

## Editorial

Welcome to the third issue of Volume 3 of the *Engineering Project Organization Journal* (EPOJ). This issue highlights the diverse nature of the engineering project organization community and the global nature of its members. The issue presents four papers that are diverse in their perspective on project organizations and infrastructure development as well as their international origins. I hope you find the papers to be thought provoking in both their specific content and their breadth of topics within the organization domain.

The first paper by Fellows and Liu was a Best Paper finalist at the 2012 Engineering Project Organization Conference. The paper challenges the traditional perspectives on accuracy and specificity that are reasonable in the engineering project community. Challenging the assumption that engineering projects can be addressed as static entities, the paper provides an alternate viewpoint that projects need to be addressed as flexible entities that need stochastic perspectives to adequately understand project variability. With the concept of variability on the table, the second paper by Sewalk focuses on the uncertainty related to the energy sector and the large-scale projects developed within that sector. Raising the questions of energy demand, large-scale project finance, and the capacity to build the projects required to gain energy independence, the paper introduces the concept of variability in how we think about large-scale energy projects. Using multiple scenarios as a background, the paper challenges the reader to consider the external forces on energy demand,

supply, and our ability to meet the demand through alternate energy sources.

The third paper in this issue by Trew, Coffey, and Trigunarsyah moves the discussion on project organizations away from a project focus to one of organization culture and its impact on project success. Utilizing the context of aircraft programs, the paper can be understood in a broader context from the perspective of organization culture impacting project failures and successes. Introducing an organization effectiveness model, the paper presents a strong case for aligning culture with project goals in terms of long-term success. Finally, the fourth paper in this issue by Fayad et al. concludes the issue by building on the concept of project delivery and variability by emphasizing the need for enhanced decision making during project development to assist in safeguarding investments. The paper presents an optimization model based on genetic algorithms that enhances the decision making for real estate investors in Egypt. The paper highlights the need for greater decision making during projects and the need to develop models that better capture the variability of complex development projects.

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