IPMA®

international
project
management
association

PUBLICATIONS

Research Evaluation Baseline

IPMA GLOBAL STANDARD

Version 1.0

IPMA Research Evaluation Baseline
(IPMA REB)

Editorial team (in alphabetical order):

Constanta-Nicoleta Bodea	Maria Koutintcheva
Maria Iuliana Dascălu	Yan Xue
Ronggui Ding (Project Manager)	Qing Yang

Contributors as IPMA Research Awards Judges 2019-2021:

Alexandr Tovb (Russia)	Maxim Miterev (Ireland)
Anbang Qi (China)	Michael Young (Australia)
Beverly Pasian (Netherlands)	Miles Shepherd (UK)
Haukur Ingi Jonasson (Iceland)	Mladen Radujković (Croatia)
Helgi T Ingason (Iceland)	Ralf Muller (Germany)
Ika Lavagnon (Canada)	Rosário Bernardo (Portugal)
Janice Thomas (Canada)	Sergey Bushuyev (Ukraine)
Jouko Vaskimo (Finland)	Taryn Jane Bond-Barnard (South Africa)
Lixiong Ou (China)	Tetsuro Seki (Japan)
Lynn Crawford (Australia)	Vladimir Obradović (Serbia)
Maria-Iuliana Dascălu (Romania)	Yvonne du Plessis (South Africa)
Martina Huemann (Austria)	Yvonne Schoper (Germany)
Maude Brunet (Canada)	

Graphical Design:

Maša Poljanec (Croatia)
Iza Maciejak (Poland) – diagrams and redesign for version 1.0

Foreword

We are living in a special time when many changes affect our lives. Not all these changes are unexpected. But the impact is huge, and these changes have an enormous impact on our society and quality of life. They also have an impact on our profession of project management. Not only in the type of projects we are presented with, but also in the way we execute these projects. This calls for new leadership in how to lead projects and how we can ensure we have greater success in our projects.

We also need the scientific basis to guide our leadership, decisions and success, especially now, in these challenging circumstances with the complexity of projects, programs and portfolio management that is increasing enormously.

The conditions under which we can do our work now and, in the future, require thorough research in project management. It ensures that our profession grows in maturity and closes the gap between knowledge, research and practice. The challenges in the field of sustainability, bio-industry, climate, artificial intelligence are enormous and require research, studies and craftsmanship.

The IPMA Research Evaluation Baseline helps the various users in the field of Project, Portfolio and Program Management to guide the possibilities and results in research and is a systematic and transparent basis for the IPMA Research Awards, Best Paper Prizes and the IPMA Research conferences.

The Research Evaluation Model (REM) is the main component of the IPMA REB baseline. The REM will identify the best research in project management, to provide researchers with information how to lead research projects, practical approaches, and findings for their further research projects. The REM will also support IPMA to develop its standards such as the IPMA OCB, IPMA PEB and IPMA ICB CCT and to support the IPMA Member Associations and other stakeholders with valuable services.

This Research Evaluation Baseline has been written by a fantastic international team of experts and I would like to thank Constanta-Nicoleta Bodea, Yan Xue, Maria Koutintcheva, Maria Iuliana Dascălu, Qing Yang and Ronggui Ding, and all the experts for their great work together with all contributors such as the IPMA Research Group members and IPMA Research Awards judges and sounding people etc, who have reviewed and enriched this baseline with their knowledge, experience and value feedback.

Project success is our choice.

Joop Schefferlie
IPMA President

Executive summary

IPMA is contributing to the advancement of knowledge, theory and practice in project, programme and portfolio PPP management domains. By running annual Research Awards, IPMA evaluates and recognizes the research conducted at the highest global standards and promotes the theoretical and/or methodological innovation for supporting PPP management moving forward.

The IPMA Research Evaluation Baseline (REB) is one of the IPMA knowledge products which supports IPMA mission and strategy. Its main objectives are:

- to provide state-of-the-art and innovative research problems, approaches and findings for researchers' and organizations' further research,
- to support research managers who proactively promote the project management discipline,
- to support organizations and other user groups with leading theoretical foundations to develop their PPP knowledge, theories, methodologies, and systems,
- to reward and motivate the excellent researchers annually by recognizing their research achievements and contributions.

