

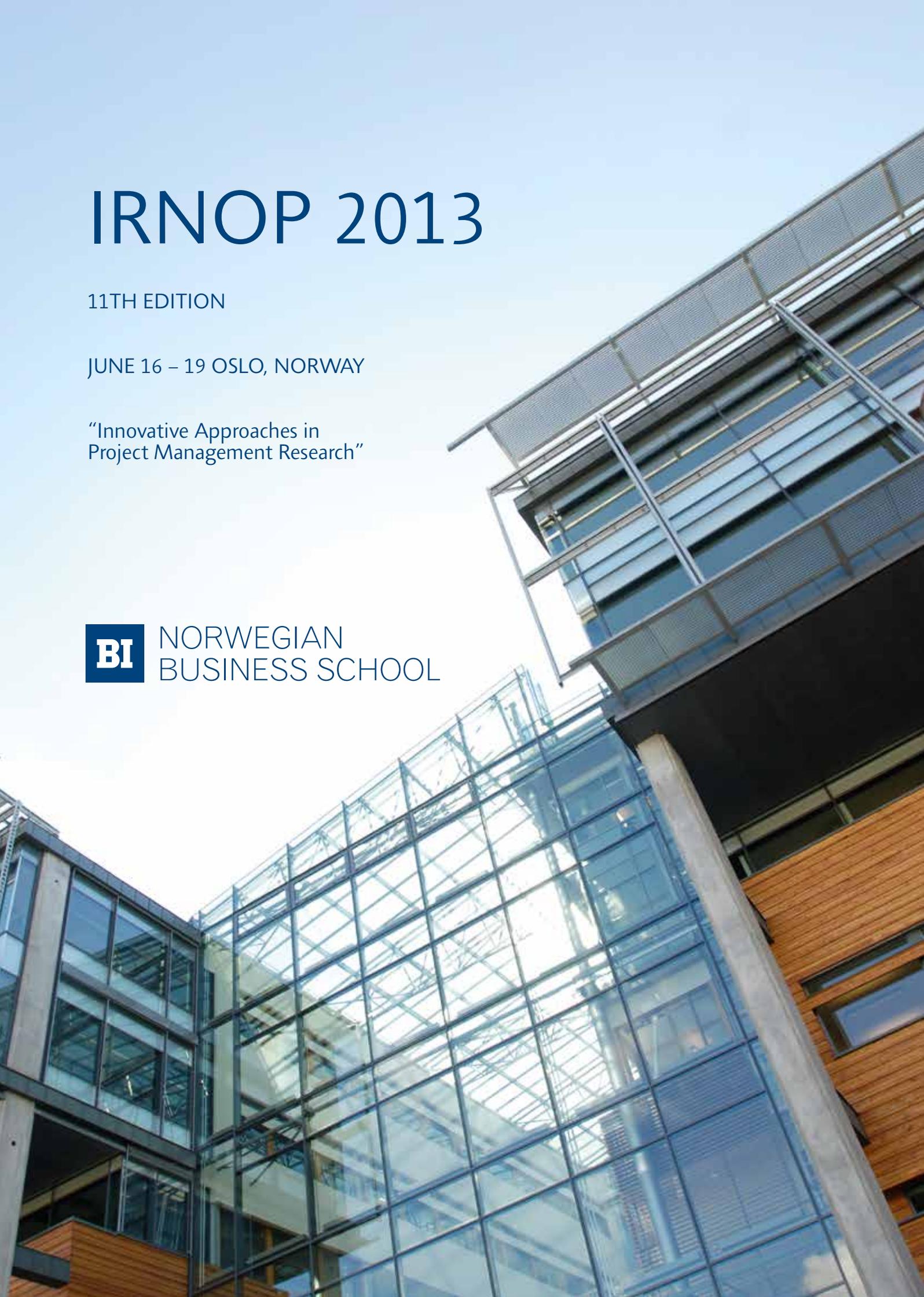
IRNOP 2013

11TH EDITION

JUNE 16 – 19 OSLO, NORWAY

“Innovative Approaches in
Project Management Research”

