



The Management of Projects: Reconciling Uncertainty and Responsibility

The management of projects has in recent years risen to a new prominence, with projects seen as critical to economic success in both the private and public sector. The explanation behind such an expansion of project based work is frequently associated with new challenges and opportunities brought about by technological developments (particularly IT), shifting boundaries of knowledge, dynamic market conditions, environmental regulations, changes in organisational thinking and strategic directions, the drive towards shorter product life cycles, customer involvement, and increased scope and complexity of inter-organisational relationships. The impact of projects on contemporary society is immense. At the same time, however, this expansion of projects and project management beyond their traditional heartlands of construction and engineering has also led to new challenges to the discipline, and by implication to organisations and individuals.

In this context, the conference theme 'Responsible Management in an Uncertain World', is one which has particular resonance for projects, given the intrinsic future orientation of projects. On the one hand, the primary function of the project manager may be seen as the assumption of responsibility for successful accomplishment of the project. However, the nature of contemporary projects renders this responsibility highly complex, given the range of stakeholders whose interests need to be balanced in the typical project. At the same time, the extent to which the project manager can control and be held accountable for project success is also a highly contestable topic, given the uncertainty and complexity of cross-disciplinary and cross-organisational projects. The challenge of reconciling responsibility and uncertainty in project settings is therefore the focus of this track. In response to this challenge, we would encourage in this track analyses and insights into projects and their management from across the range of management disciplines.

Topics include:

- Stability, instability and uncertainty in projects
- Managing complexity and chaos in contemporary projects
- Control and the limits of control in project management
- Rationality and emotion in the management of projects
- Collaboration and cooperation in multidisciplinary projects
- Knowledge and knowledge management in project environments
- Responsible and effective education for project managers
- Project-based change management
- Professionalisation, authority and accountability in project management.

This is an indicative list of subtopics – all papers which relate to the broader theme would be welcome. Please submit **full papers** of 5000-7000 words by **February 15th 2005**. Details of the procedure for the submission of papers can be found on the EURAM 2005 conference website. All papers submitted to the track will be double-blind reviewed, and authors will be notified by **March 15th 2005**. We encourage the submission of both theoretical and empirical work.

All papers presented in the track will be considered for a special issue of the Project Management Journal based around the track theme, to be published in late 2005. If you do not wish your paper to be considered for the special issue, please inform the track chairs.

Submissions to the track: Please follow the information on how to format and submit your paper as published on the EURAM 2005 conference web site (www.euram2005.de).

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