The main purpose of the IPMA Research Evaluation Model (REM) is to guide different user groups to evaluate the capability and achievements of their research conducted in the domain of PPP management.

The IPMA REM consists of four areas. Three of them are for evaluating the key components of research as Research Problem, Research Process and Research Result. The fourth area is Research People for evaluating the researchers (see Figure 0-1):
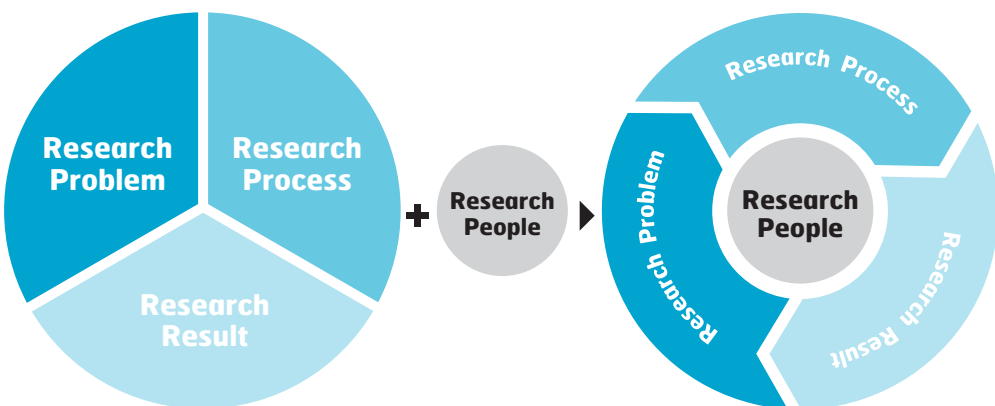
Figure 0-1: The structure of IPMA REM

- **Research Problem** – A well-defined research problem leads to clear research objectives and enables efficient communication with different stakeholders. Excellent research addresses an innovative and valuable research problem.

- **Research Process** – The appropriate research process is well designed and performed according to applied research approaches selected for solving the research problem. Excellent research is only conducted when using systematic, transparent, innovative, and effective research processes.

- **Research Result** – Research result is new knowledge or is relating to existing one (underpins or refutes previous accepted knowledge), theories and methodologies conceived, discovered, developed, or generated during the research. Excellent research leads to innovative and impactful research results when bringing clear research objectives, which are with evidence to prove their theoretical and/or practical value.

- **Research People** – Research People area describes the characteristics of excellent researchers. The characteristics are different for senior (/s) and young (/y) researchers. The IPMA Research Evaluation Baseline (REB) is based on the IPMA REM and designed to provide guidelines for evaluating research. It covers Introduction to the Research Evaluation Model, Evaluation of research, together with the application guidelines for the applicants and the evaluation processes etc.

The main user groups of IPMA REB are Funding agencies, Research performing organizations, Research customers, Researchers (scientists), Research evaluators, Research managers, and other related stakeholders.

The REB focuses on project, programme and/or portfolio management related research, complementing other IPMA standards:
- IPMA Individual Competence Baseline (ICB) – designed to assess individual competences of project / programme / portfolio leaders,
- IPMA Organizational Competence Baseline (OCB) – designed to assess competences of organisations that run projects,
- IPMA Project Excellent Baseline (PEB) – designed to assess excellence of projects, programme and/or portfolio management,
- IPMA Reference Guide ICB4 in an Agile World - designed to assess the major success factor of becoming agile, competent individuals,

- IPMA Individual Competence Baseline for Coaches, Consultants and Trainers (ICB4CCT) – designed to assess the competence for coaches, trainers, and consultants in the field of projects, programs and portfolios.

Used together, these standards provide a comprehensive way to assess/evaluate a project, a programme and/or portfolio from both academic and practical dimensions.

The IPMA REB can be used by these organizations and/or individuals for developing their internal research evaluation system, such as research funding agencies, research performing organizations, research customers, researchers (scientists), research evaluators, research managers, students/supervisors, and so on.

