

Editorial

Welcome to the final issue of 2014 of the *Engineering Project Organization Journal (EPOJ)*. This issue highlights the complexity of managing projects and the critical role that collaboration plays in the project management process. The issue presents four papers that highlight these topics in contexts that are varied, but each of which focus on a specific element of complexity and collaboration. Additionally, this issue presents a response by Holt to a thought provoking piece originally written by Morris on the perspectives currently adopted by the project management profession. I hope you find the papers to be thought provoking in their challenge of current perspectives and their highlighting of project management challenges facing us in the evolving profession.

The first paper by Kovacic and Filzmoser explores the success factors in collaborative planning. The paper highlights that success is not only a function of skills, but also highly dependent on the personalities of the participants. Through an experiment with students, the authors demonstrate how the proper balance of skills and personality lead to greater collaboration and thus more successful outcomes. The second paper in this issue by Holt is a response to the previous article by Morris regarding the role of academic researchers in the project management profession. This response is placed in this position because it raises the critical question of whether academic research needs to be specifically relevant to practitioners or whether the role of academics is to remain in the research and conceptual domains. I hope that this discussion will serve to bring this long-standing question out in the open in the academic field. Specifically, is the argument that project management is applied and this is equivalent to other engineering disciplines even though it is sometimes focused on specific industry issues, or is it somehow inferior in its academic legitimacy due to its applied focus?

The third paper in this issue by Lessard, Sakhrani and Miller is the expanded version of the Best Paper winner from the 2013 Engineering Project Organization

Conference. The paper focus on the complexity associated with large infrastructure projects. The paper spotlights the need to understand the complex relationships within these projects and utilizes a framework to explore the role that complexity plays in project outcome variations. Continuing this focus on complexity, the fourth paper in the issue by Ramalingam et al. explores the complex nature of international infrastructure projects. Specifically, the paper explores the role of trust, culture and communication is the reliability of infrastructure projects. Similar to the Lessard paper, the Ramalingam paper highlights the diverse set of considerations that go into a successful infrastructure effort. Together, the two papers should deliver the underlying reality that only skills and planning do not ensure project success. Finally, the fifth paper in this issue by Zerjav, Hartmann and van Amstel concludes the issue by reinforcing the unexpected nature of project planning processes. Specifically, the paper highlights the role of emergent leadership in collaborative projects. Challenging the idea of a single, strong leader, the paper emphasizes that leadership often emerges during collaborative design processes. Once again showing that conventional wisdom is not always true, but actually may be holding the profession back in terms of capitalizing on actual, rather than anticipated, project processes. This of course brings us back to the discussion between Holt and Morris. What is the role of project management researchers in challenging conventional project management wisdom?

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.

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