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Editorial

Key trends for project management, a cornestone for organizational succes

Tendencias clave de la gestión de proyectos, pilar fundamental para el éxito organizacional

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In a world of rapid technological advances, project management has established itself as an essential discipline to ensure organizations´ success, due to its impact on efficiency, innovation and organizational adaptability. Its development as a valuable field of study is manifested in the behavior of its scientific production and spheres of influence, which will be discussed below.

Scientific production: According to the search performed in the Scopus database (Figure 1), an increase is evidenced, characterized by a polynomial function with a confidence level of 47,53%.

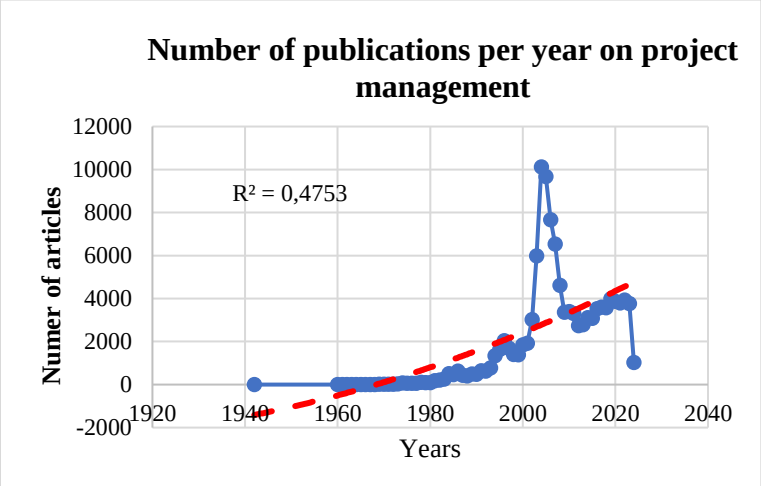

Figure 1. Research behavior on project management
Source: own elaboration

When identifying the fields of study, computer sciences, engineering and business stand out as the main and most consolidated fields of influence on projects in the last five years (Figure 2).

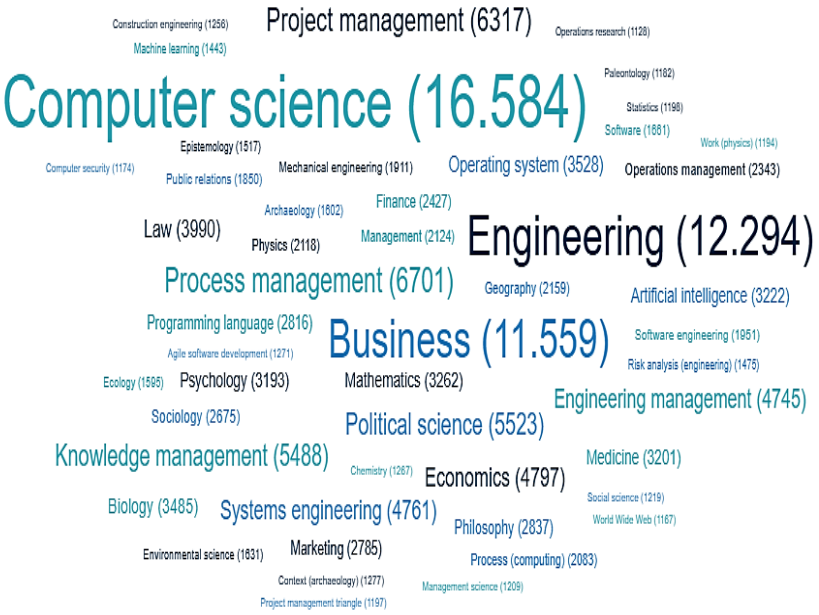

Figure 2. Main fields of study
Source: The Lens (2025)

The map also shows other important topics such as knowledge management, process approach and operations management. For the latter two, the close relationship between one and the other is recognized: the project as a special type of process and a way of bringing about changes in processes, value chains as well as implementing the operations strategy; on the other hand, process management is a systematic method for developing projects (Cruz Montero et al., 2020).

Other emerging issues arise, connected to the three central fields, rapidly evolving and driven by changes, sometimes disruptive, new methodologies and the need to adapt to more dynamic and interconnected environments. Agile methodologies continue to dominate, especially in software development projects, but they are expanding to other industries. Currently, the agile philosophy is gaining in intensity due to its ability to deal with ambiguity and uncertainty in projects (Sedhom et al., 2024).

Undoubtedly, Information and Communication Technologies (ICT) are relevant in the progress of this field. The use of artificial intelligence (AI) tools, automation, blockchain, or internet of things (IoT), they increase the ability to predict outcomes and risks, optimize resources and make flexible decisions based on large volumes of data (Zabala Vargas et al., 2023); with significant impacts on the responsiveness and performance of organizations (Khan & Kwan, 2025).

Proactive risk management has become a fundamental pillar for sustainability and success of organizations. This strategy is based on the use of advanced tools for early risks identification that lead to mitigate or reduce the impact of potential threats before they materialize. In addition, organizational resilience prepares companies to face crises and unexpected changes, ensuring their ability to adapt and the operational continuity. In parallel, sustainability and social responsibility have gained relevance in project management, with a focus on green initiatives seeking to reduce carbon footprint and promote environmental sustainability. The integration of ESG (Environmental, Social, Governance) criteria in decision making reflects a commitment to responsible business practices aligned with current global challenges.

On the other hand, for organizational transformation, change management is a key element; it comprises effective strategies addressing change resistance and facilitate the adoption of new practices and technologies. This is combined with the promotion of a culture of innovation, which fosters adaptability and creativity within organizations. Data

analytics and business intelligence have also revolutionized decision making into an approach based on accurate data and reliable metrics. Tools such as dashboards and real-time reports enhance monitoring of project progress, with efficiency and transparency. Finally, operational excellence is consolidated through methodologies such as Lean management and Six Sigma, which seek to eliminate waste, optimize processes, reduce variability, ensure quality and continuous improvement in all operations.

These fields and their relationships align to bibliometric studies (Wulandari & Raharjo, 2023), which are increasingly consulted and addressed on a global scale. Sectors such as software industry make use of projects that foster innovation and efficiency in the creation of digital applications and platforms for the implementation of systems like enterprise resource planning (ERP) and customer relationship management (CRM). Construction and engineering are among the most studied and advanced business environments in the application of the aforementioned emerging tools (Zabala Vargas et al., 2023; Khan & Kwan, 2025).

An interesting point is that not only the need to develop projects constitutes the common aspect in health, education, public administration and energy sectors (Cruz Montero et al., 2020); but also the interconnection that is established between them.

In order to provide quality and affordable health care, technology, infrastructure and highly qualified human capital are needed, for whom research is central in the search for better treatments, effective drugs or more efficient and sustainable methods of managing health services.

Communications, manufacturing and energy are areas also adopting advanced technological approaches to improve their performance; they as well benefit from construction projects to optimize their spaces.

Ultimately, certification is of utmost importance for upgrading, validation of technical and practical skills, as well as the use of standardized methodologies such as PMBOK that are still highly valued (Cruz Montero et al., 2020).

This context reflects that the development and success of projects is conditioned by the fact that their management is increasingly based on adaptation to a complex and changing environment and, to this end, it must adopt approaches that promote effectiveness, flexibility and innovation as unavoidable premises.

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