

Editorial

Welcome to the second issue of Volume 3 of the *Engineering Project Organization Journal* (EPOJ). This is an exciting issue because it is one of those collections that came together very nicely without any outside focus on a theme. Rather, the issue presents several papers that are tied together by the theme of pushing the boundaries of what project management should be and what it can do. From the conceptual to the specific, the issue presents a series of explorations on the roles of project management and the limitations of current thinking. I hope you find the papers to be interesting as well as thought provoking and that they initiate a set of discussions that challenge current beliefs.

The first paper by Morris is the keynote talk given by Peter Morris at the 2012 Engineering Project Organization Conference. The talk highlighted the limitations of how we now think about project management and the significant need to define and expand this discipline. The talk provides an excellent and stirring charge to the EPOS community on where the group should focus future efforts. Continuing this focus on the need to reexamine the definition and role of project management, the second paper by Edkins, Geraldi, Morris, and Smith examines the front-end of project management. The paper focuses on the need to examine project management earlier in the process and challenges the Project Management Body of Knowledge (PMBOK) in terms of accepted perspectives on what is the front end of project management. The third paper by Puddicombe continues the focus on challenging accepted project management concepts by advocating a greater focus on production theory and

strategic thinking in project management. The paper lays out a thoughtful argument as to why current project management thinking is holding back the project management profession and how a new theory of project management is required to advance the field.

The fourth paper in this issue by Holt and Edwards moves the discussion on project management to a different topic with a focus on trust and inter-relationships between subcontractors. The paper recognizes the need to analyse the role of communication and relationships in successful subcontractor actions. Of particular note is the need for these successful relationships in highly technical subcontracting roles. Finally, the fifth paper in this issue by Askland, Gajendran, and Brewer concludes the issue by building on the concept of relationships in the larger context of AEC organizations. The paper presents a theoretical framework for understanding organization behaviour based on Bourdieu's Theory of Practice. The paper provides a bookend to the issue in that it concludes the challenges with an appeal to industry professionals to look at organizations from a new perspective in order to understand the motivations behind actions that are taken.

On behalf of the Editors and Editorial Board, thank you for your continued support of EPOJ and we look forward to bringing you additional works that challenge accepted principles. As always, please contact me or the Editorial Board with any comments regarding this issue.

Paul S. Chinowsky
Editor