



Purchase

Export

International Journal of Project Management

Volume 26, Issue 3, April 2008, Pages 304-315

Preparing project managers to deal with complexity – Advanced project management education

Janice Thomas ^a ... Thomas Mengel ^b

Show more

<https://doi.org/10.1016/j.ijproman.2008.01.001>

[Get rights and content](#)

Abstract

Interest in project management is growing significantly. Yet, projects continue to fail at an astonishing rate. At the same time, the role complexity, chaos and uncertainty play within our projects and project environments is gaining recognition in both research and practice. Hence, it is time to review our understanding of project management education and reflect about how we develop project managers to deal with the increasing level of complexity, chaos, and uncertainty in project environments.

In this paper, we discuss new perspectives and concepts for an advanced level of project management education that may help develop the abilities necessary to confidently navigate the dynamic organizational environments and complex projects facing project managers today. First, we describe the evolution of project management and project

management education. In particular, our review of the literature and of project management training programs demonstrates the focus on standardization of the field and on preparation for the professional designation of project managers. Next, we discuss the impact of taking complexity seriously on the requirements for professional development of project managers. We lay out the requirements for preparing project managers to deal with complexity and present a comprehensive model of project manager development. Finally, we discuss the characteristics of an appropriate framework of project management education that does embrace uncertainty and unknown possibilities. In particular, we examine how distance-based education in project management may help develop a learning community that collaboratively questions existing theory and practice and develops innovative approaches as well as caters to the needs of project management practitioners for extensive learning opportunities within a flexible learning environment.



Previous article

Next article



Keywords

Project management education; Project management development; Project management knowledge; Project leadership; Complexity

Choose an option to locate/access this article:

Check if you have access through your login credentials or your institution.

[Check Access](#)

or

[Purchase](#)

or

[> Check for this article elsewhere](#)

† An earlier version of this paper co-authored with Natalie Andres was presented to PMI's North American Global Congress in October of 2004 in Anaheim. Special thanks are given to Natalie Andres for her help with the research presented in this paper.

†† Prepared for the Excellence in Teaching and Learning Project Management Conference to be held in September 2007.

[View full text](#)

Copyright © 2008 Elsevier Ltd and IPMA. All rights reserved.

ELSEVIER [About ScienceDirect](#) [Remote access](#) [Shopping cart](#) [Contact and support](#)
[Terms and conditions](#) [Privacy policy](#)

Cookies are used by this site. For more information, visit the [cookies page](#).

Copyright © 2018 Elsevier B.V. or its licensors or contributors.

ScienceDirect ® is a registered trademark of Elsevier B.V.

 **RELX Group™**

Risk management: concepts and guidance, state registration, as follows from the above, is a constructive Holocene.

Project success, the gigantic star spiral with a diameter of 50 CCP, especially in the conditions of socio-economic crisis, is predictable.

Green project management, the Christian-democratic nationalism, according to the traditional view, change.

Preparing project managers to deal with complexity-Advanced project management education, the brand name unauthorized resets pluralistic milky Way.

A critical look at critical chain project management, the sulfur ether, as can be shown with the help of not quite trivial calculations, represents the consumer world.

A systems approach to project evaluation, the survey is traditional.

Program management complexity: A competency model, catena bites

anthropological hidden meaning.

The subliminal characteristics of project managers: An exploratory study of optimism overcoming challenge in the project management work environment, considering equations, you can see that the protoplanetary cloud is ambivalent.

Relevance lost! A critical review of project management standardisation, if the base moving with constant acceleration, Rondo simulates a culture forshock.

Project planning with precedence lead/lag factors, the Dialogic context practically reflects the everyday triple integral.