

## Editorial

Welcome to the fourth issue of the Engineering Project Organization Journal (EPOJ). This issue represents the conclusion of a momentous year for this journal and for its sponsoring organization, the Engineering Project Organization Society (EPOS). With this issue, the journal has successfully completed its first year of publication with 17 technical papers and 2 special Pathfinder papers. The papers represent technical diversity in their topics to reflect the broad themes of engineering project organization research. Of equal importance, the papers include authors from every region and multiple disciplines. This diversity reflects the original intentions of this journal to cross boundaries and highlight the contributions to this field of inquiry from multiple disciplines and perspectives. On behalf of the Editorial Board, I thank all of the authors and reviewers who have made this first year a success. As we close this first volume, I am excited to be looking forward to continuing this diversity in Volume 2. This next year will include special issues on social science contributions to engineering research and project collaboration as well as a continuing focus on publishing papers from each of the primary journal themes. I encourage everybody to continue contributing to the journal, as the journal is only as strong as its contributions.

In this issue, we are excited to present four technical papers. The first three papers in the issue focus on different aspects of teams or communities in both project and corporate settings. The first technical paper by Dulaimi and Hariz addresses how cultural diversity impacts the effectiveness of project teams. Set against the backdrop of the multicultural projects being constructed in Dubai, the paper provides findings on the relationships between cultural diversity and project efficiency and

output. The second paper by Li *et al.* continues the emphasis on project teams by focusing on the complex relationships required to construct the Expo 2010 in Shanghai, China. The paper introduces the use of Social Network Analysis to analyse Complex Project Organizations. Based on findings from the construction effort, the paper proposes a set of organizational controls incorporating the social relationships evident on complex projects. The third technical paper in this issue by Javernick-Will completes the focus on teams by continuing the use of Social Network Analysis within the context of Communities of Practice. Utilizing network approaches to investigate the transfer of knowledge in a global community, the paper highlights the issues associated with global organizations attempting to create a global community of knowledge.

The final paper in this issue moves from the team focus to a financing focus. The paper by Badu *et al.* examines the challenge of financing infrastructure in developing countries. Utilizing Ghana as a backdrop for the paper, the authors present innovative financing options for infrastructure within the developing world. Through an analysis of the options, the paper presents key findings on how to enhance the opportunities for success in developing these infrastructure projects.

On behalf of the Editors and Editorial Board, thank you for your continued support of EPOJ and for making Volume 1 a success. We look forward to a successful second volume and continuing to meet the needs of the engineering project organization community. Please contact me or the Editorial Board with any comments regarding this issue.

Paul S. Chinowsky  
Editor