



Call for papers—Special Issue on “Project Benefit Management”

Special Issue aims and scope

Traditionally, the project management literature has been mainly occupied with delivering outputs (artifacts such as a bridge). As a result, project management processes and tools are focused on enhancing the efficiency of output delivery — on time, on budget and according to specifications. While this approach is essential, a sole focus on efficient delivery of outputs neglects the importance of project benefit realization. In other words, projects can still be ineffective to the funding organization even if their outputs have been delivered efficiently, for example the Los Angeles Metro (Shenhar and Dvir, 2007) and the Sydney cross-city tunnel (Zwikael and Smyrk, 2011). Recently, a wider view on the management of projects has emerged, which also discusses the delivery of strategic goals by projects (Gareis and Stummer, 2008; Morris and Jamieson, 2008). Consequently, benefit management is becoming an important research area.

Project benefits are “the flows of value that arise from a project” (Zwikael and Smyrk, 2012: 11). Project benefit management research emphasizes the strategic roles of projects in organizations (e.g., Kolltveit et al., 2007) and defines the benefit management process (e.g., Breese, 2012). Literature suggests that benefits are first formulated during project initiation in order to be included in a proposed business case. Following the approval of the business case by the funder, target benefits become the basis for performance review at the end of the project. A project owner is accountable to the project funder for the realization of these target benefits (Zwikael and Smyrk, 2012). However, there is still lack of research on target benefit formulation and appraisal, monitoring tools for the project owner and steering committee, and the evaluation of actual benefits. The following list of potential topics is provided to stimulate ideas for manuscripts. Authors are not restricted to this list, but submissions must provide relevant and practical insights framed by these research questions:

- How can project benefit management enhance the achievement of organizational strategic objectives?
- What are the factors enhancing the realization of project target benefits?
- What is the relationship between a project’s outputs and its benefits?
- What is the relationship between project efficiency and effectiveness?

- What are the implications of benefit management research on project governance, the concept of project success, and the project management tool kit?
- How does the benefit management process vary across industries and cultures?

Submission process

Please submit your manuscript directly to the guest editor at ofer.zwikael@anu.edu.au. All papers will go through an initial screening. After positive feedback from the guest editor, those papers selected for further consideration will be invited to submit their papers online at <http://ees.elsevier.com/jpma>, carefully following the Guide for Authors. At this stage papers will undergo a double-blind review process with multiple reviewers. All queries should be submitted directly to the guest editor.

Key dates

- Submission deadline: 1 October 2014
- Notifications to authors: 1 March 2015
- Expected publication date: October 2015

References

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