Table of Contents

Table of Contents

List of figures

List of tables

Abbreviations and acronyms

Abbreviation or acronym	Explanation
IPMA	International Project Management Association
REB	Research Evaluation Baseline
REM	Research Evaluation Model
PPP	Project, Programme, and Portfolio
ICB	Individual Competence Baseline
PEB	Project Excellence Baseline
OCB	Organizational Competence Baseline
ICB4CCT	Individual Competence Baseline for Coach, Consultant and Trainers

Terms and definitions in the IPMA REB

Term	Definition
Research	Academic or scientific investigation and study of materials nd sources to establish or confirm facts, reaffirm the results of previous work, solve new or existing problems, support hypotheses, or develop new theories.
Research project	A temporary academic or scientific endeavor to solve a research problem.
Research problem	The statement about an area of concern, a condition to be improved, a difficulty to be eliminated, or a troubling question that exists in scholarly literature, in theory, or in practice that points to the need. It gives the research a clear purpose and justification and a particular context that defines what is to be investigated.
Research process	The steps, ways and strategies used by researchers from research problem investigation to research objectives realization. A typical research process comprises the following stages: selecting the research area, formulating research objectives or developing hypotheses, conducting the literature review, selecting methods of data collection, collecting the primary data, data analysis, research conclusions.
Research result	Achievement of research objectives, such as knowledge set, procedures, methodologies, techniques, materials, and works of authorship, whether patentable or copyrightable, which are conceived, discovered, developed or generated during the research.
Researcher	A person who carries out academic or scientific research.
Research evaluation	A systematic determination of a research's merit, worth and significance, using criteria governed by a set of standards.
Research evaluator	A person with research and assessment-related competences who evaluates research by using a specific research evaluation baseline.
Excellence	Demonstrated performance which is exceptionally good and which exceeds ordinary contemporary standards.

1. Introduction

1. Introduction

The importance of research in the advancement of societies is well understood nowadays. Research allows humanity to go further unprecedented complexity and changes. The professional bodies consider research as a priority for moving the profession forward.

As an international network that thinks globally and acts locally, IPMA is serving project, program, and portfolio (PPP) management professional needs and it leads to the evolution of the profession and the maturity of its practice. IPMA is contributing to the advancement of knowledge, theory, and practice in PPP management domains, by:

- Identifying and promoting the research conducted at the highest global standards for achieving knowledgeably, theoretically and/or methodologically innovative benefits for PPP management profession by running annual IPMA Research Awards.
- Funding international research (projects) and studies/surveys in PPP management profession.
- Conducting research projects and studies in PPP management profession. IPMA is involved in knowledge creation that sustains the ongoing development of the project management profession with a state-of-the-art theoretical foundation.

IPMA leverages excellence in rapidly changing environments of research performing organization. IPMA also develops long-standing connections with different industries, in the private and public business for applying the project work transformation towards a high performance. IPMA Research Evaluation Baseline (IPMA REB) has been primarily developed based on the previous research evaluation experience which is considered as an advantage for the IPMA Research Awards. The IPMA Research Awards started in 2006 and since then they allow IPMA to honor the best researchers in the field of PPP management worldwide. The applied research evaluation criteria have been:

1. Achieved research results (including research papers and other theoretical and/or methodological knowledge products).
2. Originality.
3. Theoretical foundation.
4. Transparency, professionalism in research processes and methodologies.
5. Practical relevance (innovation potential including possible contributions to IPMA products, such as ICB, PEB and/or OCB, etc.).
6. Recognition and/or influential impact on further research on project management.

The actual IPMA REB intends to add more structure, consistency and transparency to the research evaluation process conducted by IPMA. To achieve this, an IPMA Research Evaluation Model (IPMA REM) has been defined.

The body of IPMA REB (chapter 2-5) describes the context of defining the IPMA REM and the research evaluation process.

Chapter 2 describes the purpose of the IPMA REB and its intended users, as well as the ways it can be used.

Chapter 3 describes and explains the IPMA REM: the principles, the model structure (research problem, processes, results, and researcher(s)/people), the connections between these areas and the value delivery using IPMA REM (performance, reliability, effectiveness, efficiency and continuous improvement).

Chapter 4 explains the criteria associated with each IPMA REM area.

Chapter 5 specifies the scope of the research evaluation as covered by IPMA REB, the research evaluator role and the applied scoring approach.

Annex presents the research evaluation process in IPMA Global Research Awards.