IRNIP 2017

JUNE 11-14 | The Modern Project: Mindsets, Toolsets, and Theoretical Frameworks

Boston University Metropolitan College
Dear Networkers,

Welcome to Boston University’s Charles River Campus, just a short distance from the many attractions of historic Boston. BU’s Metropolitan College is proud to be hosting the 13th IRNOP conference, and we hope that you will find your time with us to be informative, inspirational, and valuable.

This year’s theme is “The Modern Project: Mindsets, Toolsets, and Theoretical Frameworks.”

You’re sure to find many familiar faces at this year’s gathering. We hope you are enriched by the presentations, plenary sessions, and social events that are planned, and that you are able to find time to explore our unique and fascinating city. If this is your first time at an IRNOP event, we are delighted that you are joining us.

Dr. Vijay Kanabar, Associate Professor, kanabar@bu.edu
Dr. Stephen A. Leybourne, Assistant Professor, sleyb@bu.edu
Dr. Roger D. H. Warburton, Associate Professor, rwarb@bu.edu
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The International Research Network on Organizing by Projects (IRNOP) connects scholars and practitioners with a common passion for projects, project organizing, and temporary organizations. In 2017, the 13th biannual IRNOP conference is hosted by Boston University’s Metropolitan College.

**IRNOP 2017**

IRNOP was founded in 1993 as a loosely coupled network of researchers and has developed from there, adding researchers in countries all over the world. The IRNOP network connects scholars with a background in business, economics, engineering, and other fields, with a common interest in projects, project organizations and temporary systems.

The informal network is kept together through a series of shared efforts by worldwide partners. Periodic conferences give attendees the opportunity to interact and share resources in person. The IRNOP.org homepage is maintained by Sweden’s Umeå University. An email listserv is managed by the University of Technology Sydney, Australia. BI Norwegian Business School oversees the organization’s LinkedIn group.

Volunteer-driven and affordable, IRNOP prides itself in being an organization that values flexibility and collaboration-minded independence, and is open to new research themes and researchers in the project field from all manner of different backgrounds.

This year IRNOP will examine “The Modern Project: Mindsets, Toolsets, and Theoretical Frameworks.”

**IRNOP History**

- **IRNOP I 1994**  
  Lycksele, Sweden

- **IRNOP II, 1996**  
  Paris, France

- **IRNOP III 1998**  
  Calgary, Canada

- **IRNOP IV 2000**  
  Sydney, Australia

- **IRNOP V 2002**  
  Renesse, Netherlands

- **IRNOP VI 2004**  
  Turku, Finland

- **IRNOP VII 2006**  
  Xi’an, China

- **IRNOP VIII 2007**  
  Brighton, UK

- **IRNOP IX 2009**  
  Berlin, Germany

- **IRNOP X 2011**  
  Montreal, Canada

- **IRNOP XI 2013**  
  Oslo, Norway

- **IRNOP XII 2015**  
  London, UK

- **IRNOP XIII 2017**  
  Boston, Massachusetts, USA
ABOUT THE HOST

**Boston University**

Internationally recognized as a top institution of higher learning and research, Boston University offers more than 250 fields of study, incomparable campus resources, and a superb faculty that includes Nobel Prize and Pulitzer Prize winners, former U.S. poets laureate, MacArthur and Guggenheim Fellows, Fulbright Scholars, National Book Award recipients, and dozens of leading scientists, authors, and scholars. Boston University is the fourth-largest independent university in the United States, with over 33,000 students from all 50 states and more than 130 countries—and a global alumni network of almost 340,000 people.

**Metropolitan College (MET)**

Metropolitan College—one of Boston University’s 17 degree-granting schools and colleges—demonstrates excellence in teaching and research with over 70 undergraduate and graduate degree, diploma, and certificate programs. Geared toward busy professionals seeking to develop practical, industry-specific capabilities, the College’s programs are offered full-time and part-time in evening, online, and blended formats. In 2015, MET marked 50 years of commitment to exceptional and innovative professional education.

The College is also host of the annual Project Management in Practice (PMiP) Conference at Boston University.

**Project Management at MET**

Metropolitan College’s Department of Administrative Sciences pioneered project management as an academic discipline, with a rigorous curriculum designed and taught by some of the most accomplished faculty. The program explores diverse areas such as project communications; mega-project governance; IT project management; distributed projects and systems; project planning and control; project management life cycle; methodologies of effective leadership and motivation; cost and risk management; management of project quality and procurement; and agile project management.

Accredited by the PMI Global Accreditation Center for Project Management Education Programs (GAC) since 2006, MET’s programs in project management and IT project management attract high-achieving candidates from all over the world. Our graduates have the skills to move forward in a wide variety of project management-related careers.

The department’s programs in project management are also accredited by Association to Advance Collegiate Schools of Business (AACSB), the European Foundation for Management Development (EFMD) and Program Accreditation System (EPAS), and the Project Management Institute (PMI) Global Accreditation Center.

*The GAC and PMI logos are registered marks of the Project Management Institute, Inc. For the full list of PMI’s legal marks, please contact the PMI Legal department.*
The Organizers

VIJAY KANABAR, PMP
Director of Project Management Programs
Associate Professor of Computer Science and Administrative Sciences
PhD, University of Manitoba; MBA, Webber College; MS, Florida Institute of Technology; BS, University of Madras, India

The recipient of several awards for outstanding teaching and research, Dr. Kanabar has unique expertise spanning both business practices and computer science. His contributions to the field of project management are utilized by practitioners in the industry today, and include designing the 4GT parametric project cost estimation model and developing a framework for project risk management. He has advised numerous organizations on training and technology needs, including Blue Cross Blue Shield, Staples, United Way, and Fidelity Investments. Kanabar is an internationally published scholar and coauthor of The Art and Science of Project Management, 3rd Edition (Newport: RW Press, 2013) and MBA Fundamentals Project Management (Kaplan Publishing, 2008), both with Associate Professor Roger D. H. Warburton. He is recognized by local and national media as an authority on IT project management, electronic commerce, and information security.

STEPHEN LEYBOURNE
Faculty Coordinator, Online MS Programs in Management
Assistant Professor of Administrative Sciences
PhD, BSc, Cardiff Business School

Internationally recognized as one of the world's leading authorities on improvised work in project management, Dr. Leybourne’s research activities focus on the use and abuse of improvisational working practices, particularly in project-based work, and the location of project management within the wider academic landscape. A well-known lecturer in behavioral studies, innovation and entrepreneurship, and project and change management, Leybourne was a keynote speaker at the Fifth Brazil Project Management Congress in Brasilia, Brazil, and has presented regularly at the PMI® Research Conference, the International Research Network on Organizing by Projects (IRNOP) conferences, and the Academy of Management (AoM) conferences—winning a “best paper” award at AoM2006 in Atlanta. He has been a leading manager for several international banking institutions and was the founding secretary of the Organizational Transformation, Change and Development Special Interest Group at the British Academy of Management. He is an associate editor of Project Management Research & Practice and has published in a variety of journals, including the Journal of Change Management, the International Journal of Management Concepts & Philosophy, and the two leading project management journals in the field, the International Journal of Project Management and the Project Management Journal.

ROGER D. H. WARBURTON, PMP
Academic Coordinator for Project Management Programs
Associate Professor of Administrative Sciences
PhD, MS, University of Pennsylvania; BSc, Sussex University

Dr. Warburton’s research in project management focuses on the foundations of earned value management, and he developed an algorithm for project duration estimation early in the project’s life. Warburton publishes and lectures internationally about domestic manufacturing, challenging the obsession with manufacturing everything offshore and proving that there are cost-effective survival strategies for high-wage manufacturers. Warburton derived the exact theoretical solutions to the full set of supply chain equations, opening up a new range of research opportunities for controlling inventory. Previously, Warburton was the MIS director for Griffin Manufacturing, helping transform an apparel manufacturer from a simple cut-and-sew facility into a twenty-first century operation with a global supply chain and domestic manufacturing supported by international outsourcing. Among his many publications, he is coauthor of The Art and Science of Project Management, 3rd Edition (Newport: RW Press, 2013) and MBA Fundamentals Project Management (Kaplan Publishing, 2008), both with Associate Professor Vijay Kanabar. Warburton received the 2016 Chadwick Award and the 2010 BU Innovative Scholar Grant for Distance Learning.
Project Management Institute

PMI ACADEMIC RESOURCES
PMI is the only global project management advocacy organization with a dedicated academic research arm. Through synergistic partnerships with universities and individual researchers, PMI Academic Resources promotes the exploration of new research questions and the creation and dissemination of knowledge in project, program and portfolio management.

RESOURCES FOR FACULTY
Project Management Curriculum and Resources
Undergraduate curriculum guidelines developed “by faculty for faculty,” for universities interested in creating a new program or enhancing an existing course in project management, or augmenting a course outline in an allied discipline.

Sponsored Research Program
Annual funding for new research in project, program and portfolio management conducted at universities worldwide. Annual RFP opens 1 February through 25 April.

Project Management Journal®
A peer-refereed academic research journal that focuses on the broad area of managing projects, programs, and portfolios, maintaining an editorial balance of theoretical and empirical research.

Case Writing Competition
An annual teaching case competition for scholars and practitioners from any discipline on a defined topic related to the management of projects and strategic initiatives. Annual case submission deadline 1 May.

Thesis Research Grant Program
Grants for masters or doctoral level research in project, program and/or portfolio management. Annual RFP opens 1 April through 15 May.

Academic Research Awards
Academic awards for excellence in research, teaching, and practice.

Find full details on programs and activities of PMI Academic Resources
Email: research.program@pmi.org

For information on the PM Curriculum or to register for the PMI Academic Network, visit www.PMIteach.org

For information on the Global Accreditation Program, visit https://www.pmi.org/global-accreditation-center or email gac@pmi.org
IPMA

IPMA is a Gold Sponsor of IRNOP 2017, and is a unique international network that brings together national Project Management organizations, that thinks globally, acts regionally and engages locally. Advanced, competence based certification underpins a comprehensive portfolio of goods, services and products offered through its network of Membership Associations, training providers, publishers, event organizers and the like.

At IRNOP 2017 IPMA is sponsoring the Best Paper awards.

IPMA’S VISION
Promoting competence throughout society to enable a world in which all projects succeed.

IPMA’s Mission
• Facilitate co-creation and lever the diversity of our global network into benefits for the profession, economy, society and environment.

• Offer know-how, products and services to the benefit of individuals, projects and organizations across public, private and community sectors.

• Maximize the synergies in our global network to help all member associations develop according to their needs.

• Promote the recognition of project management and engage stakeholders around the world in advancing the discipline.

Metropolitan College

Boston University’s Metropolitan College is proud to be a Gold Sponsor of IRNOP 2017.

Metropolitan College upholds Boston University’s mission as an “international, comprehensive, private research university, committed to educating students to be reflective, resourceful individuals ready to live, adapt, and lead in an interconnected world.”

Applying the principles of excellence, accessibility, and innovation, MET reaches out to diverse populations with more than 70 undergraduate and graduate degree and certificate programs that are competitive, challenging, and rewarding. Along with its programs on campus in Boston, the College maintains a strong global presence with formal educational partnerships with institutions worldwide. These academic alliances are overseen by MET International.

MET International partnerships continue the University’s long-standing commitment to international higher education and global engagement, ensuring that students from partner institutions have access to Boston University’s world-class resources—and MET’s industry-leading academic models—while experiencing one of the nation’s most exciting cities.

Boston University Metropolitan College
KEYNOTES

ROLF A. LUNDIN
Rolf A. Lundin is professor emeritus of business administration at Jönköping International Business School (JIBS), Sweden, and courtesy professor-in-residence at Umeå School of Business and Economics (USBE), Sweden. Professor Lundin received his doctorate from the University of Chicago in 1973 in management science. He was the founding dean of USBE and he also served as dean of JIBS. He also was the founding editor of the Scandinavian Journal of Management. He has published in a multitude of areas, most recently on projects and temporary organizations. He was the lead author of the Cambridge University Press book, Managing and Working in Project Society.

HARVEY MAYLOR
Harvey Maylor has been an academic and a consultant for 23 years. He is a senior fellow in management practice at the Said Business School at the University of Oxford, and a visiting fellow at Cranfield University. He was previously the director of the International Centre for Programme Management at Cranfield, successfully delivering a $4 million research program with HP Enterprise Services. He founded and managed Cranfield’s Master of Science in Programme and Project Management. A researcher, writer, innovator, and teacher, Maylor’s research is widely published in top management journals and highly cited, particularly his work on complexity. His text, Project Management, is currently Europe’s best-selling PM text, and has been translated into five different languages. As a teacher, he has received awards from the Warwick Business School.
## CONFERENCE SCHEDULE

### SUNDAY, JUNE 11

#### Doctoral Workshop

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<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>9.30-10.00</td>
<td><strong>Registration &amp; Breakfast</strong>&lt;br&gt;Questrom School of Business Atrium&lt;br&gt;595 Commonwealth Avenue</td>
</tr>
<tr>
<td>10.00-10.30</td>
<td><strong>Introduction &amp; Agenda—Darren Dalcher &amp; Yvan Petit</strong></td>
</tr>
<tr>
<td>10.30-11.00</td>
<td>Qixiong Xu—<em>The formation mechanism of strategic alignment in the front-end of infrastructure megaprojects</em></td>
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<tr>
<td>11.00-11.30</td>
<td>Valdery Moura Junior—<em>Value-based project portfolio management</em></td>
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<tr>
<td>11.30-12.00</td>
<td>Maude Brunet—<em>The governance of major public infrastructure projects</em></td>
</tr>
<tr>
<td>12.00-12.30</td>
<td>Dicle Kortantamer—<em>Understanding leadership in the context of organisational change projects: Exploring social, political, and cognitive aspects of project leadership framing in practice</em></td>
</tr>
<tr>
<td>12.30-13.00</td>
<td>Juan Carlos Guzman Monet—<em>Scope definition and evolution for change program success</em></td>
</tr>
<tr>
<td>13.00-13.45</td>
<td><strong>Lunch</strong></td>
</tr>
<tr>
<td>13.45-14.15</td>
<td>Hicham Rahali—<em>Making sense of weak signals and their interpretation in the unforeseen events of projects</em></td>
</tr>
<tr>
<td>14.15-14.45</td>
<td>Vincius Chagas Brasil—<em>Portfolio management of radical innovation projects: Beyond the segmentation and balancing</em></td>
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<tr>
<td>14.45-15.15</td>
<td>Julie Delisle—<em>Temporal tensions and paradoxes in multi-project settings</em></td>
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<tr>
<td>15.15-15.45</td>
<td>Deb Parkin—<em>Social, economic, and political factors that influence and define project success in the Australian state-level emergency management sector</em></td>
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<tr>
<td>15.45-16.15</td>
<td>Eamonn Kelly—<em>Perceptions of project success: The stakeholder effect</em></td>
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<tr>
<td>16.15-16.45</td>
<td>Kevin Muchiri—<em>Identifying Critical Success Factors in Community Development Projects Funded By The World Bank</em></td>
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<tr>
<td>16.45-17.00</td>
<td><strong>Doctoral Session Closing</strong></td>
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**Discussants**

