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Nota di contenuto	Preface: Managing Projects beyond the Model of the Organization as Machine -- What Is a Project? A Proposed Definition and Classification -- The Charm and the Limits of Instrumental Rationality in Project Management -- Project Management beyond Instrumental Rational Restrictions -- Limits and Opportunities for Management of Projects Addressing Poorly Defined Problems.
Sommario/riassunto	The linear, goal-oriented approach to projects that is so popular in management literature is only appropriate if you are dealing with well-defined problems. For projects that address poorlydefined problems, however, the principles of classic project management don't work; project managers attempt in vain to maintain a linear approach, even if

targets, people affected and framework conditions cannot be determined precisely. We propose a fundamentally different approach based on current organizational theory: to start out with experiments, without predetermined conclusions. Projects are not evaluated by comparing the current status to the target, but rather by assessing whether stagnation has been overcome, conflicts put aside, and shared understanding about new opportunities has been created. Project groups and steering committees are not set up at all. Power "games" are harnessed and put to use, rather than prohibited. Stefan Kühl is professor of sociology at the University of Bielefeld in Germany and works as a consultant for Metaplan, a consulting firm based in Princeton, Hamburg, Shanghai, Singapore, Versailles and Zurich. .

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