



## Projects as Arenas for Renewal and Learning Processes

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There is a growing tendency to organize various aspects of business life by projects, and to set up temporary organizations in a competition where speed and adaptability becomes a major necessity. Organizing by projects is perceived as a good way to ensure action and to stress the importance of getting work done. However, there is a need to balance the stress on action so that learning capabilities are not only retained, but augmented.

*Projects as Arenas for Renewal and Learning Processes* provides examples of how different types of projects function from a learning or renewal perspective, taken from a wide variety of real-life environments in industrial and public organizations. This book illustrates the mistaken habit of assuming too much in the project area: for example, project notions are, in fact, culture-dependent; classical market-oriented contracting business relations do not fit with the learning dimension of projects; and long-term learning on core competencies and product development projects need to be connected. The book is also intended to represent many of the research frontiers in the project field. Enhancing learning capabilities is - or should be - of a mutual concern to researchers and managers alike.

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