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<tbody>
<tr>
<td>Caroline Coulombe</td>
<td>William Hefley</td>
<td>Yvan Petit</td>
</tr>
<tr>
<td>Darren Dalcher</td>
<td>Janelle Heineke</td>
<td>Amil Sawhney</td>
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<tr>
<td>Aldora Gabriela</td>
<td>Martina Huemann</td>
<td>Gro Holst Volden</td>
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<tr>
<td>Virginia Greiman</td>
<td>Vijay Kanabar</td>
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#### PMI Case Writing Workshop

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<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>14.15-16.45</td>
<td>Room QUE 210</td>
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# FULL PROGRAM

## SUNDAY, JUNE 11

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<th>Location</th>
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<tr>
<td>17.00–18.00</td>
<td>Early Registration</td>
<td>Questrom School of Business Atrium 595 Commonwealth Avenue</td>
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<tr>
<td>18.00–21.00</td>
<td>Welcome Reception</td>
<td>Questrom School of Business Atrium 595 Commonwealth Avenue</td>
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## MONDAY, JUNE 12

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<th>Time</th>
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<th>Location</th>
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<tbody>
<tr>
<td>7.45–8.30</td>
<td>Breakfast &amp; Registration</td>
<td>Metcalf Trustee Center Ballroom 1 Silber Way, 9th Floor</td>
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<tr>
<td>8.30–9.15</td>
<td>Welcome to IRNOP 2017</td>
<td>Opening Welcome Session</td>
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<td>IRNOP Opening Address—Rolf Lundin</td>
<td>Project Society, Research on Project Society, and IRNOP</td>
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<td></td>
<td>Metcalf Trustee Center Ballroom</td>
<td>1 Silber Way, 9th Floor</td>
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<tr>
<td></td>
<td>Session 1</td>
<td>Session 1</td>
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<tr>
<td>9.15–9.45</td>
<td>Track 1: Project Innovation</td>
<td>Metcalf Trustee Center Ballroom</td>
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<td></td>
<td>Chair: Rolf Lundin</td>
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<tr>
<td>9.45–10.15</td>
<td>Track 2: Alliances &amp; Markets</td>
<td>Room QUE 222</td>
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<tr>
<td></td>
<td>Chair: Christophe Midler</td>
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<tr>
<td>10.15–11.15</td>
<td>Track 3: Time, Cost &amp; Value</td>
<td>Room QUE 224</td>
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<td></td>
<td>Chair: Emmanuelle Bernard</td>
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<tr>
<td>10.45–11.15</td>
<td>Coffee &amp; Refreshments</td>
<td>Metcalf Trustee Center Ballroom</td>
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<tr>
<td>11.15–12.15</td>
<td>Meet the Editors</td>
<td>Metcalf Trustee Center Ballroom</td>
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<td></td>
<td>The editors of the major project management journals will talk through requirements for publication, explain journal policies, and answer questions from attendees.</td>
<td>1 Silber Way, 9th Floor</td>
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<tr>
<td>12.15–13.00</td>
<td>Lunch</td>
<td>Metcalf Trustee Center Ballroom</td>
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<td></td>
<td></td>
<td>1 Silber Way, 9th Floor</td>
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<tr>
<td>Time</td>
<td>Track 1: Project Theorizing</td>
<td>Track 2: Contemporary Approaches</td>
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<tr>
<td>13.00–13.30</td>
<td>Dwivedula, Bredillet &amp; Muller</td>
<td>Rego &amp; Irigary</td>
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<td></td>
<td>Practopoietic lens to conceptualize temporary organizing</td>
<td>Symbolism-intensive projects: An analysis of three landmark megaprojects</td>
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<tr>
<td>13.30–14.00</td>
<td>Smyth</td>
<td>Burke &amp; Morley</td>
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<td>Projects as preconditions: Creating the preconditions for routinized operations in use</td>
<td>On temporariness: Towards a structural framework and meso-theory of functioning for temporary organizations</td>
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<tr>
<td>14.00–14.30</td>
<td>Walker &amp; Lloyd-Walker</td>
<td>Eskerod and Andersen</td>
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<td>Innovation through integrated project delivery in the engineering infrastructure sector: An institutional theory perspective</td>
<td>Addressing the Who-question within project opportunity exploitation— A concern for the modern project</td>
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<tr>
<td>14.30–15.00</td>
<td>Miterev, Engwai &amp; Jerbrant</td>
<td>Bookye &amp; Liu</td>
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<td>Mechanisms of isomorphism in project-based organizations</td>
<td>Doing good by doing bad: Reasons underlying the failure of International Development Projects (IDPs)</td>
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<tr>
<td>15.00–15.30</td>
<td>Refreshments</td>
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**Session 3**

<table>
<thead>
<tr>
<th>Time</th>
<th>Track 1: Sustainability in PM</th>
<th>Track 2: PMOs and SMEs</th>
<th>Track 3: Competencies &amp; People Development</th>
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</thead>
<tbody>
<tr>
<td>15.30–16.00</td>
<td>Sabini, Muzio &amp; Alderman</td>
<td>Aubry, Loufrani-Fedida &amp; Oiry</td>
<td>Maenpaa, Martinsuo, Aloha &amp; Breite</td>
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<td></td>
<td>Integrating sustainability into project management practice: The perspective of professional institutions</td>
<td>Shaping HR management for projects: A focus on the relationships between HR department and PMO</td>
<td>Surviving project discontinuities: Relationship quality and extra-business relationship maintenance practices in project relationships</td>
</tr>
<tr>
<td>16.00–16.30</td>
<td>Hallin</td>
<td>Tootoonchi, Bredillet &amp; Tywoniak</td>
<td>Hefley &amp; Bottion</td>
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<td></td>
<td>Projects and sustainability—A bad fit? Deconstructing the PMBOK®</td>
<td>Why do PMOs change? A structural analysis approach</td>
<td>Understanding the performance of new graduates as project managers</td>
</tr>
<tr>
<td>16.30–17.00</td>
<td>Silvius</td>
<td>Hobbs &amp; Perron</td>
<td>Blomquist, Farashah &amp; Thomas</td>
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<tr>
<td></td>
<td>Exploring factors to simulate project managers to consider sustainability</td>
<td>Project management in small- and medium-sized enterprises</td>
<td>Being good vs looking good: A comparison of motivations for, and benefits realized from, project management certification in 2004 and 2014</td>
</tr>
<tr>
<td>17:15</td>
<td>Transport for Conference dinner</td>
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<tr>
<td>18.00–22.00</td>
<td>Conference Dinner</td>
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<td>Cruise on Boston Harbor with dinner and drinks, sponsored by PMI®.</td>
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<tr>
<td>Time</td>
<td>Session 4</td>
<td>Track 1: Stakeholder Management</td>
<td>Track 2: Programs &amp; Portfolios</td>
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<tr>
<td>7.45–8.30</td>
<td><strong>Breakfast &amp; Registration</strong>&lt;br&gt;Metcalf Trustee Center Ballroom&lt;br&gt;1 Silber Way, 9th Floor</td>
<td></td>
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<tr>
<td>8.30–9.00</td>
<td><strong>Track 1:</strong> Stakeholder Management&lt;br&gt;Metcalf Trustee Center Ballroom&lt;br&gt;Chair: Jaakko Kujala</td>
<td><strong>Brasil, Gomes, Salerno &amp; de Paula</strong>&lt;br&gt;Multilevel approach for Real Options in the innovation management process: Integrating project, portfolio, and strategy</td>
<td><strong>Crawford, French, Lloyd-Walker &amp; Helm</strong>&lt;br&gt;Engaging a contingent workforce in project organizations: Developing a boomerang mindset!</td>
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<tr>
<td>9.00–9.30</td>
<td><strong>Romero</strong>&lt;br&gt;Asymmetry of stakeholders’ perceptions as an obstacle for collaboration in inter-organizational projects: The case of medicine traceability projects</td>
<td><strong>Young, Carey &amp; Abbasi</strong>&lt;br&gt;Program management: Evidence and resolution of a major communication barrier between project management and other disciplines</td>
<td><strong>Timperley, Kirkham &amp; Gardiner</strong>&lt;br&gt;Investigation of relationships between actors and their perceptions in the project management profession</td>
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<tr>
<td>9.30–10.00</td>
<td><strong>Sperry &amp; Jetter</strong>&lt;br&gt;Fuzzy Cognitive Mapping: A systems modeling approach to project stakeholder analysis</td>
<td><strong>Kock &amp; Gemunden</strong>&lt;br&gt;The moderating impact of entrepreneurial orientation on the relationship between portfolio management and success</td>
<td><strong>Huemann, Keegan &amp; Ringhofer</strong>&lt;br&gt;How project professionals “make” their careers: Adding the “on project” perspective</td>
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<td>10.00–10.30</td>
<td><strong>Chung, Du, Crawford &amp; Ryan</strong>&lt;br&gt;Improving stakeholder engagement: Looking at the unseen</td>
<td><strong>Ang, Killen &amp; Sankaran</strong>&lt;br&gt;Making sense of project portfolio value in practice</td>
<td><strong>Chiocchio</strong>&lt;br&gt;Succecession management in the project context: A neglected human resource function</td>
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<td>10.30–11.00</td>
<td><strong>Coffee &amp; Refreshments</strong>&lt;br&gt;Metcalf Trustee Center Ballroom&lt;br&gt;1 Silber Way, 9th Floor</td>
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<td>11.00–12.30</td>
<td><strong>Plenary Session</strong>&lt;br&gt;<strong>Theory development in project management: Where are we and where are we going?</strong></td>
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<td>12.30–13.30</td>
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<td>13.30–14.00</td>
<td><strong>Forte &amp; Kloppenborg</strong>&lt;br&gt;The agile mindset for project management</td>
<td><strong>Turner &amp; Yan</strong>&lt;br&gt;On the success of megaprojects</td>
<td><strong>Pollack</strong>&lt;br&gt;Square pegs in round holes: Is the traditional model of project planning and execution generally applicable?</td>
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<td>14.00–14.30</td>
<td><strong>Sohi, Hertogh, Bosch-Rekveld &amp; de Kroon</strong>&lt;br&gt;Critical success factors for Agile-managed infrastructure projects: A study into practitioners’ perspectives</td>
<td><strong>Sankaran, Mahalingam &amp; Biesenthal</strong>&lt;br&gt;Organizing and managing megaprojects: An institutional theory perspective</td>
<td><strong>Symons, Mills, Astley &amp; Roberts</strong>&lt;br&gt;Systems integration and requirements management in major health care projects</td>
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<td>Session 6 Track 2: Megaprojects: Cases</td>
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<td>14.30-15.00</td>
<td>Dalcher &amp; Cubric: Reconstructing the concept of agility in project management</td>
<td>Ford, Spee, Macauley &amp; Steen: Domain decisions and the adaptation paradox in megaprojects</td>
<td>Kier &amp; Huemann: Digital PM: A systematic literature review on tools, practices, and the emerging new mindset in construction projects</td>
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<td>Chair: Catherine Killen</td>
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<td>15.30-16.00</td>
<td>Bentehar &amp; Tywoniak: The roles of the project manager and project complexity and uncertainty: Towards a dynamic approach</td>
<td>Travaglini, Turner &amp; Mancini: Megaproject case studies: A stakeholder management perspective</td>
<td>Muller, Sankaran, Drouin, Vaagaasar, Bekker &amp; Jain: A theory framework for balancing vertical and horizontal leadership in projects</td>
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<td>16.30-17.00</td>
<td>Shalbafan, Leigh &amp; Pollock: Application of Cynefin framework to facilitate decision-making in complex conditions in project portfolio management</td>
<td>Jia, Dai, Xiong, Wang &amp; Luo: Study on construction-operation system docking of megaprojects: Learning from the Shanghai Hongqiao Terminal 1A reconstruction project</td>
<td>Drouin, Muller, Sankaran, Vaagaasar, Nikolova &amp; Jain: Balanced leadership in projects: The concept of socio-cognitive space to support the building of organizational capabilities. The “Project Hat”</td>
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<td>17.00-17.30</td>
<td>Momeni &amp; Martinsuo: Developing the project-based firm’s relationship with distributors in the delivery of complex systems</td>
<td>Aaltonen, Gotcheva, Kujala &amp; Artto: Making sense of an innovation in a project network: A megaproject case study from the nuclear power industry</td>
<td>Jensen, Gerald &amp; Thueson: Being, doing, and leading in the project society</td>
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**WEDNESDAY, JUNE 14**

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<td>8.45-9.15</td>
<td>Erasmus: The influence of using project governance principles when executing information technology projects in South African organizations</td>
<td>Peltokorpi &amp; Lehtinen: Megaprojects as ecosystems—How can they be managed?</td>
<td>Stingl &amp; Gerald: Toolbox for uncertainty: Introduction of adaptive heuristics as strategies for project decision-making</td>
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<td>Simard, Aubry &amp; Laberge</td>
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<td>The utopia of order versus chaos: A conceptual framework on governance,</td>
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<td>organizational design, and governmentality in projects</td>
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<td>Duignan, Ivory &amp; Hallin</td>
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<td>Rethinking megaprojects: Politics of core and host context in the London</td>
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<td>Lloyd-Walker &amp; Tatnall</td>
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<td>A case study on using Actor-Network Theory as the theoretical framework</td>
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<td>to explore leadership of a project team bidding for new work</td>
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<td>Megaproject governance and innovation: A brave new world</td>
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<td>Identification of key supply chain elements for megaprojects success</td>
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<td>Sun, Zhu, Sun, Muller &amp; Yu</td>
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<td>Dynamic equilibrium of efficiency and flexibility in project-oriented</td>
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<td>organizations: An exploratory study of organizational antecedents</td>
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<td>Thomas, Kanabar &amp; Messikomer</td>
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<td>Enhancing project-related behavioral competence in education</td>
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<td>Van Marrewijk</td>
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<td>“Digging for change”: Resistance and change in inter-organizational</td>
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<td>projects in the utilities sector</td>
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<td>Temporal tensions and the autonomy paradox in multi-project settings</td>
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<td>Learning from inter-organizational projects: Conditions influencing</td>
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<td>Aubry, Sergi &amp; El Boukri</td>
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<td>Opening the black box of benefits management in the context of projects</td>
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<td>Nicolay &amp; Lenfle</td>
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<td>Experimenting and prototyping to design complex services</td>
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<td>Strong and united: StrengthsQuest and project teams</td>
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<td>Bentahar &amp; Ika</td>
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<td>Project categorization: Evidence from large dam projects in Africa</td>
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<td><strong>Lunch</strong></td>
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<td>13.00–14.15</td>
<td><strong>Plenary Session</strong></td>
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<td>Harvey Maylor</td>
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<td>14.15–15.00</td>
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These sessions are the IRNOP Conference’s forum for ongoing research presentations.

