



# TOWARDS OF COGNITION IN PROJECT MANAGEMENT

# TOWARDS OF COGNITION IN PROJECT MANAGEMENT

### ROBERTO GODOY FERNANDES

UNINOVE – UNIVERSIDADE NOVE DE JULHO

#### LEONARDO VILS

UNINOVE - UNIVERSIDADE NOVE DE JULHO

#### LUCIANO FERREIRA DA SILVA

UNINOVE – UNIVERSIDADE NOVE DE JULHO

#### Nota de esclarecimento:

O X SINGEP e a 10<sup>a</sup> Conferência Internacional do CIK (CYRUS Institute of Knowledge) foram realizados de forma remota, nos dias 26, 27 e 28 de outubro de 2022.

ANOS





### TOWARDS OF COGNITION IN PROJECT MANAGEMENT

#### Objetivo do estudo

Purpose – The article describes how cognition has been approached in the literature on project management and proposes a unified model based on the findings.

# Relevância/originalidade

Originality/value – Previous research has validated cognition in project management on an individual level to explain some phenomenon, but without attempting to understand how that finding could be used to compose and explain human cognition, resulting in output behaviour.

# Metodologia/abordagem

Design/methodology/approach – Through a review of 142 scientific articles on the subject from the SCOPUS, and Web of Science, this study employs a qualitative approach of exploratory characteristics based on a Systematic Literature Review.

# Principais resultados

Findings – Six categories (with nineteen subcategories) relate to cognition in project management, as well as a cognition model based on the categories and subcategories found.

### Contribuições teóricas/metodológicas

Theoretical implications – Understand how aspects of cognition can impact the behaviours of the project professional and contribute to problem-solving in the project environment.

# Contribuições sociais/para a gestão

Practical implications – Understand how aspects of cognition can impact the behaviours of the project professional and contribute to problem-solving in the project environment.

Palavras-chave: Project Management, Distributed Team Cognition, Cognitive Style of Leadership, Stakeholder Relationship and Tension, Learning





#### TOWARDS OF COGNITION IN PROJECT MANAGEMENT

### **Study purpose**

Purpose – The article describes how cognition has been approached in the literature on project management and proposes a unified model based on the findings.

#### **Relevance / originality**

Originality/value – Previous research has validated cognition in project management on an individual level to explain some phenomenon, but without attempting to understand how that finding could be used to compose and explain human cognition, resulting in output behaviour.

### Methodology / approach

Design/methodology/approach – Through a review of 142 scientific articles on the subject from the SCOPUS, and Web of Science, this study employs a qualitative approach of exploratory characteristics based on a Systematic Literature Review.

#### Main results

Findings – Six categories (with nineteen subcategories) relate to cognition in project management, as well as a cognition model based on the categories and subcategories found.

# Theoretical / methodological contributions

Theoretical implications – Understand how aspects of cognition can impact the behaviours of the project professional and contribute to problem-solving in the project environment.

### Social / management contributions

Practical implications – Understand how aspects of cognition can impact the behaviours of the project professional and contribute to problem-solving in the project environment.

**Keywords:** Project Management, Distributed Team Cognition, Cognitive Style of Leadership, Stakeholder Relationship and Tension, Learning