

**Project Management Development – Practice and Perspectives**  
Fourth International Scientific Conference on Project Management in the Baltic  
Countries

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The Fourth International Scientific Conference on Project Management in the Baltic Countries was held during 16-17 April 2015 at the University of Latvia in Riga. The theme of the conference was “Project Management Development – Practice and Perspectives”. Organizers of the event included the University of Latvia and the Professional Association of Project Managers, Latvia.

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

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



Conference keynote speakers for 2015 were Prof. P. Reusch (Germany), Prof. (emer.) Dr. R. Lundin (Sweden) and M. A Marie Sams and MSc., Kate Mottram (UK).



**Dr. Dr. h.c. mult. Peter J. A. Reusch.**  
Dortmund University of Applied Science and Arts, Germany.

Prof. Reusch presented his article **“Extending Project Management Processes and Introducing New Processes for Sustainability”** introducing attendees to new approach and future prospects for extending project management standards in project sustainability. The development of processes is important to improve project management. We need extensions of processes described and derived from PMBOK® (Project Management Institute (PMI)) and we need additional processes for several knowledge areas and process groups. We also need contributions in new areas like sustainability. In his presentation Prof. Reusch was focus on 2 aspects of process extensions:

- Extension of processes where inputs must be split. We show cases in the context of “Enterprise Environmental Factors/Organizational Process Assets”.

- Introduction of processes for sustainability in project management.

The author works on the extension of project management processes since many years. Here only a short introduction is possible. The first case – to split “Enterprise Environmental Factors/Organizational Process Assets” - is an important step to improve PMBOK® processes significantly. The second case introduces a new knowledge that we need soon.



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

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

- Lundin, R.A. & Hällgren, M. (eds.) (2014), *Advancing Research on Projects and Temporary Organizations*, Copenhagen, Denmark: CBS Press & Liber.
- Kuura, A., Blackburn, R.A. & Lundin, R.A. (2014) "Entrepreneurship and projects—Linking segregated communities", *Scandinavian Journal of Management* 30(2), pp. 214 – 230.
- Lundin, R.A. (2014) Editorial - Changing contexts for the Scandinavian Journal of Management: Publish and perish?, *Scandinavian Journal of Management*, 30(3): 263 – 265.

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

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

Lundin has been the main supervisor for some 55 PhD students who have finalized their degree (more than half of them are now full professors). Furthermore, he has been assistant supervisor for another 50

PhD students who finalized. He also has a big family consisting of his wife, 5 children with spouses, 13 grandchildren and 2 great grandchildren.

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

Prof. Lundin presentation topic was "**The Path towards Project Society - Challenges for Institutions, Managers and Work**". There is a projectification trend in society today. This trend seems to be a result of various push factors as well as pull mechanisms at work in society. One way to describe the effects is to say that we are on our way into a societal organizing where traditional institutions with roots in industrialization eras are challenged at the same time as managing as well as work is in need of adaptation.

One way to focus ongoing transformations is to say that we are on our way into Project Society. The presentations covered various aspects of projectification and describe some of the challenges as well as how we can develop society including businesses and the public sector.

**Pg. Cert., Pg. Dip., M.A Marie Sams** and **Pg. Cert., Pg. Dip., MSc., Kate Mottram**, Coventry University, United Kingdom.

Representatives from the Coventry University (UK) presented interesting article "**Using Twitter as a Project Management Learning Intervention #PSCMChat**" where attendees was introduced to project implemented by the Coventry University and using Twitter as one of the tools for learning project management and got feedback from private sector, students and academics. There are currently a number of diverse technologies being used in learning and teaching for a variety of subject matters such as Facebook, VLE's (i.e. Blackboard and Moodle), Turning Point, and Twitter. In line with Coventry University's (UK) strategy of trialling different disruptive technologies in a variety of settings, a pilot project was set up to allow exchange of ideas and communication between academics, students and industry partners using Twitter as a vehicle for communication exchange. Currently, industry partners are involved in the learning process by delivering guest lectures to students, however the

limitation of this is that it is a one way delivery process, and currently benefits the students more than the practitioners.