**A project sponsor’s framework of engagement and motivation for achieving project success:**
**A grounded theory study**  
Radhia Benalia & Khalid Ahmad Khan

**Unravelling the project ecologies of BIM innovation**  
Eleni Papadonikolaki

**Social Project Management in industrialization projects environment:**  
**The Organizational Communication perspective**  
Teresa Ruño, Ana Isabel Lopes, Gabriela Fernandes, Madalena Araújo & João Faria

**The hierarchy of public project governance schemes:**  
**An empirical study of principles and practices in Norwegian ministries and agencies**  
Gro Holst Volden

**Projects, agency, and the multi-level perspective:**  
**Insights from Numerical Weather Prediction**  
Silvain Lenfle

**Improvisation and project management**  
Caroline Coulombe

**Practices for program scope definition and goal setting in change programs**  
Juan Carlos

**Joint Value Creation in connected health ecosystems for elderly and caregivers**  
Lise Boudreauault

**Controls, empowerment, and incentives:**  
**Leadership precursors for business innovation in project-based industries**  
Vedran Zerjav & Monika Chojnowska

**Governance of research projects in academic research organizations**  
Eva Riis

**Evaluating the impact of land acquisition on infrastructure projects**  
Vince Mangioni

**Aggregating project level performance data into organization and industry insight**  
Kimiyoishi Oshikoji & Bjorn Andersen
Welcome Reception

Sunday, June 11, 18.00–20.00
Atrium, Questrom School of Business
595 Commonwealth Avenue, Boston

Kick off IRNOP 2017 in good company. Connect with colleagues new and old over hors d’oeuvres, food, and drinks in the lobby of the Rafik B. Hariri building, home to the Questrom School of Business. Settle in, familiarize yourself with the grounds, and enjoy refreshments as you prepare for a project-oriented week.

Conference Dinner on Boston Harbor

Monday, June 12, 18.00–22.00
Boston Harbor Cruise
Rowes Wharf, Gate B, Boston

Boston is a unique city—with a unique harbor to match—and no visit is complete without time spent on the waters made famous by the American Revolution-era Boston Tea Party. Complete with dinner, the cruise is your opportunity to learn about the rich history of Boston while enjoying its sights from a distinct waterfront vantage point. Marvel at the sunset as you enjoy a meal on this three-hour cruise on the Boston Harbor, sponsored by PMI®.
Duck Boat Tour

Tuesday, June 13, 18.00–19.30
101 Huntington Avenue, Boston

One of the most charming ways to explore the city some call “Beantown” is with a hilarious ConDUCKtor® leading a narrated tour by land and by sea from behind the wheel of an amphibious World War II vehicle. Ride the “DUCK” boat by downtown Boston landmarks like Faneuil Hall and the Freedom Trail, ease into the water for a scenic cruise along the waterfront of the Charles River, and even get a sense of how the Big Dig megaproject changed the city’s entire landscape.

Optional activity. A number of Duck Boat tickets are available on a “first come, first served” basis. Pick-up and drop-off is at the Prudential Center, and attendees are responsible for their own transfer arrangements.

The tour is followed by a free evening for informal dinner arrangements and networking.
GETTING AROUND BOSTON

Founded in 1630, Boston is one of the most historic cities in the United States and one of the nation’s top tourist destinations. A bustling metropolis with a rich culture and a thriving innovation economy, there is plenty to see and do in Boston, whatever your interest may be. A compact city, Boston is easy to explore on foot or by public transportation.

Massachusetts Bay Transportation Authority

Introduced in 1897, Boston’s subway is the first in the nation, and remains the fourth-largest such system in the U.S. Today, the MBTA’s subway trains, trolleys, and buses (known collectively as “the T”) ensure that the entire city is easily accessible. There are numerous T stops on BU’s campus, along Commonwealth Avenue. For fares, maps, and schedules, visit www.mbta.com.

CULTURAL ATTRACTIONS

Boch Center

This nonprofit performing arts center is comprised of two theaters on Tremont Street and one in Boston’s Theater District. The diverse spaces host a wide variety of performances, including Broadway, theater, music, dance, and opera. For listings, visit www.bochcenter.org.

Boston Symphony Hall

Designed with acoustics in mind, Boston’s Symphony Hall is considered to be one of the world’s top concert halls. It is home to the Boston Symphony Orchestra and the Boston Pops. Find out what’s scheduled at www.bso.org.

Huntington Theatre

Founded in the 1980s by Boston University, the Huntington Theater has played to an audience of 3.5 million, presented over 192 plays (16 of which went to Broadway or Off Broadway), and served over 450,000 students since its inception. Visit www.huntingtontheatre.org.

Institute of Contemporary Art

For more than a half century, the ICA has presented contemporary art in all media—visual arts, film, video, performance, and literature—and created educational programs that encourage an appreciation for contemporary culture. Located in the burgeoning Seaport District, the building itself is a work of art and offers unbeatable views of Boston’s waterfront. Plan a visit at www.icaboston.org.

Isabella Stewart Gardner Museum

Isabella Stewart Gardner was an ardent patron of the arts. The Isabella Stewart Gardner Museum contains more than 2,500 paintings, sculptures, tapestries, furniture, manuscripts, rare books and decorative arts. For visitor information, visit www.gardnermuseum.org.

John F. Kennedy Library

The John F. Kennedy Presidential Library and Museum is dedicated to the memory of the thirty-fifth president of the United States, and serves as the official repository for original papers and correspondence of the Kennedy Administration. The library also houses interactive exhibits, historical artifacts, and a series of permanent and special exhibits. Visit www.jfklibrary.org.

Museum of Fine Arts

The MFA is one of the most comprehensive art museums in the world, containing nearly 450,000 works of art. Opened in 1876 on the U.S. centennial, the museum moved from Copley Square to its current location on Huntington Ave in 1909. For exhibition details, go to www.mfa.org.

Museum of Science

Located on the Charles Riverfront, the Museum of Science boasts over 700 interactive exhibits, daily live presentations, and a steady rotation of Planetarium, IMAX, and 4-D films. Visit www.mos.org.
WALKS & TOURS

The Rose Kennedy Greenway (Big Dig)
Some of the nation’s largest projects have occurred in Boston over the centuries, from the landfill projects around Beacon Hill, Chinatown, and Back Bay in the 1800s to the Central Artery Project (aka, the Big Dig in the 1990s and 2000s. Today, you can walk the Rose Kennedy Greenway from Boston’s North End to Chinatown, following the path where the elevated Central Artery used to dominate the city before the Big Dig changed the face of Boston. Look for remnants of the famous project along the way. For maps and more, visit www.rosekennedygreenway.org.

The Freedom Trail
The Freedom Trail is a walking tour of Boston’s most historic sites, and is easily identified by the red lines on the sidewalk throughout downtown. Begin the walk from the Visitor Center at 15 State Street, Boston. Put on your walking shoes: this tour covers three miles and 16 historical sites. For more information, visit www.thefreedomtrail.org.

The Emerald Necklace
Designed by visionary landscape architect Frederick Law Olmsted (Central Park and Prospect Park, N.Y.; the grounds of the U.S. Capitol; Mount Royal Park, Montreal; and the Biltmore Estate grounds, N.C.) Boston’s historic Emerald Necklace park system surrounds the city from the Back Bay to Dorchester. The park encompasses Back Bay Fens, Olmsted Park, Jamaica Pond, the Arnold Arboretum of Harvard University, and Franklin Park and Zoo. For maps and information, visit www.emeraldnecklace.org.

HISTORICAL POINTS OF INTEREST

Faneuil Hall Market Place
A market and meeting place since 1742, Faneuil Hall is often referred to as the “Cradle of Liberty.” Today, this well-known stop on the Freedom Trail consists of North Market, Quincy Market, and South Market, and is a popular destination with many shops and restaurants. Learn more at www.faneuilhallmarketplace.com.

The Paul Revere House
The oldest building in downtown Boston, this landmark is known for being the residence of Paul Revere when he left for his famous “Midnight Ride” to warn John Hancock and Samuel Adams that British troops were preparing to march into the countryside to arrest them. For visiting hours and directions, visit www.paulreverehouse.org.

The USS Constitution
Known as “Old Ironsides,” the USS Constitution is the oldest commissioned ship in the world (that is still afloat). Launched in 1797, Old Ironsides saw many naval victories in the War of 1812. Find out how to get there at www.ussconstitutionmuseum.org.

BASEBALL

Boston Red Sox
Boston’s professional baseball team— and eight-time World Series Champions— the Red Sox play home games at historic Fenway Park, June 9-13, just around the corner from Boston University. For more information, visit www.mlb.com/redsox.
9.15–9.45
Title: How start-up ecosystems shape new venture creation in favor of project-like organizing
Presenters: Asschra, Braun, Schmidt & Sydow
Abstract: The creation of a new venture shares parallels with project-based organizing: embedded in an institutional context, founders have to assemble a team that works on specified tasks within a strict time-constraint, while the new venture undergoes various transitions. Based upon a case study of the Berlin start-up ecosystem, we reveal that—shaped by their institutional context—patterns of project-like organizing have become pertinent to the new venture creation process. We identify a set of facets from the ecosystems—more specifically different types of actors, their occupational backgrounds and entrepreneurial communities—that enable and constrain the process of new venture creation in a way that is typical for project-based organizing. We thus elaborate on how institutional settings enforce what has been called ‘projectification’ in the process of new venture creation and discuss implications for start-up ecosystems.

9.45–10.15
Title: Projectification in Western economies: A comparative study of Germany, Norway, and Iceland
Presenters: Schoper, Wald, Ingason & Fridgeirsson
Abstract: Projectification has become a buzzword in the literature on project management and temporary organizations. Although repeated claims of an increasing projectification of the entire economy and of individual sectors was often supported by illustrative, case-based evidence, a systematic and complete measurement of projectification of an entire economy—including all sectors and project types—is still missing. However, a more precise and reliable measurement of the degree of projectification of economies can be helpful for underlying the importance of project management both for research and practice. This paper presents the results of a comparative study in three Western economies. Building on the methodology developed first for measuring the projectification of the German economy, the projectification of Norway and Iceland was measured. This allows for the first time for a systematic comparison between countries and sectors. We show that although differences exist among the countries regarding their size and industry structure, the degree of projectification of advanced economies seems to converge around one third of all economic activities. However, comparing the different countries demonstrates that important differences exist for individual sectors.

10.15–10.45
Title: Are living labs a relevant approach for actual project management?
Presenters: Lehmann, Dube & Frangioni
Abstract: This communication explores Living Labs as a new approach for actual project management. First, we present the praxeologic and academic context underlining the main challenges associated to actual project management. Some issues concerns sustainable development and social acceptance (Gendron and all., 2014), open data (Manyika and all, 2013), IT development (Renard, 2014), and open sourcing (Dorval, 2013).
Second, we present our literature review on open innovation, co-innovation, and livings labs. (Chesbrough, 2004). We also comment the evolution of Living Labs up to represent the specific open system present in Living Lab (Bergvall-Kåreborn, 2009, Schumacher and Niitamo, 2008).
In the third part, we explain the goals of this study as well as its methodology (Miles and Huberman, 2003, Ståhlbröst and Holst, 2012). We detailed the constitutive definitions we have mobilized. A special focus is made on distributed knowledge (Trépos, 1996, Nowotny and all., 2002) and on «users» as «experts» (Chen and all., 2010). We present the three cases of Living Labs explored.
Based on our results, we then discuss to which extend Living Labs as open systems integrating stakeholders, including users may be a relevant approach for actual project management, following the suggestions of Almirall and all. (2012). Finally, a conceptual model of is proposed, using user appropriation as performance indicator.
9.15–9.45
**Title: Alliance projects—Dynamics of organizational integration**  
*Presenter: Aaltonen & Turkulainen*

Abstract: In this study, we elaborate understanding on organizational integration in the context of alliance projects, which are suggested to be the most successful approach to management of large and complex projects. Data was collected by a case study on Tramway alliance project in Finland. The analysis focuses on how integration is managed across organizational interfaces in the alliance project during its development phase. The results indicate that significant emphasis is put on integration; during the early stage of the development phase, integration is managed especially with centralization of decision making as well as mechanisms related to personal and group modes to facilitate innovating and designing different project options, while during the later stage of the development phase, integration is managed with increased emphasis on impersonal mode as well as with smaller groups to facilitate scoping the project through knowledge sharing and coordination. This provides new insight into integration as prior research has especially focused on the performance implications of integration. Moreover, alliance projects pose a unique empirical context, posing different integration challenges and needs.

9.45–10.15
**Title: Searching for a common tone—Institutional complexity in project alliancing**  
*Presenters: Matinheikki, Aaltonen & Walker*

Abstract: Projects, as temporary organizations, are strongly affected by their surrounding institutional environments. Multiple different prescriptions of legitimate behavior, institutional logics, are simultaneously prevalent in inter-organizational projects potentially causing institutional complexity. Only little research has discussed how institutional complexity is responded in temporary organizing. We address the question in a single case study of a large infrastructure alliance project. Our case study describes project alliancing as a response to goal conflicts caused by the institutional complexity. The findings illustrate how a group of individuals, capable of agentic behavior, modified the institutionalized contractual arrangements further forming a project collaborative alliance culture between multiple organizations. We develop a conceptual model showing how higher level institutional logics are reproduced in projects through professional and organizational roles, but also how individuals can engage into institutional boundary work and alter these taken-for-granted assumptions by introducing new organizational practices from different institutional setting. These practices help forming a novel prescription of legitimate action within a temporary organization, which potentially leads to institutional change on the field level through replication in future projects. The multi-level model combines institutional, organizational and individual levels advancing our understanding on institutional complexity in temporary organization and opens avenues for further research.

10.15–10.45
**Title: Using sales agents in project marketing**  
*Presenters: Aloha, Stahle & Martinsuo*

Abstract: Many project-based firms (PBF) provide tailored solutions to a global marketplace. Success in project marketing calls for both a systematic collection and processing of customer information and active development of customer relationships on potential markets. When the base of PBF’s potential customers is not necessarily concentrated on specific market areas, project marketing activities may be prohibitively expensive to be fully carried out in-house. To combine the ability to serve global markets with an acceptable cost level, the PBF may outsource a part of its project marketing activities to external sales agents. As the use of sales agents is insufficiently covered in previous project research, we explore how Energy Solutions, a PBF delivering solutions to the process industry, routinely utilizes sales agents in its project marketing process. Drawing on interviews carried out with 14 individuals, our analysis resulted in a categorization of sales agents based on the breadth of their involvement in the project marketing process: no agent involvement, agent as lead seeker, agent as consultant, and agent as value-adding partner. The findings highlight the different ways to involve sales agents in project marketing and complement earlier research discussing the roles of external actors in the marketing of complex systems in the global marketplace.
9.15–9.45
Title: The accuracy of a project’s final duration and cost estimates

Presenter: Warburton

Abstract: Using the standard approaches to Earned Value Management and Earned Schedule, expressions are derived for the accuracy of the estimates at completion. For both duration and cost estimates, the theory predicts that the accuracy is time-dependent, but the explicit formulas allow precise definitions for the concepts of accuracy and timeliness. Further, a standard perturbation analysis shows that the estimates are stable with respect to small deviations in the actual project data. The relative error in the duration estimate is predicted to be much larger than that in the cost estimate. The theoretical accuracy formulas are validated through their application to project networks constructed by a synthetic process. The error predictions are shown to be accurate, stable and reliable for a wide variety of network sizes and structural shapes, thus validating the theoretical concepts and demonstrating their practical relevance. We conclude with practical guidance for project managers.

