



## **SIG 10 - PO - Project Organizing**

With our theme **Exploring the Future of Management: Facts, Fashion and Fado**, we invite you to participate in the debate about how to explore the future of management. We look forward to receiving your submissions.

### **T10\_04 - The Bounded Manageability of Major Projects**

#### **Proponents:**

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#### **Short description:**

Two words sum up the impact of major projects: "transformational" and "complex". Major projects could improve the quality of life of individuals, foster the growth of a national economy, develop entire cities to become more attractive place to live and visit. While the transformational impact and complexity of these projects can be recognized, few researchers have considered new eras to understand these issues and a small number of researchers have looked at more innovative approaches to improve the management and governance of these major projects. This topic proposal raises the importance to understand the Bounded Manageability of Major projects.

#### **Long description:**

Two words sum up major projects: "transformational" and "complex". Major projects could improve the quality of life of individuals, foster the growth of a national economy, develop entire cities to become more attractive place to live and visit. Managing these projects require capabilities and competencies. While the transformational impact and complexity of these projects can be recognized, few researchers have considered new eras to understand these issues and a small number of researchers have looked at more innovative approaches to improve the management and governance of these major projects. This topic proposal raises the importance to understand the Bounded Manageability (BM) of Major projects. BM has three dimensions:

1. Monitorability: the manager's ability to keep track of what is going on and monitor performance



2. Predictability: the ability of managers to foresee consequences of decisions and emerging situations

3. Controllability: the manager's ability to intervene

Thus, these projects bring with them major managerial challenges related to complexity, cost and time overruns, shifting in political support, lack of ethical behaviour due to stakeholders' own agendas, turbulent economic conditions, to name a few. This topic proposal raises the importance to broaden the classical project management approaches in managing and governing major projects to develop knowledge, better understand and consider their transformational impacts and complexity to manage. The proposed track is therefore looking at topics that will cover:

Bounded Manageability;

Transformational impacts of Major projects;

Novel research approaches in studying Major projects;

Sustainability, Social responsibility and Social acceptability and Major projects

Power structure and games in Major projects

Ethics and Major projects

Complexities, Risk Management and Major projects;

Organizational structure and Major projects

Stakeholder Management

Major Projects as cultural phenomena

**Keywords:**

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Bounded manageability

Complexity

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