As a result, a pilot project was set up which gave 11 students the opportunity to answer direct challenges/problem-based questions from Project Managers and Operations Managers. It also gives the opportunity for students to get an insight into how some of the theoretical elements taught on a Project Management module reflect the real world. Over the two weeks, there were #PSCMChat sessions run which saw practitioners pose questions to students on real challenges that they have faced (encouraging problem based learning), and the following week gives students the opportunity to ask questions related to what they have learned on the module and how it relates to practice “from the experts” perspective. The aim of this project was to discover what a small number of students and industry professionals thought about an idea before implementing it on a larger scale. Additionally, it is fundamentally clear that the value in discussing theoretical concepts and solving real problems presented in industry, and in involving practitioners in the field offers real value to students, in providing immediate feedback and offering students the opportunity to informally network with practitioners.

The work of the conference was organized in the 5 parallel sessions:

**1. Quantitative methods in project management**

Session chairs: Prof. Peter J. A. Reusch (Germany), Prof. Juris Krūmiņš (Latvia), Prof. Wolfgang Tysiak (Germany)

**2. Technologies and project management**

Session chairs: Prof. Carsten Wolff (Germany), Prof. Biruta Sloka (Latvia), Prof. Christian Reimann (Germany)

**3. New directions in project management**

Session chairs: Prof. José Ramon Otegi Olaso (Spain), Prof. Rima Tamošiūnienė (Lithuania)

**4. Practical project management**

Session chairs: Prof. (emer.) Žaneta Ilmete (Latvia), Prof. Arvi Kuura (Estonia), Prof. (emer.) Rolf A. Lundin (Sweden).

**5. Social aspects and personnel in project management**

Session chairs: Prof. Ruta Ciutiene (Lithuania), Prof. Inesa Vorončuka (Latvia), Prof. Marco Sampietro (Italy).

In the conference was represented more than 20 countries in total, including Latvia, Lithuania, Estonia, Sweden, Germany, Finland, Belgium, United Kingdom, Spain, Bulgaria, Romania, Russia, Palestine, Iran, China, South Korea, Australia, Pakistan, Portugal, Poland, India, Italy and Hungary.

The International Scientific Project Management Conference organized by the Professional Association of Project Managers of Latvia in co-operation with the Faculty of Economics and Management, University of Latvia has now become a proven value. Its international recognition has considerably grown and similarly has the quality of the submitted articles. The proceedings hereby are the fourth in turn and present articles of both scientific and practical significance.

We are particularly pleased to announce that the articles published in the proceedings are now available indexed internationally via EBSCOhost research database.

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

In the articles professionals set forecasts for the future project practice. The forecasts underline the importance of project managers' social competences. The project manager's role as a project work organizer, leader and competent implementer cannot be overestimated. Several articles of the proceedings deal with such project management competences as leadership, ability to communicate within a group as well as conflict management skills.

Prof. (emer.) Dr. oec. Žaneta Ilmete (chair of the conference and professional association of project managers) also concludes that emotions are an important tool in all projects. Without emotions there is no innovation and no successful team collaboration. For this reason the research dedicated to this topic might be interesting to all project implementers.

Project implementation is successful if projects have been well-prepared and the critical path has been identified. In this context it is interesting to study the use of the PERT method for determining the project time-span and deadlines for individual activities of the project network.

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

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

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



## About the Author



### **Emils Pulmanis**

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**Emils Pulmanis** is a member of the board of the Professional Association of Project Managers in Latvia and development project manager at State Audit Office of the Republic of Latvia. He has gained a BSc. in engineer economics, a professional master's degree in project management (MSc.proj.mgmt) and currently is a PhD candidate with a specialization in project management. He has elaborated and directed a number of domestic and foreign financial instruments co-financed projects. He was a National coordinator for a European Commission-funded program – the European Union's financial instruments PHARE program in Latvia. Over the past seven years he has worked in the public administration project control and monitoring field. He was a financial instrument expert for the Ministry of Welfare and the European Economic Area and Norwegian Financial Mechanism implementation authority as well as an expert for the Swiss – Latvian cooperation program as a NGO grant scheme project evaluation expert. He has gained international and professional project management experience in Germany, the United States and Taiwan. In addition to his professional work, he is also a lecturer at the University of Latvia for the professional master study program in Project management. He has authored more than 25 scientific publications and is actively involved in social activities as a member of various NGO's.

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