9.45–10.15
Title: An extension of fuzzy earned value management model for uncertain and complex projects

Presenter: Naeni

Abstract: Monitoring and controlling project performance is a key to project success. Constant measuring and monitoring project performance results in early notification of the project deviation from the plan and provides the opportunity to take corrective actions. Earned value management (EVM) is a well-known technique that assists project managers to evaluate and control the project performance, and forecasts completion status of the project. EVM is generally a straightforward method and relies on three key elements (planned performance, actual performance, and actual cost) to measure the project health and predict the completion cost and time. Despite the uncertain nature of some projects, EVM elements are considered deterministic. In reality, the project data usually come from people’s judgments; hence they carry a level of uncertainty. Bringing this uncertainty into interpretations, not only helps in measuring better performance and progress of a project, but also in extending the applicability of the EVM techniques for uncertain and complex projects. In this paper, we propose an extension to the fuzzy EVM methodology that suits the complex projects, particularly, where measuring the actual cost of project work items are uncertain and inexact. A small example illustrates how the new model can be implemented in practice.

10.15–10.45
Title: Improving the accuracy of project estimates at completion using the Gompertz function

Presenters: Nannini, Warburton & De Marco

Abstract: For ongoing projects, nonlinear regression-based growth models allow for refined duration and cost estimates at completion. In particular, the Gompertz sigmoidal function has been used in curve fitting and proven suitable in forecasting S-shaped cost profiles for projects experiencing overruns. In this paper, we follow the standard approach to both Earned Value Management and Earned Schedule and use the Gompertz function for the planned, earned, and actual cost profiles. A simple, linear expression is derived for the forecast of the duration estimate and the theoretical formula is validated by application to many synthetic project data sets. The model’s predictions are shown to be accurate, stable, and reliable, thus validating the theoretical concepts and demonstrating their practical relevance. We conclude with practical guidance for project managers.
13.30–14.00
Title: Mechanisms of isomorphism in project-based organizations

Abstract: The paper challenges the dominant assumption of goal rationality behind temporary organizations’ design in project-based organizations (PBOs). While extant literature posits that organizations strive to select the most appropriate project arrangements to fit a particular task requirements at hand, findings from an in-depth ethnography-inspired case study suggest that projects in PBOs tend to imitate each other’s structures, strategies and practices with little consideration of the potential performance effects. The paper builds on the notion of the project as a temporary organization to conceptualize the project-based organization as an organizational field of temporary organizations. Thus the paper draws upon the new institutionalism in organizational analysis in order to discuss isomorphism pressures on temporary organizations within project-based organizations and to explicate these processes. The paper concludes with the discussion of a number of implications of the results for both theory and practice, such as the potential limiting capacity of the identified isomorphic processes on such important PBO properties as flexibility and efficiency.

Presenter: Miterev, Engwali & Jerbrant
13.00–13.30

Title: Symbolism-intensive projects: An analysis of three landmark megaprojects

Presenter: Rego & Irigarey

Abstract: By combining a historical analysis of three megaprojects and an organizational theory approach based on the notion of symbolism-intensive organizations, this research attempts to shed light on how symbols are constructed, communicated and translated in megaprojects. We conclude that, when it comes to symbolic projects, a number of project features may not be mirrored in the outcome’s observable traits. In fact, these projects’ symbolic, identitary, and transformational role may lead one to believe that they were indeed successful, even when part of them was never accomplished or even initiated. We propose a novel interpretation of these particular projects: the symbolism-intensive project, whose five most distinctive dimensions refer to the fulfillment of a number of long-awaited needs, a supreme mission to be accomplished, the annihilation of the past, heroic characters, and an illusive vision of certain success.

13.30–14.00

Title: On temporariness: Towards a structural framework and meso-theory of functioning for temporary organizations

Presenters: Burke & Morley

Abstract: We argue that much social-science theorizing about organizations is premised on the assumption of their enduring nature. Yet temporary organizations, defined as temporally bounded collectives of interdependent actors, in pursuit of some mandate or mandates and embedded within multiple contexts simultaneously, are a widespread phenomenon in industries as diverse as crisis response teams, software development and theatre productions. All such organizations share at least one thing in common, namely their planned temporariness. We suggest that employing temporariness, both as a point of departure for theorizing, and as an independent variable of choice in empirical investigations, offers the prospect of opening up new lines of enquiry around this contemporary form of organizing. In order to aid this effort, we develop a meso-theory mapping out core structural and functional mechanisms inherent in temporary organizations. We distinguish centripetal forces (decoupling, de-individualization via role-based interaction, collective alignment via boundary objects, goal based interaction and temporal stability) which serve as enablers of collective functioning in temporary organizations, and countervailing centrifugal forces (environmental uncertainty, dynamic composition, actor attention diversion, knowledge dissipation, and actor fragmentation) which constrain the development of the collective mind in such temporary systems. We then outline how the social-psychological consequences of these forces potentially affect members’ social cognition and the fulfillment of basic psychological needs. We conclude by suggesting that the deeply rooted, ontological assumption implicitly embedded in many conventional theories of organizing centring on “permanence” is open to question, and may be preventing scholars from capturing the unique challenges and nuances involved in temporary organizing.

14.00–14.30

Title: Addressing the Who-question within project opportunity exploitation—A concern for the modern project

Presenter: Eskerod

Abstract: Acknowledging that many modern projects are situated in turbulent environments and contexts of complexity, uncertainty, and ambiguity, while at the same time established to create benefits for its project owners and other stakeholders, the phenomenon project opportunity exploitation seems more relevant than ever. To understand and harvest from increased opportunity exploitation, project management theory must deal with the Who-question, i.e. Which stakeholders would involve themselves in project opportunity exploitation? Drawing on concepts within new project management literature as well as an explorative longitudinal single case study, this paper suggests that stakeholders inclined to involve themselves in project opportunity exploitation would be (1) stakeholders who can see how exploitation of a particular project opportunity serve purpose(-s) relevant for themselves, regardless of the original purpose(-s); (2) many types/categories of stakeholders, not only the ones that are contractually bound to the project; (3) stakeholders that have positive emotional ties to the project, e.g. are proud; and (4) stakeholders engaging in entrepreneurial activities many years after the project execution phase. Managerial implications are that project representatives must apply a project opportunity mindset, incl. a long-sighted view, openness to emergent opportunities, and engagement in sense-making activities.

14.30–15.00

Doing good by doing bad: Reasons underlying the failure of International Development Projects (IDPs)

Presenters: Boakye & Liu

Abstract: Prior studies have identified some factors that cause the failure of International Development Projects (IDPs). However, little to no studies have sought to uncover the reasons that underlie the continuous failure of these projects. By exploring 53 defunct AfDB-funded projects in Ghana and Mali to come out with reasons that facilitated their failure, we provide and extend much needed contextual knowledge on IDP failure by uncovering five (5) underlying reasons responsible for the failure of IDPs, which is a catalyst for further research. Armed with the identification and an understanding of these reasons, we put International Development (ID) institutions and development practitioners in a better position to avoid the development and planning of IDPs that would be doomed to failure from outset.
13.00-13.30  
**Title: Integrating estimates at completion with cost contingency management**  
*Presenters: Narbaev & De Marco*

Abstract: Forecasting the final cost based on Earned Value Management (EVM) data and managing cost contingency consumption in ongoing projects are typically considered by scholars and practitioners as two distinct duties of the project team. However, the managerial approach to cost contingency management may significantly impact on final cost performance. To this end, this paper proposes a theoretical model that considers different behaviors of cost contingency (CC) consumption to help forecast risk adjusted cost estimates at completion (CEAC). Three possible S-shaped growth profiles are proposed to represent three main categories of managerial attitudes in responding to project risk, namely: aggressive, neutral or passive CC consumption rates. Then, these curves are integrated into schedule-based CEAC prediction models, using nonlinear regression. An earned value management (EVM) dataset is used to show applicability and viability of the methodology. The paper is a contribution to bridging the gap between EVM and CC management. It provides project managers with a model to estimate the range of possible CEACs based on different risk attitudes.

13.30-14.00  
**Title: Accelerating time to benefit: Deconstructing innovative organizational practices in five projects**  
*Presenters: Svejig, Geraldi & Grex*

Abstract: Despite the ubiquitous pressure for speed, our approaches to accelerate projects remain constrained to the old-fashioned understanding of the project as a vehicle to deliver products and services, not value. This article explores an attempt to accelerate time to benefit. We describe and deconstruct the implementation of a large intervention undertaken in five project-based organizations in Denmark—the Project Half Double where the same project methodology has been applied in five projects, each of them in five distinct organizations in Denmark, as a bold attempt to realize double the benefit in half of the time. Although all cases valued speed and speed to benefit, and implemented most practices proposed by the methodology, only three of the five projects were more successful in decreasing time to speed. Based on a multi-case study comparison between these five different projects and their respective organizations, we propose five complementary explanations for the different results.

14.00-14.30  
**Title: Introducing the project value framework: An integrative view of the multidimensionality of project success measurement**  
*Presenters: Lechler, Ahola & Artto*

Abstract: Measuring a project’s success has been extensively discussed by practitioners and researchers alike. However, practice and research tend to provide a large number of different success measures which form a fragmented whole. Some of the used success measures even seem to be in conflict unless contextualized in terms of reference to time, or in terms of taking a perspective of a specific stakeholder. The purpose of our paper is to develop a conceptual framework for measuring project success that integrates those key dimensions necessary for understanding the distinct contribution of individual measures in the overall project assessment. The proposed project value framework relates benefits with sacrifices by considering explicitly time (in the system lifecycle), perspective (of a project stakeholder) and context (of the project itself) to select a set of measures to determine project success. We analyze the extant literature of project success to develop the project value framework. We see that the conceptual understanding of project success and value, and the key dimensions that are necessary for making sense of various success measures, has a potential to contribute significantly to the management of project operations in organizations that use projects as specific forms of organizing their activities.

14.30-15.00  
**Title: Limit State Earned Value analysis impact on project management discussions**  
*Presenter: Staley*

Abstract: Limit State Earned Value Management (LSEVM) has increased project managers’ abilities to identify project performance issues and select appropriate corrective actions. Limit State Earned Value Management (LSEVM) is an evolution of traditional Earned Value Management (EVM) that identifies the project failure states. If we know the failure mechanism, we can fix the failure. Our study indicates that project managers struggle to identify project performance and select appropriate corrective actions from project analysis alone. In fact, traditional EVM-analysis does not have the capacity to identify all possible performance states. In the Fall of 2012, an introduction to Limit State EVM was added to a PMP® Exam prep course. A statistical analysis was performed to determine if the resulting learning gains were statistically significant or a matter of chance. Eleven (11) assessment topics were presented to 258 corporate project managers as part of a pre-test and post-test assessment instrument using a paired, two-tailed t-test with a confidence interval of 95% (alpha=0.05). The p-values indicated that the mean learning gains were statistically significant in every category. After completing the LSEVM treatment, the project managers met or marginally met the threshold of competency applying EVM to real-world problems.
ABSTRACTS | SESSION 3 | TRACK 1: SUSTAINABILITY IN PM

Monday, June 12, 15.30–17.00, Metcalf Trustee Center Ballroom

15.30–16.00
Title: Integrating sustainability into project management practice: The perspective of professional institutions
Presenters: Sabini, Muzio & Alderman

Abstract: ‘Sustainability’ in its broadest meaning has acquired a great importance in modern society, and consequently influences almost every aspect of social life. This paper analyses the transformation that the project management profession is undergoing towards the integration of sustainability into its core values and practices.

This research uses qualitative data from a mix of semi-structured interviews and archival evidence—professional bodies of knowledge, codes of ethics, newsletters, websites, social media platforms, blogs, online databases, and international standards—with the intention of answering the following research question: ‘what is the influence of professional associations with regard to the institutionalizing of sustainability practices into project management (PM) tools and techniques?’

The analysis of sustainable project management (SPM) is aimed at contributing to the PM academic literature, describing the transformation of PM practices, and to the practitioner literature, engaging with PM professional associations on the way they introduce the set of new practices.

This paper is based on a work in progress research project, therefore results and conclusions are preliminary.

16.00–16.30
Title: Projects and sustainability—A bad fit? Deconstructing the PMBOK®
Presenter: Hallin

Abstract: This paper begins with a story told by a Development Director who voiced the idea that temporary forms of organizing are not suitable for tasks related to sustainability and that such ideas require a different kind of organizing. In order to understand this proposition better, we deconstruct portions of a document that purports to express knowledge on how to organize and work in temporary organization—the Project Management Body of Knowledge (PMBOK®) in light of five key constructs of sustainability: duration, relativity, justice, integration and equilibrium. The analysis reveals that temporary organizations and the way they are supposed to be organized and managed according to mainstream project management literature do not clearly suppress the complexity sustainability and we conclude that project managers should continue to develop best practices for such projects; practices that will transform project managerial practice as newer versions of the PMBOK® are developed.

16.30–17.00
Title: Exploring factors to simulate project managers to consider sustainability
Presenter: Silvius

Abstract: As it is increasingly being recognized that projects play a key-role in creating a more sustainable society, the integration of the concepts of sustainability into project management should be considered as one of the most important global project management trends today. This integration refers both to the sustainability of the project’s deliverable and to the sustainable management of projects. In this last perspective, sustainable project management, the project manager has a central and influential position. However, many factors or circumstances influence the behavior of the project manager with regards to addressing sustainability in his or her project?

The study reported in this paper explored the factors that stimulate the project manager to consider sustainability in the project he or she is managing. Based on the factors provided by the Theory of Planned Behavior (TPA), the study used Q-methodology to explore different subjective patterns of influences project managers experience. The research question of this study was formulated as: What factors stimulate project managers to address the sustainability issues of their projects?

