Student Summary Review Questions

1. What is the meaning of projecting in the modern world?

 Projecting is how we deliberately change our future. This can either be through seizing new opportunities, or through mitigating perceived threats. Case 2 provides an example of the former, and Cases 9 and 10 the latter.

2. What are the three broad categories of projects?

 Infrastructure, which provides the support for social and economic activity. Cases 3, 4, and 5 are examples.

 New Product Development (NPD), which may be a physical new product such as a jet fighter, or an event. Cases 6 and 9 provide examples of the former; 7 and 8 of the latter.

Transformation, which uses digital technology to transform the way we work and live. Case 11 explores this in project organizing itself, while Case 12 invites discussion on the future.

3. What are the limitations of the existing texts on project organizing?

They are dominated by the systems paradigm which focuses on delivery rather than shaping, and tends to ignore commercial issues and commits the “ludic fallacy” in managing threats and opportunities.

More generally, they have lost the mutual interconnection between strategic intent and strategy implementation through their focus on delivery rather than shaping.

4. How is the fourth industrial revolution different from the other three?

 Its foundation in carbon-neutral energy and digital technologies of the internet of things (sensor networks); big data (the automated collection of data from sensors) and machine learning (the ability to automate the analysis of that data)

5. How can projecting contribute to the grand challenges of 21st century economy and society?

 Projects are at the core of how we are going to successfully meet the challenges of the global pandemic (case 9) and global warming (case 10), and, indeed, the UN Sustainable Development Goals more generally. See Sankaran, S., Müller, R., and Drouin, N. 2020. "Creating a ‘Sustainability Sublime’ to Enable Megaprojects to Meet the United Nations Sustainable Development Goals," *Systems Research and Behavioral Science* (37:5), pp. 813-826.