please note there is no single, universally agreed-upon set of guidelines for defining sex and gender.

Definitions
Sex generally refers to a set of biological attributes that are associated with physical and physiological features (e.g., chromosomal genotype, hormonal levels, internal and external anatomy). A binary sex categorization (male/female) is usually designated at birth ("sex assigned at birth"), most often based solely on the visible external anatomy of a newborn. Gender generally refers to socially constructed roles, behaviors, and identities of women, men and gender-diverse people that occur in a historical and cultural context and may vary across societies and over time. Gender influences how people view themselves and each other, how they behave and interact and how power is distributed in society. Sex and gender are often incorrectly portrayed as binary (female/male or woman/man) and unchanging whereas these constructs actually exist along a spectrum and include additional sex categorizations and gender identities such as people who are intersex/have differences of sex development (DSD) or identify as non-binary. Moreover, the terms "sex" and "gender" can be ambiguous—thus it is important
for authors to define the manner in which they are used. In addition to this definition guidance and the SAGER guidelines, the resources on this page offer further insight around sex and gender in research studies.

**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.

**Article transfer service**

This journal uses the Elsevier Article Transfer Service to find the best home for your manuscript. This means that if an editor feels your manuscript is more suitable for an alternative journal, you might be asked to consider transferring the manuscript to such a journal. The recommendation might be provided by a Journal Editor, a dedicated **Scientific Managing Editor**, a tool assisted recommendation, or a combination. If you agree, your manuscript will be transferred, though you will have the opportunity to make changes to the manuscript before the submission is complete. Please note that your manuscript will be independently reviewed by the new journal. More information.

**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 a '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, it is recommended to state this.

**Open access**

Please visit our Open Access page for more information about open access publishing in this journal.
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 Language Editing service available from Elsevier's Language Services.

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.editorialmanager.com/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.

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.
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 app. 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.

**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 anonymized 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. Editors are not involved in decisions about papers which they have written themselves or have been written by family members or colleagues or which relate to products or services in which the editor has an interest. Any such submission is subject to all of the journal's usual procedures, with peer review handled independently of the relevant editor and their research groups. 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 Editorial Manager 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 as they help increase the discoverability of your article via search engines. They consist of a short collection of bullet points that capture the novel results of your research as well as new methods that were used during the study (if any). Please have a look at the example Highlights.

Highlights 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).

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.

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, it is recommended to 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/halftone (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.

Preprint references
Where a preprint has subsequently become available as a peer-reviewed publication, the formal publication should be used as the reference. If there are preprints that are central to your work or that cover crucial developments in the topic, but are not yet formally published, these may be referenced. Preprints should be clearly marked as such, for example by including the word preprint, or the name of the preprint server, as part of the reference. The preprint DOI should also be provided.

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.

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:

Reference to a book:

Reference to a chapter in an edited book:

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, which may also include 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).

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
To ensure a fast publication process of the article, we kindly ask authors to provide us with their proof corrections within two days. 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 will, at no cost, receive a customized Share Link providing 50 days free access to the final published version of the article on ScienceDirect. The Share Link can be used for sharing the article via any communication channel, including email and social media. For an extra charge, paper offprints can be ordered via the offprint order form which is sent once the article is accepted for publication. Corresponding authors who have published their article gold open access do not receive a Share Link as their final published version of the article is available open access on ScienceDirect and can be shared through the article DOI link.

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