Based on the factor analysis of 49 Q-sorts, we discovered three distinct patterns in the stimulation of sustainable project management behavior. We classified these three patterns as “Pragmatic”, “Intrinsically motivated” and “Task driven”. By identifying three distinct patterns of what stimulates project managers to consider sustainability in their project management, the study contributes to a successful implementation of sustainable project management as a new ‘school of thought’ in project management.
15.30–16.00
Title: Shaping HR management for projects: A focus on the relationships between HR department and PMO
Presenters: Aubry, Loufrani-Fedida, and Oiry
Abstract: What are the relationships between the human resources (HR) department and the Project Management Office (PMO) in managing HR for projects? Projects do not exist without HR. However, more and more actors intervene in HR management for projects. Beside project managers and HR department, project-based organizations are increasingly implementing PMOs. After presenting the literature that analyzes the role of PMO in HR management for projects, this article presents the case of ABC, a world leader in its industry. We analyze how HR department and PMO are involved in HR management for projects in this organization. These results enable us to identify the issues and processes that are common to them and also those on which they are in tension and/or competing. These results allow us to develop a discussion that enriches the existing literature and to suggest a research agenda.

16.00–16.30
Title: Why do PMOs change? A structural analysis approach
Presenters: Tootoonchy, Bredillet, and Tywoniak
Abstract: The growing popularity of Project Management Offices (PMOs) as organizational structures is grounded in the assumption they support more efficient and effective project management for better strategy implementation. However, research emphasizes they fail to deliver expected value because of their unstable nature and the difficulty to uncover any patterns of evolution and understand how they adjust to meet organizational context needs. Recent researches, taking a co-evolution lens rooted in evolutionary theory, suggest that PMOs should be studied in relation to the organizational context, in order to better capture the dynamic interplay and fit between them. In this study, taking a routine perspective as micro-foundation, we focus on the co-evolution between PMO and Project Portfolio Management (PfM) as organizational capability. A structural analysis of the relational systems of routines between PMO and PfM allow us to unveil the dynamics at stake and the roles of various routines elements (influential, mediating, dependent or no impact). The findings of the study lead us to complement extant research. Specifically, we show that, 1) PMO and PfM can be conceptualized as a collection of routines, 2) PMO and PfM co-evolve over time to adapt to new processes or structures (i.e. routines), and 3) PMO dynamically reshapes itself to adjust to contextual variation.

16.30–17.00
Title: Project management in small- and medium-sized enterprises
Presenters: Hobbs & Perron
Abstract: There has been little research on project management in small and medium-sized enterprises (SME). Previous investigation of this topic has tended to be very high-level and to report only a summary description of project management as practiced in SMEs. Previous research has also tended to treat SMEs as a homogeneous group of organisations. However, there are significant differences between micro and medium size organisations. The goal of the paper is to contribute to filling these gaps in the literature. Many SMEs make little or no use of project management. The paper presents the results of a detailed analysis of project management practices in SMEs that do use project management extensively. The paper also presents the similarities and differences in the contexts and the project management practices among SMEs of different sizes, from microenterprises to rather large medium-sized enterprises.
15.30–16.00
Title: Surviving project discontinuities: Relationship quality and extrabusiness relationship maintenance practices in project relationships
Presenters: Maenpaa, Martinsuo, Aloha & Breite
Abstract: Project-based firms repeat projects in similar kinds of project networks and may often benefit from maintaining long-term relationships with their suppliers. Maintenance of extrabusiness relationships is needed during project discontinuity in order to ensure that relationships do not decay or dissolve. This paper explores relationship quality between a project-based firm and its suppliers, and mechanisms to maintain extrabusiness relationships during project discontinuity. We collected interview data in one business network with long-term and recurrent project collaboration in a situation in which the actors were not engaged in a joint project together. We explored the experienced relationship quality at the early phase of discontinuity and identified extrabusiness relationship maintenance mechanisms used during project implementation. Specific extrabusiness maintenance activities were not found during the discontinuity but, instead, certain relational and business-related activities during project implementation seem to carry over the project discontinuity as well. The results show evidence that strong relationships characterized by technical congruence, reciprocal dependence, complementing technological commitment and developed during a long-term, recurrent and demanding project execution, do not require active maintenance during periods of project discontinuity.

16.00–16.30
Title: Understanding the performance of new graduates as project managers
Presenters: Hefley & Botton
Abstract: New graduates are often not ready to manage projects in the organizations they join as result of a lack of proper project management training and inadequate coaching of new graduates. This study surveyed 45 managers from Brazilian corporations and gathered information on the environment, practices and results of projects where new graduates were in project management roles. Interviews were executed with a selected number of these professionals to further collect insights into issues surrounding new graduates’ performance in project management. The conclusions determined that new graduates are not fully prepared for project management and fail to conduct comprehensive project preparations, often missing risk management; their soft skills are not fully developed creating further challenges; and the corporate environment towards project management may not lead to developing well-prepared project managers.

16.30–17.00
Title: Being good vs. looking good: A comparison of motivations for, and benefits realized from, project management certification in 2004 and 2014
Presenters: Blomquist, Farashah & Thomas
Abstract: It has been said that certification, and especially voluntary certification, can be seen as an approach to “being good”, a step on the road to professionalization, or a means to “looking good” by signaling the professionalism of the practitioner. This paper examines the motivations and benefits for pursuing one particular voluntary certification, that of project management professionals. Using two sets of survey responses collected 10 years apart (2004 and 2014), we assess whether there are differences in the demographics of those seeking this certification, the motivations (expected benefits), and realized benefits associated with this certification at these two points in time. Demographically, the people with certification and those not pursuing certification did not exhibit any significant differences in their demographics in these two time periods. Analysis based on self-determination theory indicates that participants pursuing certification in 2004 reported more autonomous and intrinsic motivations and received less benefit than those in 2014 and the gap between motivation and benefits has decreased in 2014. This research provides empirical evidence for why professionals pursue PM certification and compares responses across a decade span to give an indication of how these perceptions may be changing with the increased popularity of the certification. We compare these findings to similar studies examining other volunteer certifications and conclude by discussing the potential impact of these changes from the perspective of the individuals seeking certification, the occupation, the certification, and certifying organizations.
Title: Strategic practices of stakeholder management in megaprojects: A micro-process and network perspective

Presenter: Lehtinen

Abstract: The practices by which megaproject stakeholders collaborate, and are organised with respect to their complementors, evolve over time. The autonomy of interconnectedness actors, which is characteristic of megaprojects, affects the ways the organisations involved in the project form collaborative practices within the project. Hence, stakeholder strategies in megaprojects do not exist in isolation but rather develop in tandem. Our empirical study of a European district development project seeks to improve the current understanding of the ways strategic stakeholder management practices evolve in megaprojects. We take a micro-process perspective to investigate the adaptation of individual actors to the interaction among the organisations embedded in the project. The study contributes to the emerging empirical literature that has considered the role of complementors in shaping stakeholder strategies. In so doing, it connects the multi-actor and micro-process perspectives to studying how stakeholder management practices evolve and form the strategies of collaboration among the stakeholders in a megaproject. This critical issue in megaprojects and project stakeholder management has remained unexplored in many details.

Title: Asymmetry of stakeholders’ perceptions as an obstacle for collaboration in inter-organizational projects: The case of medicine traceability projects

Presenter: Romero

Abstract: As a result of food crises such as swine flu (2009) and the presence of counterfeit products such as Viagra in UK (2013), pharmaceutical companies are participating in traceability systems to record and communicate where and when medicines have been produced or distributed and which actors are involved. To implement this inter-organizational information system, organizations from all the level of the pharmaceutical supply chain should collaborate to accomplish this project. Therefore, organizations share resources and risks to jointly develop and deliver product and/or services that none of them could do by itself. However, organizations involved in inter-organization projects are resistant to collaborate arguing that invested resources don’t fit with their obtained benefits. This paper analyses how organizations are collaborating in two different inter-organizational projects: end-to-end verification system and E-pedigree. Based on a survey where 72 pharmaceutical organizations exposed their perceptions about each technological project, this paper shows that pharmaceutical organizations perceived differently the cost and benefits from this type of project. Organizations involved experience neither organizational nor technological proximity, impacting negatively collaboration in the inter-organizational project.

Title: Improving stakeholder engagement: Looking at the unseen

Presenters: Chung, Du, Crawford & Ryan

Abstract: It is common knowledge in project management (PM) literature that correctly identifying stakeholders, aligning them with project and strategic organizational objectives, prioritizing their importance and attending to their needs is crucial to the successful delivery of projects. Therefore, understanding how to engage with stakeholders and sustaining this engagement remains at the heart of stakeholder management. Contemporary models for stakeholder identification and engagement include the process of mapping stakeholders in terms of their interest or influence and power—which is generally encapsulated by Mitchell et al.’s Salience Model. In this paper, we discuss the limitations of such models and propose a social network inspired model for understanding stakeholder identification and engagement using social network analytics. Using data collected from an ICT services consultancy firm based in Tasmania, Australia, we contrast an example of current PM stakeholder mapping model against our social networks model. We highlight the fact that current PM models do not accurately reflect the significance of stakeholders in terms of influence, power and particularly where crucial information is needed for project work to get done. Our models also show that current PM models are not able to accurately capture those stakeholders who truly need to be “monitored closely”.

Title: Fuzzy Cognitive Mapping: A systems modeling approach to project stakeholder analysis

Presenters: Sperry & Jetter

Abstract: Not understanding impacts of your program or project outcome on stakeholders can be detrimental to success of the project. Stakeholders can and have caused projects to be delayed, halted, and even terminated. This not only causes the schedule to slip, but increases the cost of the project. The complexity and dynamics of stakeholder’s values and interests advocates that these methods be a system approach to understanding how stakeholders can affect the outcome of the project as well as how the project affects stakeholders. This paper examines Fuzzy Cognitive Mapping (FCM), a systems modeling approach to stakeholder analysis. By applying this method, program and project managers can expect to 1) create stakeholder causal models to understand stakeholders values and interests, 2) understand how the values and interests of stakeholders differ or align with one another, and 3) show how conflicts between stakeholder interests and the project objectives can be potentially resolved through sensitivity analysis. The FCM methods are described and illustrated using a large transmission upgrade project by Bonneville Power Administration (BPA), a U.S. federal agency.
8.30–9.00
Title: Multilevel approach for Real Options in the innovation management process: integrating project, portfolio, and strategy

Presenters: Brasil, Gomes, Salerno & de Paula

Abstract: The Real Options approach used by innovative firms has been largely studied considering three different levels: strategy level; innovation portfolio level; project level. We believe that the integration between these three levels in using Real Options is crucial to comprehend organizational aspects and mainly to capture the value of managerial flexibility. The theoretical discussion, however, is still unclear about how to integrate these three levels. In this way, our work aims to answer this question: how does Real Options approach might be integrated at the project, portfolio and strategy levels? Based on four in-depth case studies based on grounded research in companies in Brazil, where we have longitudinally accompanied specific projects, we propose a discussion on the main issues behind different forms of integrating strategy, portfolio and project using Real Options approach. Our results reveal that there are links among strategy, portfolio and project management related to three aspects: managerial flexibility, managerial attention and deployment of options. We conclude arguing about theoretical and practical implications of our findings.

9.00–9.30
Title: Program management : Evidence and resolution of a major communication barrier between project management and other disciplines

Presenters: Young, Carey & Abbasi

Abstract: Program management although an immature discipline, has much promise because it is focused on the realization of strategic goals. However, this research shows that this potential is not being realized because there appears to be a communication barrier. The program management literature does not inform the disciplines which make the most use of programmes, such as health. This paper suggests new definitions to resolve this issue and future research directions to bridge the gap between program management and the disciplines that use make the most use of programmes.

9.30–10.00
Title: The moderating impact of entrepreneurial orientation on the relationship between portfolio management and success

Presenters: Kock & Gemunden

Abstract: Project portfolio management aims to implement strategies through the evaluation and selection of projects as well as corresponding allocation of resources. Although previous research has developed a good understanding of successful portfolio management practices and also addressed how portfolio management affects strategy formation, the actual content of the strategy has never been investigated in the context of project portfolio management. This study therefore investigates the impact of the entrepreneurial orientation of the firm on the relationship between strategic portfolio management practices and portfolio success. An empirical analysis of 257 firms shows that both innovativeness and risk taking as dimensions of entrepreneurial orientation moderate the relationship between managerial practices and performance. Specifically, we find that firms high in innovativeness profit more from stakeholder engagement compared to firms low in innovativeness. Firms high in risk taking profit more from a clearly formulated strategy. With increasing innovativeness as well as risk taking propensity, firms also profit more from business case controlling and responsiveness in portfolio steering. The results suggest that project portfolio management practices need to be aligned to the firm’s strategic orientation to enable firms to better implement their strategy and generate competitive advantage.

10.00–10.30
Title: Making sense of project portfolio value in practice

Presenters: Ang, Killen & Sankaran

Abstract: This paper builds upon previous research investigating a broad range of value constructs to support portfolio decision making in multi-stakeholder environments. It draws upon sensemaking to explore how practitioners from multi-project environments make sense of project portfolio value. Project portfolio practitioners reviewed and tested a typology of value perspectives derived from multiple stakeholder expressions off value.

The typology of value perspectives was iteratively and incrementally developed from previous case studies and reviewed in Hybrid Delphi Expert Panel (HDEP) sessions reflexively as part of the overall sensemaking-inspired research design and qualitative verification strategy. Triangulation was achieved through different data collection and analysis methods. A thematic analysis of the data was conducted using a combination of manual and CAQDAS (QSR NVivo) approaches throughout the research.

The findings illustrate the complexities and subjectivities that come with making sense of value in project portfolio practice. Overall, the typology of value perspectives was viewed positively by project portfolio managers. The typology aligns well with sensemaking perspectives where aspects of time (past, present, future; short to long term value) and space (spectrum of value) are found in how stakeholders perceive value. The typology suggests an expansion in our mindsets about value by providing fresh perspectives into the complex, multiple, dynamic, emergent and alternative ways that stakeholders view project and portfolio value in practice.
8.30–9.00
Title: Engaging a contingent workforce in project organizations: Developing a boomerang mindset!
Presenters: Crawford, French, Lloyd-Walker & Helm
Abstract: Much of the research and rhetoric on career development and competence development has focused on the permanent worker and little if any attention has been paid to the contingent or temporary workforce or indeed the evolving nature of work that has resulted in greater numbers of such workers in the modern project organization. Recognizing this gap, a study was initiated to investigate current organizational practices in resourcing and developing competence, capability, and careers in the management of projects. Interviews were conducted with those responsible for projects within 28 organizations in Europe, Australasia, and the USA. The aim was to provide a picture of the extent to which project based organizations rely on permanent versus temporary or contingent workers, the roles, benefits, and challenges of a contingent workforce and how they develop or ensure competence in their enterprise. The results of this research provide useful insights for both organizations that are interested in developing their project management capability and individuals who are building careers in project work.

9.00–9.30
Title: Investigation of relationships between actors and their perceptions in the project management profession
Presenters: Timperley, Kirkham & Gardiner
Abstract: This paper investigates whether a significant difference of perception exists between four groups of actors across four related variables and if so why this may be the case and what are the implications of these differences for the ‘profession’ of project management. The perception variables studied are: project management, project success criteria and factors, role of the project manager and project management reporting by the media. The four groups of actors are: project managers; senior managers with PM experience; senior managers without PM experience and the general public. The methodology involved an international survey of over 200 respondents. The results reveal significant variability in perception. Specifically, a statistically significant difference in the responses was found between groups with respect to awareness of project management standards and organisations, general perceptions of project management, and opinion on the relative success/failure of high-profile projects. Conversely, high-level agreement was found for perceptions of project success criteria and factors, project manager competences and media reporting of PM. The analysis of the data suggests several areas for improvement.

9.30–10.00
Title: How project professionals ‘make’ their careers: Adding the “on project” perspective
Presenters: Huemann, Keegan & Ringhofer
Abstract: In this conceptual paper, we summarize recent studies on career research of project professions and provide a first conceptual grounding of career on a project. It is basis for a comprehensive study on “How do project professionals ‘make’ their career on the project?” To date, the focus on either organization-bounded careers or boundaryless careers has produced a gap regarding career making activities that occur on the project. These activities might include efforts to move from that project to another, but could also include work and activities on the part of project professionals to remain on or prolong their time working on a project. If the project is the stepping stone, we are interested in the nature and challenges of the stone, rather than in the hopping from stone to stone that has to date dominated career research for project professionals.

10.00–10.30
Title: Succession management in the project context: A neglected human resource function
Presenter: Chiocchio
Abstract: By shifting from technical project management to more human project management, new challenges are at the center of attention. High rate of turnover especially in key roles of projects, not implementing a systematic career path planning and development especially in project based works, the lack of knowledge management through project teams especially in transferring knowledge from high skilled managers to their potential successors, and unstable human resource development are the most critical issues. By widely reviewing different published articles and books in these fields, “succession management” is presented as the practical function of human resource management which can play an effective role in future of project management.
13.30–14.00
Title: The agile mindset for project management
Presenters: Forte & Kloppenborg

Abstract: Agile is a form of adaptive or change-driven project management largely reacting to what has happened in the early stages of a project rather than planning everything in detail from the start. Documentation is minimal early in the project but becomes progressively more complete. To understand agile, one needs to know both the methods and the mindset of agile practice. For the methods, a project vision is developed and shared early. Project teams plan in short bursts (generally of one to four weeks) often called sprints or iterations. The details are planned for the upcoming iteration and very little change is allowed during it. Products are defined and delivered one iteration at a time with an output that has business value successfully finished in each iteration. Then the next iteration is planned. The mindset is empowering, engaging, and enables open communication as detailed below.

14.00–14.30
Title: Critical success factors for Agile-managed infrastructure projects: A study into practitioners’ perspectives
Presenters: Sohi, Hertogh, Bosch-Rekveld & de Kroon

Abstract: Companies aim to increase the success rate of their projects, but the concept of success has changed over the years. Project managers use a broad range of project management methodologies, standards, guides, and tools to deliver projects successfully. The question, however, is whether the critical success factors (CSFs) also evolve with different project management methodologies. The use of newly born project management methodologies such as Agile project management and its tool, Scrum, for managing infrastructure projects in construction industry, emphasizes the need to explore the CSFs in such conditions. Therefore this research aimed at determining which success factors were most critical to the perceived success of projects managed by Agile project management. Q-methodology research was performed by 31 respondents from three different backgrounds: ICT with Scrum experience, Infrastructure with Scrum experience, and Infrastructure with traditional project management experience. The analysis of data shows four different perspectives in ranking the CSFs: “Collaboration with client to maximize value”, “Strong leader”, “Team empowerment”, and “Capacity to respond to change”.

14.30–15.00
Title: Reconstructing the concept of agility in project management
Presenters: Dalcher & Cubric

‘Agile’ applies to Information System Development (ISD) approaches that feature close collaboration with customers, a focus on working products, and openness to change. The rapid acceptance of agile methodologies has resulted in their partial adoption in project management (PM) and agile principles are featured the new Guide to the Project Management Body of Knowledge (PMBOK). However, ‘agile’ appears to refer to different things and there is insufficient clarity to guide the practice. We determine the relationships and impacts between the twelve principles codified in the Agile Manifesto (2001) and the ten PMBOK knowledge areas. We identify the knowledge areas with the strongest and the weakest connections with agile principles. The resulting matrix is utilized for subsequent development via the crowdsourcing approach that encompasses curation and consolidation of information. The predefined saturation point is calibrated to identify trends, coverage, and the relations between the knowledge areas and the agile principles. An expert Delphi panel validates the final mapping between agile PM and agile ISD, leading to a clearer delineation of the scope and management of agile projects. The research is framed within the Design Science Research (DSR) methodology, which enables researchers to evaluate its applicability and usefulness.
13.30–14.00
Title: On the success of megaprojects

Presenters: Turner & Yan

Abstract: In this paper we develop a new model for the success of megaprojects, and assess the applicability of that model against six case studies. Megaprojects are often said to fail because they finish late and/or overspent. But megaprojects are usually complex, so small changes in input can lead to disproportionate changes in output. So the time and cost targets at the start can have little validity. They are useful targets, not values which can be used to judge success or failure. We suggest a megaprojects is a success if it produces a worthwhile result at a time and cost that makes it valuable. We identify four dimensions of megaproject success: they produce an output at a time and cost that makes it valuable; they achieve the desired outcome and benefit at a time and cost that make them valuable; they deliver positive net present value; they deliver a business or public need at a time and cost which makes it valuable.

14.00–14.30
Title: Organizing and managing megaprojects: An institutional theory perspective

Presenters: Sankaran, Mahalingam & Biesenthal

Abstract: This paper proposes that studying strategies adopted by project managers to come to terms issues arising from institutional requirements during a megaproject could contribute to a better understanding of how such projects are organized and managed. While the use of institutional theories has been recently advocated by project management scholars a review of the literature on megaprojects, published in project management journals, shows a lack of use of the theory to its full extent. Hence this paper’s specific purpose is to suggest some ways of applying institutional theories to megaprojects. Institutional theories appear to be already gaining the attention of scholars investigating large infrastructure and global projects who are publishing in engineering, management and construction journals. However, the authors feel that more could be done to enhance the growing literature on megaprojects in project management journals by undertaking studies using an institutional theory lens. This may require project management researchers to borrow methods from other fields in which institutional theories have been applied. The authors suggest that studying how project managers approach and deal with institutional differences in the environment while working on megaprojects could have implications for both theory and practice.

14.30–15.00
Title: Domain decisions and the adaptation paradox in megaprojects

Presenters: Ford, Spee, Macauley & Steen

Abstract: The performance challenges around megaproject delivery are well documented. While these large multibillion dollar projects are essential for the improvement of economies and society more generally, they have a track record of cost overruns and time delays. Megaprojects are complex in several ways—they often involve many companies and stakeholders and frequently include many forms of innovation. While the traditional project management literature emphasizes forward planning and control it is clear that adaptation and flexibility is also essential for successful project management. This tension between planning and adaptation is the focus of our research and we are especially interested in the practices of project managers in managing flexibility in a highly controlled project environment. We propose that domain decision change play a key role in adapting project plans. Domain decisions govern thinking and action in projects by setting the task environment for project activities. Domain decisions range from the decision to launch a project in the first place, the project’s governance structure, the task structures (including discrete sub-projects), the contracting strategies to execute these tasks, and right down to the functional requirements and acceptance criteria. We explore this idea with an in-depth case study of a US$20 billion megaproject.
13.30–14.00
Title: Square pegs in round holes: Is the traditional model of project planning and execution generally applicable?
Presenter: Pollack

Abstract: This paper questions the general applicability of the traditional model of project management planning and execution. The traditional model describes a linear plan-then-execute process, assuming sufficient knowledge during project planning to create a workable plan, and a context that will not change enough to invalidate aspects of that plan. According to the traditional model, the process of project management execution is then largely a task of monitoring and controlling project activities to minimise deviation from that plan.

Although this model is very popular, it is not the only approach to project management. Developments in iterative and agile project management are providing alternatives that allow for change and uncertainty in the planning process. Research has also demonstrated that few projects meet the assumptions on which the traditional model is based, and that in many cases the tools and techniques that go with this approach are not being used in practice. This paper argues that the traditional model of project management is a special case, not the general case, that it only applies to some projects, some of the time, and that new models are needed that account for both linear delivery and iterative exploration in the execution of projects.

14.00–14:30
Title: Systems integration and requirements management in major health care projects
Presenters: Symons, Mills, Astley & Roberts

Abstract: Integration is required to overcome a gap that frequently exists between the requirements initially defined to initiate the project system and the emerging system of expectations of the operators and users. A retroductive approach to ethnography use used to describe the complexity in implementing new technologies and innovation through requirements briefing into the design and construction phases. This research has shown that failures in communication and visualisation were exacerbated by static healthcare standards, guidance, and tools. Also, that a requirements crunch point resulted in newly completed hospitals failing to meet client expectations and unduly changing working practices. Recommendations are made on how integration can overcome this problem which is commonly experienced on hospital buildings.

14.30–15.00
Title: Digital PM: A systematic literature review on tools, practices, and the emerging new mindset in construction projects
Presenters: Kier & Huemann

Abstract: Digitalization is present in all areas of working life, with strong influence on the way projects are managed and facilitated by tools and practices. Digital project management in construction projects comes in the form of digital infrastructure, more specifically Building Information Modeling, which allows simulation, collaboration, and management.

The aim of the paper is to describe digital project management on construction projects based on the existing academic literature. We conducted a systematic literature review and evaluated 72 relevant papers published between 2002–2017. This paper review discusses tools and practices of digital project management, focusing on the concept of Building Information Modeling as a digital infrastructure for collaboration and its consequences on the emerging mindset in construction projects.
Abstract: This paper is a response to the high level of complexity involved in decision making, perceptions of decision processes, and the influence of uncertainty on effective decision making in project portfolio management.

This research explores the impact of real-time events on managers during decision making processes for project portfolio management, using a purpose built simulation. The simulation development was informed by the Cynefin framework. The Cynefin framework emphasises the importance of applying different leadership styles and decision making approaches dependent of the complexity of the situation.

Data collection involved four complete iterations of the simulation, resulting in 66 datasets of individuals’ perceptions of the project portfolio management decision making process, under varying levels of complexity. The research data was focused on participants’ perceptions of their efforts to manage key decision turning points through two ‘real-time’ events simulating project cancellations and organisational change.

17.00–17.30
Title: Developing the project-based firm’s relationship with distributors in the delivery of complex systems

Presenters: Momeni & Martinsuo

Abstract: Many project-based firms in industrial markets use distributors to save cost, utilize local expertise, and maximize coverage in their global markets. Distributors in business-to-business market are not only wholesalers but they are representatives of the focal firm’s business in defined regions. The purpose of this paper is to increase understanding on the role of distributors in delivering complex systems and highlight the importance of developing distributors’ capabilities in the delivery of complex systems.

A qualitative case study was conducted in one project-based firm. The results show that the project-based firm and distributors have close collaboration in the different phases of system delivery. The results contribute by identifying different required distributor capabilities that are grouped into business, relational, marketing, and delivery capabilities. The manufacturer needs to develop the distributors’ capabilities to move them from a standard equipment seller to a partner that can take an active role in delivering complex systems to the customers. The development can be divided into actions independent from projects and those closely related to the different phases of system delivery.
15.30-16.00
Title: Megaproject case studies: A stakeholder management perspective
Presenters: Travaglini, Turner & Mancini
Abstract: Megaprojects are projects characterized by significant investments attracting a high level of public attention or political interest because of substantial direct and indirect impacts on community, environment, and budgets. They are usually characterized by high technical, organizational, and managerial complexity and involve a huge number of stakeholders with different interests. Engaging with the latter is one of the major challenges in megaproject management due to the complexity of stakeholders’ interrelationships and different interests. This paper presents an analysis on 20 megaproject case studies belonging to different sectors, including energy, transport, and public services. The purpose is to gather useful insights from practice in order to understand better how to manage internal and external stakeholders in megaprojects. We looked into the stakeholders with a key role in megaprojects in terms of sponsorship, power, influence, and satisfaction. We consider how to categorize the key stakeholders in megaprojects.

16.00-16.30
Title: Complexity theory and performance in megaprojects: The Hinkley Point C case
Presenters: Daniel & Daniel
Abstract: Complexity and project management is a growing field of research. However, complexity applied to organizations is not a unified area, and the non-deterministic perspective of complexity is not enough conceptually and practically rooted in the project management science. Our paper applies concepts of complexity theory and mental models to better understand the dynamics of management and performance in megaprojects. Our research is based on a single case study of the Hinkley Point C megaproject. The approach is original as it analyses stakeholders’ discourses in the French press and public audiences to grasp the stakeholders’ models of performance of the project. Our findings reveal that the short-term expected performance (project efficiency) and the long-term expected performance (project success) are subject to complex interactions that create bifurcations and reorientations in the project. Our results suggest that such a dynamic is coherent with the Complex Adaptive Systems (CAS) theory. This paper suggests that stakeholders involved in managing megaprojects should develop a systems thinking capacity to model impacts of project changes on performance in the short and the long term.

16.30-17.00
Title: Study on construction-operation system docking of megaprojects: Learning from the Shanghai Hongqiao Terminal 1A reconstruction project
Presenters: Jia, Dai, Xiong, Wang & Luo
Abstract: This paper aims at revealing the docking between construction system and operation system in the construction megaproject. To provide an in-depth understanding of the system connection, a system docking theory model was established, which contains the docking process, docking organization and docking conditions. The docking process is built on four main phases: completion, check, docking, and preparation for operation. The docking organization identifies the responsibilities and the work of both systems. The docking conditions describe the preconditions that should be achieved. On the basis of a single case study of Shanghai Hongqiao International Airport Terminal 1 Building A Reconstruction Project (SHIATIARP), a comprehensive work plan was established, including engineering, organization and planning.

17.00-17.30
Title: Making sense of an innovation in a project network: A megaproject case study from the nuclear power industry
Presenters: Aaltonen, Gotcheva, Kujala & Artto
Abstract: Project networks are dynamic multi-organizational entities where the participating organizations are contributing to a common goal. In megaprojects, changes in the project’s scope and organization may be carried out continuously. This article investigates how the actors in a project network make sense of a novel method introduced in a safety-critical project. We research empirically a project network of a nuclear power plant project where a process innovation was introduced somewhat abruptly during the design phase. We derive nine distinct storylines from our empirical analysis, which describe a wide range of perceptions and interpretations about the adoption of an innovation among the participants of the project network. These findings suggest that in project networks the sensemaking process is fragmented and includes several different framings. These insights have a significant potential to contribute to the development of new theories on complex project networks where any single member organization’s—even the central and powerful hub-organization’s—like owner’s or investor’s—capability to influence others and to understand the system is limited. Therefore, each network member needs to be committed and capable of carrying out systematic activities for continuously enhancing safety and directing the project towards what will turn out to be optimal from the point of view of the whole project.
15.30–16.00
Title: A theory framework for balancing vertical and horizontal leadership in projects
Presenters: Muller, Sankaran, Drouin, Vaagaasar, Bekker & Jain
Abstract: This paper develops a framework for understanding the interaction between person-centered leadership by project managers (a.k.a. vertical leadership (VLS)) and team-centered leadership by individuals in the project team (a.k.a. horizontal leadership (HSL)). It builds on Archer’s Realist Social Theory and its morphogenetic cycle, which describes the interaction of structure with agency for task fulfillment and the resulting reshaping (morphogenesis) or continuation (morphostasis) of structure for subsequent iterations of the cycle. Data were collected globally in 33 case studies with 166 interviews and analyzed using the Alvesson’s Constructing Mystery technique. A theory about the cycle and events that shape the interaction between VLS and HLS is developed, which includes events such as nomination, identification, selection, execution and governance, as well as transitioning. Managerial and theoretical implications are discussed.

16.00–16.30
Title: The identification of temporary horizontal leaders in projects: The case of China
Presenters: Muller, Zhu, Sun, Wang & Yu
Abstract: Balanced leadership in projects describes the dynamic transition of leadership authority between the project manager and one or more team members. Within this concept, the present study investigates the context, criteria, and processes for identifying project team members as candidates for the role of horizontal leader. Five case studies, followed by validation interviews were conducted in China. Results show that structure and agency by the project manager set the context, wherein professionality, personality, and attitudinal characteristics of team members are evaluated for identification. This is executed in two parallel processes, where the project manager evaluates, develops and assesses candidates, and the team members evaluate their situation, compete with others, develop their skills, and look for guidance from the project manager. Managerial and theoretical implications are discussed.

16.30–17.00
Title: Balanced leadership in projects: The concept of socio-cognitive space to support the building of organizational capabilities. The “Project Hat”
Presenters: Drouin, Muller, Sankaran, Vaagaasar, Nikolova & Jain
Abstract: This paper is based on previous research work conducted by the authors who are part of a global team of researchers exploring the concept of balanced leadership in projects through 33 case studies from eight countries. The aim of this paper is to use the approach of balanced leadership in projects and the concept of a socio-cognitive space to propose that creating a socio-cognitive space in project is an organizational capability that can increase project success. Through an in-depth case study of a Canadian firm involved in a major project called the “Project Hat” we illustrate how an organizational capability may be built through the socio-cognitive space of the balanced leadership in projects.

17.00–17.30
Title: Being, doing, and leading in the project society
Presenters: Jensen, Geraldi & Thuesen
Abstract: The last decades have seen a proliferation of projects across different contexts, from the building of an iconic venue to the planning of a family vacation. Building on Jensen (2009) work on the project society and Jensen et al (2016) articulation of projects as human conditions, this article explores strategies for living in the project society.

Guided by the philosophical concepts of activity, time, space, and relations, we explore the project society as an ideal type, in opposition to the disciplinary society. We discuss implications of being, doing and leading in a project society. Taken together this analysis describes some of the key challenges emerging from the project society and suggests some ideas and advices to fellow project man and woman, navigating in project society.

The work extends our understanding of projects beyond organizational settings—to a societal and individual level. We argue that, first, our growing and insightful body of literature on project organizing can become useful for each one of us as individuals navigating in project society. Second, it opens up to a more extensive empirical context—studying behaviour of people in projects, outside classic organizational settings. In this respect, the article serves as a basis for future research on living in the project society where nothing lasts forever but our projects define who we are and what we can become.
Title: The influence of using project governance principles when executing information technology projects in South African organizations

Presenter: Erasmus

Abstract: Organisations have adopted project management methodologies as well as project governance principles, however, many Information Technology (IT) projects still fail. The research determines the influence of project governance in IT projects in South African public organisations. The role of governance is not clearly understood as yet and many project practitioners may perceive it as an additional burden intent on hampering progress. This research aims to determine if project governance can prevent common causes of failure in IT projects by exploring the use of project governance in organisations as well as the perception project stakeholders have about the governance of projects. The research approach is quantitative in nature and the data was collected by using a survey. The results indicate that project governance is a major contributing factor to project success and that project workers perceives project governance as adding value to project deliverables. Issues surrounding communication, stakeholder engagement, and requirements elicitation remain as concerns.

Title: The utopia of order versus chaos: A conceptual framework on governance, organizational design, and governmentality in projects

Presenters: Simard, Aubry & Laberge

Abstract: Images of the utopia of order and chaos can serve to depict paradoxes observed in the planning, management and implementation of projects. More specifically, they illustrate the ongoing challenges presented by formal organization and informal social structure at the interface of temporary and permanent organizing. This paper seeks to clarify the concepts of governance, organizational design, and governmentality—three concepts that are often used to frame these challenges yet which current literature fails to adequately explain. Overall, the paper contributes to the growing interest in these concepts and their interactions and more generally in the relationship between the formal and the informal. That interest has been expressed most distinctly in the project management literature, while also raised in a more general manner in the organization and management literature. In this paper, we develop a conceptual framework that shows that governance, organizational design, and governmentality are all essential to an understanding of the dynamic trajectory of projects where the formal and informal interact. We also apply this framework to a particular case to illustrate its usefulness for understanding a complex situation such as, in this study, the workings of governance, organizational design, and governmentality individually as well as in interaction.

Title: Megaproject governance and innovation: A brave new world

Presenter: Greiman

Abstract: Megaproject governance remains a challenge to project and program sponsors and governments around the globe. As megaprojects have migrated from land to sea to air to space and now the fifth domain of cyberspace, governance research must evolve to meet the challenges of this brave new world.

We have been governing megaprojects for centuries, yet we still know little about the effectiveness of these structures. This paper analyzes through empirical research how the interface between governance and enterprise, and project and program management develops on public and private investment projects. The various meanings and perceptions of governance are explored in the megaproject context, and governance is examined as a core element of project and program strategies.

This article gives a systematic comparison of governance framework structures from the perspectives of project officials, government owners and sponsors, private sector delivery bodies, and other stakeholders. The commonalities and differences between the traditional corporate hierarchical structures and emerging program structures and systems and the role of governance in addressing the problem of multiple and divergent accountability demands within the complex environment of large scale public projects are investigated. Finally, the paper analyzes the role of governance in project and program management, and identifies the key characteristics to improve the governance of projects for more successful outcomes.
8.45–9.15

Title: Megaprojects as ecosystems—How can they be managed?

Presenters: Peltokorpi & Lehtinen

Abstract: Previous research has focused increasing attention on megaprojects, not only for the magnitude of their impact on societies, but also because of their unique characteristics that challenge some of the traditional approaches of how projects are managed. The present study investigates megaprojects as ecosystems, by characterizing a megaproject as a network of organizations that changes its shape while evolving during its lifecycle. The network of actors in the megaproject may be difficult to manage because a focal organization’s ability to influence other organizations in the ecosystem is limited, the organizations are autonomous and interdependent, and the entire ecosystem is continuously re-formed through a process of co-evolution. Therefore, in this paper we aim to shed new light on whether and how megaprojects can be managed. As we theorize on ecosystems, this objective translates to a question whether ecosystems can be managed and through what mechanisms. Our empirical research focuses on the case of Tapiola, a megaproject with the purpose to renew the Tapiola district in the City of Espoo, in Finland. We derive four propositions about the management of megaprojects as ecosystems. The study suggests that megaprojects can be managed as co-evolving entities through rather subtle and indirect approaches. Supporting selected single core members to carry out their self-initiated business development is important to enforce the specialized and complementing parts of the ecosystem. The study bridges two literatures that have previously been treated as separate: megaprojects and ecosystems.

9.15–9.45

Title: Rethinking megaprojects: Politics of core and host context in the London Olympics

Presenters: Duignan, Ivory & Hallin

Abstract: Approaches to megaprojects have largely focused on their ability to deliver on time, to cost, and to quality. Little has been written about power and politics which characterise megaprojects. In this article, we draw on Law and Callon’s (1992) notion of networks as having a local and a global aspect—what we have termed, in relation to mega-projects; the project ‘core’ and its ‘host context’. The focus of this article is on the relationship between the megaproject, in this case the mega-event of the London Olympics, and its host context; the physical spaces and political machinery on which the project is dependent on. The analysis revealed four types of relationships visible in the empirical case: the core territorialized the host context, excluded unruly actors, controlled space, and controlled risk. All of these relationships may be interpreted as strategies deployed by the mega-project to secure the resources and political support it needed from the host context to survive. We argue that focusing on what it is that megaprojects do to survive, rather than what they do to create the promised outputs, can create new insights for thinking about megaprojects.

9.45–10.15

Title: Identification of key supply chain elements for megaprojects success

Presenters: Mladen & Misic

Abstract: Each megaproject influences life on the community and/or society level, so megaproject success or failure has another level dimension. In the past, research community recognized the vital importance of megaprojects for development of a country on the one hand. On the other hand, research identified strong negative impact that schedule, time, and cost overrun (not even mentioning deceptions of public) of megaprojects might have for the development of a country. Recent studies in project management bring up supply chain conception as fertile component for megaproject management development.

The objective of the paper is to explore variables of supply chain management within megaprojects and identify the ones that have significant influence on the megaproject outcome. Therefore, one would have proof of possible influence on megaproject success. Within theoretical framework supply chain elements are identified within megaproject management. Based on chosen megaproject sample and econometric analysis, we tested the presence and the level of identified supply chain elements in the management of megaprojects. Econometric analysis confirmed strong relation between dependent variable “DELAY” on the one side and construction. More than 15 variables were tested, but only this two showed significant impact. The discussion of the conducted screening is enclosed, so as recommendations for the further steps for the in depth research.
8.45–9.15

Title: Toolbox for uncertainty: Introduction of adaptive heuristics as strategies for project decision-making

Presenters: Stingl & Geraldi

Abstract: This article presents adaptive heuristics as an alternative approach to navigate uncertainty in project decision-making. Adaptive heuristic are a class of simple decision strategies that have received only scant attention in project studies. Yet, they can strive in contexts of high uncertainty and limited information, which are the typical project decision context.

This article develops a conceptual model that supports a systematic connection between adaptive heuristics and project decisions. Individual adaptive heuristics succeed only in specific decision environments, in which they are ‘ecologically rational’. The model builds on the individual definitions of ecological rationality and organizes them according to two types of uncertainty (‘knowable’ and ‘unknowable’). Decision problems and heuristics are furthermore grouped by decision task (choice and judgement). The article discusses several resulting propositions for future research and analyses the scant project literature on heuristics with regard to its fit to the model and the propositions.

This conceptual approach supports future prescriptive research that can foster the development of efficient and intuitively applicable decision support tools. It finally highlights current boundaries of research on adaptive heuristics regarding the missing reflection of different types of uncertainty.

9.15–9.45

Title: A case study on using Actor-Network Theory as the theoretical framework to explore leadership of a project team bidding for new work

Presenters: Lloyd-Walker & Tatnall

Abstract: Tendering is costly and the likelihood of success is not high. Completing the bid is a project in itself and the effectiveness of the bid project team will impact on the success rate. The bid project leader has a crucial role to play in increasing the chances of the bid succeeding. Because tendering is a major cost to organisations, leadership competencies that influence the outcome of the tendering process are important. Actor-Network Theory was used to explore a case study bid project and the results provide a new view of the important and often very costly but uncertain process of tendering and insights into ways in which organisations might reduce uncertainty in their bid processes to maximise a successful outcome and minimise expenditure in this time consuming process.

9.45–10.15

Title: Transformational leadership and project team-members’ silence: The mediating role of feeling trusted

Presenters: Zhu, Wang, Yu & Sun

Abstract: Although there is a growing interest in studying employee silence worldwide, how to improve the situation is still under exploration. This paper examines whether the effect of feeling trusted intervenes in the relationship between transformational leadership and project team members’ silence in project context. Based on a survey of 237 people who work for various kinds of projects across China, the results demonstrate that feeling trusted is mediating the effect of transformational leadership on project team members’ defensive silence, but not with acquiescence or prosocial silence. Theoretical and practical implications of these findings are discussed.
Title: Dynamic equilibrium of efficiency and flexibility in project-oriented organizations: An exploratory study of organizational antecedents

Presenters: Sun, Zhu, Sun, Muller & Yu

Abstract: efficiency and flexibility in project-oriented organizations (POOs). An exploratory, multiple-case study with seven POOs in China was used. Within case analysis indicated that the relationship between efficiency and flexibility is divided into four levels. Results show that the fourth level which delineated as a dynamic equilibrium of efficiency and flexibility would be the optimal choice for POOs. Across-case analysis with different levels of performance identified four contextual antecedents which facilitate this dynamic equilibrium. Indicators of behavioral antecedents from both top management and project team were identified. Five propositions were developed. Theoretical and managerial implications are discussed.

Title: Temporal tensions and the autonomy paradox in multi-project settings

Presenter: Delisle

Abstract: This study explores the autonomy paradox concept in a multi-project organization, a setting known to exert a lot of time pressure on employees. Project organizing is spreading and implies at the same time more autonomy and more control of employees, which make it a context especially relevant to study this kind of paradox. This study relies on an interpretative case study of a multi-projects organization and explores the context, the consequences, and the causes that lead to the phenomenon of autonomy paradox in project settings.

Title: Experimenting and prototyping to design complex services

Presenters: Nicolay & Lenfle

Abstract: This article presents a longitudinal study setting out the prototyping process implemented between March 2013 and December 2016 to develop a new service: remote assistance. This form of prototyping is original on several accounts: its duration, the degree of co-design alongside the pilot customer (the French Navy), and the proximity between the individual component parts of the prototype (artefacts, environments, and processes) and the 'live' service that has become apparent. This prototyping contrasts significantly with the vision of Rapid Prototyping. We demonstrate that, in addition to facilitating the emergence of a service solution, it also enables the service concept to be developed (in terms of the value proposition) in ways that achieve a much closer match to customer requirements. Lastly, we show that it enables the introduction of a true service ecosystem and promotes committed involvement in it.
10.45–11.15
Title: Enhancing project-related behavioral competence in education
Presenters: Thomas, Kanabar & Messikomer
Abstract: The workforce has increasingly been demanding an educational model that produces students experienced in real project management (PM) practices. This includes producing technically competent students—one who can manage real-world project constraints of cost and schedule but also possess critical project related behavioral competence. Such soft skills are essential if a project is to run smoothly and eventually succeed. In this paper, we describe an educational framework grounded in outcomes based education to enhance project-related behavioral competence. Instructors can leverage this framework to augment their existing courses and develop the critical career skill sets of graduating students.

11.15–11.45
Title: Learning from inter-organizational projects: Conditions influencing across project learning
Presenter: Oerlemans
Abstract: As organizations often participate in a stream of consecutive inter-organizational (IO) projects, they would benefit from learning across them. Generally, organizations can learn across projects by engaging in processes of experience accumulation, knowledge articulation, and knowledge codification. However, it is unclear under which conditions these processes lead to learning in an inter-organizational context. This longitudinal case study of two subsequent IO projects in the Dutch shipbuilding industry reveals three major conditions under which learning can take place: (1) the party experiencing the opportunity to change a practice should also be able to implement it; (2) if several parties need to change their change incentives should be aligned; and (3) in both cases the different IO projects should not be too unique.

11.45–12.15
Title: Strong and united: StrengthsQuest and project teams
Presenter: Ziek
Abstract: The goal of the current study was to examine how individual traits impact project team performance. StrengthsQuest, an analytical tool specifically designed to determine and help develop talents, was used to measure and benchmark the characteristics of project team members in an undergraduate course at a mid-sized university in the Northeast. Over the course of a semester-long project, the team members completed multiple performance reviews that measured how individual strengths related to project team performance. The results of the study were mixed—particularly in how communication was understood in relation to team performance. On one hand, each team echoed the literature that extols the importance of communication to performance. On the other hand, the teams did not view the individual strength of communication as important to the overall function of the team, which is something new to the literature. The latter finding is important because it demonstrates that there is still much to be done relative to understanding the impact of individual characteristics, such as the talents related to communication, on project team performance.
10.45–11.15

Title: “Digging for change”: Resistance and change in inter-organizational projects in the utilities sector

Presenter: Van Marrewijk

Abstract: This paper presents change and resistance in an inter-organizational project in the utility sector. Inter-organizational change is a multi-level and multi-authored process of which resistance is an integral part. Resistance can be productive when it is taken as a challenge to existing power relations and taken for granted practices. To gain insight into how productive resistance is constituted in inter-organizational projects, a longitudinal field research was conducted between 2012 and 2016 focusing on a bottom-up change approach in the utilities sector initiated by top managers and empowering employees as change agents. The findings show that resistance came from middle managers who were surprised by the impact of the bottom-up innovation. The paper provides a multi-level perspective of change and resistance, including hierarchical relations, to fully understand change dynamics in IOPs. Such a multi-level perspective is not frequently used in IOP literature.

11.15–11.45

Title: Opening the black box of benefits management in the context of projects

Presenters: Aubry, Sergi & El Boukri

Abstract: This paper explores the management of benefits in a practice perspective. No doubt about the importance of managing benefits in the context of projects. Despite the abundance of the normative literature and some academic research, there is confusion in the definition of terms and moreover, implementation does not seem to deliver expected results. In this context, there is a necessity to understand concretely what people do and how. The paper delivers the preliminary results from four case studies in different sectors. It highlights three main findings which put into question the traditional assumptions on benefits management. Main findings are: 1) the challenges of defining benefits; 2) shifting the logic of benefits management process; and 3) the process of benefits management: between formalization and flexibility. The paper concludes then on new perspectives in a research agenda.

11.45–12.15

Title: Project categorization: Evidence from large dam projects in Africa

Presenters: Bentahar & Ika

Abstract: Large dam projects often make headlines for their poor time and cost performance, and their negative social and environmental impacts. Large dam projects differ in many ways, but because practitioners still lack a framework to sort them into different types or categories they tend to manage them in a one-size-fits-all manner. Through observations, a case-study, and a qualitative analysis of 42 interviews with project managers, we examine 32 large dam projects in Morocco (Africa) and sort them into different categories according to Shenhar and Dvir’s (2007) NTCP (Novelty, Technology, Complexity, and Pace) model. While the NTCP model holds for large dam projects in Morocco, the resulting project categories vary throughout the project lifecycle which suggests that the NTCP model is too static. Since different project categories emerge at different phases, project teams should sort large dams into different types based on the NTCP model at both the initiation and the implementation phases, and tailor their management approaches accordingly.
These sessions are the IRNOP Conference’s forum for ongoing research presentations.

Title: A project sponsor’s framework of engagement and motivation for achieving project success: A grounded theory study

Presenters: Dr. Radhia Benalia & Dr. Khalid Ahmad Khan

Abstract: The primary focus of project management research on success factors has been placed on the perspective of the project manager or project team. There has been little focus on those who sponsor the projects, although their central role has been recognized by researchers and practitioners. In this study, originally a PhD research, we address a gap by identifying project success factors for project sponsors. We answered two questions: (1) How does a project sponsor establish a framework of engagement and motivation for achieving project success and (2) How does a project sponsor maintain a framework of engagement and motivation for achieving project success? We used purposeful sampling to identify and interview 25 project sponsors from various sectors based in the United States, Canada, Australia, Europe, and the Middle East to achieve a broad-based international perspective. Using grounded theory, we analyzed the interviews and theoretically integrated the results with extant literature to develop a framework for project sponsors to achieve project success. Our theory shows that integrating clarity with significance and using good leadership, rapport, competence, and autonomy establishes and maintains engagement and motivation in a project context. These findings align with the self-determination motivation theory (SDT) while suggesting a framework that includes two additional crucial categories: the integration of clarity and significance as well as leadership. On the other hand, there is very encouraging alignment with the Global Alliance for Project Performance Standards (GAPPS) Sponsor’s Framework. We believe our findings should help researchers and practitioners by giving them a further understanding on what a project sponsor needs to do to achieve projects success.

Title: Unravelling the project ecologies of BIM innovation

Presenter: Dr. Eleni Papadonikolaki

Abstract: As the concept of Building Information Modelling (BIM) gains traction in the construction industry, many studies have been attracted to understanding its adoption in firms (micro-level), implementation in projects (intermediate level), and diffusion across the industry (macro-level). This is a theoretical paper which mobilizes contextual theories from social science and project management, such as institutional logics and project ecologies respectively, to map and rationalize the various social layers mobilized in diffusing BIM innovation across different national contexts, that is countries. Drawing upon data about Anglo-Saxon and corporatist-type national business systems, there is currently a mismatch between their BIM innovation diffusion strategy—which unfolds in a top-down and bottom-up manner, respectively—and their intended outcomes. This study highlighted that the diffusion of BIM innovation has been seen as disruptive in the United Kingdom and incremental in countries such as the Netherlands and Norway. Apart from mapping various social layers activated in BIM diffusion, this study outlines implication for policy-makers and practitioners, by stressing that not only global solutions for BIM diffusion are probably misguided, but re-establishing the links between projects and their contexts is a comprehensive approach to dismiss the rhetoric of BIM panacea and a sensible way to increase BIM diffusion and effective BIM implementation in projects.

Title: Social Project Management in industrialization projects environment: The Organizational Communication perspective

Presenters: Teresa Ruão, Ana Isabel Lopes, Gabriela Fernandes, Madalena Araújo & João Faria

Abstract: This paper focuses on the use of Social Project Management (SPM) principles under the Organizational Communication theory viewpoint. There are different dimensions of project management development where communication can be a strategic tool and communication sciences knowledge can help innovate in this field. In fact, looking to improve communication in the work context, project management specialists have been exploring the use of social network technologies as a way to optimize efforts in a project team, but the risks of failure are high. This study, hence, focuses on the analysis of SPM solutions for communication challenges. A case study research was conducted in an industrialization projects’ department, resorting to a communication audit that reviews project management communication’s stakeholders, tools, and flows. The results show that social networks can be useful to overcome many communication barriers and, as such, a proposal for an SPM design is presented.

Title: The hierarchy of public project governance schemes: An empirical study of principles and practices in Norwegian ministries and agencies

Presenter: Gro Holst Volden

Abstract: In this paper, we study project governance arrangements in various ministries and agencies in Norway, after the introduction of a governance scheme on the topmost level (Cabinet). We find that only one ministry takes a formalized role as project owner and has introduced a project governance scheme applying to projects in its subordinate agencies. More generally, governance tasks seem to be extensively delegated to the agencies, including project selection and portfolio management. All agencies in the study have introduced their own project governance schemes which are basically consistent with recommendations from the project management literature. However, there is room for improvement, particularly about the use of governance agents such as project sponsors and project boards.
Title: Projects, agency, and the multi-level perspective: Insights from Numerical Weather Prediction

Presenter: Lenfle Sylvain

Abstract: This paper discusses the role of projects in technological transitions. Based on a case study of a technological transition in numerical weather prediction the paper discusses the multi-level perspective (MLP) framework developed by F. Geels et al. (2002 & next). This framework has been criticized for its macro-level perspective and its difficulty to deal with the question of agency. Our research suggests that the project level constitutes a promising avenue to discuss this question in the multi-level perspectives framework. It demonstrates how, in this case, a project play a key role in the transition from one technological regime to another and how at the project level actors can be included more precisely in the MLP. In so doing it also propose a type of transition not envisioned by the MLP research. Finally, we suggest that bridging MLP and project management research, particularly contemporary works on innovative projects, could be fruitful for both fields.

Title: Improvisation and project management

Presenter: Caroline Coulombe

Abstract: Project management is a fertile soil for improvisation due to its own nature of time pressure and uncertainty. Projects will improvise, it is inevitable. But even in projects, improvisation has a bad connotation—project teams and project managers improvising often feel guilty for not having planned enough. The improvisation process in a project environment is based first on inputs. These inputs will meet an unexpected event that was not planned. As this event happen, time and pressure are present, the project manager and its team will improvise in a safe square to improvise. Finally, when the improvisation is done, outcomes will be present: result or new state, experience, learning and power, and emotions. This paper consists in a first step reflection regarding this vast and underdeveloped subject. We present our literature review and propose some hypothesis and a theoretical framework in order to push one step further the academic reflection that will eventually create our research project. We end this paper with our major three research questions: How managed can improvisation can be? Is a managed improvisation still improvisational? What happens when simple rules are ambiguous?

Title: Practices for program scope definition and goal setting in change programs

Presenter: Juan Carlos

Abstract: Organizations establish change programs to renew their business and implement their strategy. Programs coordinate the activities and projects in the strategic change, to achieve the pursued benefits. As the success of programs is usually assessed in terms of achieving the program benefits, there is a need for better understanding on how the benefit expectations are converted to the program scope and goals. The purpose of this paper is to explore change program scope definition based on company strategies, and the conversion of scopes towards program goals. The aim is to present the practices the organizations use to define the scope in change programs and, thereby, develop new knowledge on the process of program scope definition. A qualitative study was performed in three programs involving change in information systems, processes, and organizational structures in two technology companies. The results show that organizations specify program scopes based on assumptions about the status of the organization, and develop use case scenarios of the target state of processes to convert benefit expectations to goals. The findings contribute by specifying actions for scope definition and offering a more formal view to it in information system oriented organizational changes, when compared to behavioral organizational changes.

Title: Joint Value Creation in connected health ecosystems for elderly and caregivers

Presenter: Lise Boudreault

Abstract: Previous business ecosystems research explains that the competitive dynamics of the organization’s value creation is expanded beyond the traditional notions of rivalry. It was found that the effects of external innovation challenges depend not only on their magnitude, but also on their location in the ecosystem relative to the focal organization. From there on, since the core of connected health is based on predictive analytics technologies, one important challenge is social issues such as ethical dilemmas entangled in the technological design. Therefore, a first research step is to understand how the ethical concerns of external innovators affect the connected health project’s performance. The conceptual framework of a connected health ecosystem is presented with three research propositions. A future step in this research is a case study of a connected health project for the elderly and caregivers of Shawinigan, in Quebec, Canada.
Title: Controls, empowerment, and incentives: Leadership precursors for business innovation in project-based industries

Presenters: Vedran Zerjav & Monika Chojnowska

Abstract: Innovation is an important driver for competitive advantage, stimulating growth, and success of firms. The vast majority of innovation studies are pitched for the level of policy and strategic management, with very limited knowledge on how innovation can be catalyzed within and across projects. This paper presents a study into key conditions for creativity and innovation in project teams. Drawing upon interviews with 15 senior project leaders across different sectors, we suggest that innovation project leadership occurs in the context of (1) flexible project controls, (2) team empowerment, and with (3) the support of strategic incentives. Flexibility in project controls is a precondition to allow for creativity and innovation amongst project team members while not hindering the execution and delivery role of the project. Team empowerment refers to a variety of mechanisms in which project leaders can support teams to catalyze and implement novel solutions in their projects and strategic incentives provide institutional support in the form of reward mechanisms and company incentive schemes. The study identifies conceptual tensions in each of the three areas and offers theoretical and practical advice for their resolution.

Title: Governance of research projects in academic research organizations

Presenter: Eva Riis

Abstract: The paper expounds a conceptual framework for how value is generated through a multitude of projects (or “temporary organizations”) in public research institutions. The phenomenon is referred to as “Governance of Projects”. The framework is built around two domains, viz. the organizational domain and the value generation domain, and the many links that connect temporary organizations with a permanent organization. Subsequent empirical work will use the framework in three case studies that will be conducted in university departments, which implement many externally funded projects. The aim of the paper and the planned empirical work is to illuminate the elements of Governance of Projects in academic research organizations and the complex interplay of links within an organization that ensures that value is envisaged, created, and afterwards, harvested.

Title: Aggregating project level performance data into organization and industry insight

Oshikojia & Andersen

Abstract: The 10-10 Performance Assessment Program is a relatively new performance measurement system that has been created by the Construction Industry Institute (CII) to meet the growing demands for a more comprehensive benchmarking and measurement system in the construction sector. The purpose of this research is to conduct an initial empirical analysis on the 10-10 system based on project data from approximately twenty Norwegian companies that have been invited to participate to see how the system performs in practice and the resulting benefits. The system is characterized by its ten input and output measures identified in phases of the project that help managers improve and monitor project performance. The scores of eight of the ten input measures were found to have significant negative correlations with the output measure of cost overrun. Seven key survey questions that were used as basis for the scores of these input measures were also identified as key indicators in this cost overrun. Also, survey questions that had more significant correlations with the input measures had a greater probability of being individual forecasters of cost overrun. Additional findings have also been discussed in line with future research efforts and the construction industry’s need for broader sector analysis.

Title: Evaluating the impact of land acquisition on infrastructure projects

Mangioni

Abstract: The acquisition and site assembly of land is one of the initial stages in large scale infrastructure and urban renewal projects. Hundreds, and in some cases thousands of properties are acquired by either negotiation or compulsion where negotiation fails in the site assembly process. The process of amalgamating property held by different owners involves a diverse skill set which is overarched by the project management process. The skills needed include land valuation, simultaneous negotiations in the purchase of land and case management where unsuccessful negotiations result in the compulsory taking of land. This paper examines the evolution of the site assembly process through practices and policies used in infrastructure projects. Using case studies to illuminate the processes adopted in the coordination of the site by acquiring authorities, we track the evolution of reforms and how they have both transformed the expedition and in some cases hindered the site assembly process. The paper makes explicit the factors that have achieved positive outcomes and those that still require reforms. The primary contribution of this paper is defining the key factors impacting site assembly and identifying the practices that would reform and enhance this process through international case studies.
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