BI NORWEGIAN
BUSINESS SCHOOL



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Welcome to BI, Welcome to Oslo

Dear IRNOPian,

Welcome! Welcome to BI, Oslo and Welcome to IRNOP 2013. We have so many good papers to be presented during these two coming days and we have so many fine scholars taking part that we are convinced that this will be a fantastic conference. We are glad, honored and happy that we were selected to host this year's conference. We hope that we have taken good care of the IRNOP tradition and that we will be able to push the research in the area of project management one step forward during these two days – towards even more innovative research in the area of project management.

Enjoy IRNOP 2013!

Jonas Söderlund
Professor, PhD
Chairman of the Organizing Committee, IRNOP 2013
BI Norwegian Business School



BI Norwegian Business School



BI Norwegian Business School is one of Europe's largest business schools with around 20 000 students and 340 permanent faculty. BI is the largest supplier of economic and administrative competence and skills in Norway with more than 200 000 graduates since 1983.

BI Norwegian Business School boasts the country's leading faculty in the school's spear-head areas of economics, management, strategy, marketing and finance. BI Norwegian Business School has organized its academic activities in eight separate research departments covering all of the disciplines that can be expected at a modern European business school.

BI's faculty cooperates extensively internationally and BI has student exchange agreements with more than 170 institutions in 45 different countries. This gives BI's students excellent opportunities to obtain international experiences and to experience intercultural learning.

BI Norwegian Business School develops and delivers custom-made courses and programs for a number of specific industries and organizations in the public and private sectors.



The PM Group at BI

The PM Group is one of the largest academic units in Europe within the area of project management and project organizing. The group consists of three professors, three associate professors, three adjunct professors, two professors emeritus and two PhD students. The group is responsible for a wide range of courses at the undergraduate, postgraduate and executive levels. The Master of Management program in Project Management is one of the most popular programs at BI with almost 300 participants annually.

The members of the PM Group are dedicated to publishing high-quality research in international journals. The research has appeared in journals such as Academy of Management Journal, Research Policy, Organization Studies, Journal of Product Innovation Management, IEEE Transactions on Engineering Management, Human Resource Management, International Business Review, Sloan Management Review, California Management Review, Industrial and Corporate Change, and International Journal of Innovation Management. The members of the group also publish papers regularly in the leading project management journals, including Project Management Journal and International Journal of Project Management.



The PM Group:

Erling S. Andersen, Professor emeritus

Andrew Davies, Adjunct Professor

Therese Dille, Doctoral candidate

Morten Juel Hansen, Doctoral candidate

Jan Terje Karlsen, Professor

Jon Lereim, Adjunct Professor

Ralf Müller, Professor

Kim van Oorschot, Associate Professor

Donatella de Paoli, Associate Professor

Hans Solli-Sæther, Adjunct Professor

Jonas Söderlund, Professor, Head of the PM Group

Anne Live Vaagaasar, Associate Professor

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: Rotterdam, the Netherlands

IRNOP VI 2004: Åbo, Finland

IRNOP VII 2006: Xi'an, China

IRNOP VIII 2007: Brighton, UK

IRNOP IX 2009: Berlin, Germany

IRNOP X 2011: Montréal, Canada

IRNOP XI 2013: Oslo, Norway

What Is The International Research Network On Organizing By Projects All About?

- To be a vibrant arena for scholars within the area of project management and temporary organization
- To promote research integrating projects and organization theory
- To promote innovativeness in this area of research
- To be open to local initiatives, local innovation and local adaptation
- To promote publications in the area of projects and temporary organization
- To avoid central administration and preserve individual initiatives
- To be independent

The IRNOP XI Experience....

For the IRNOP 2013 conference we wanted to create something new but still in the spirit of IRNOP. Our main idea was to push more for the methodological issues and the scholarship matters. Celebrating this topic, we have put together a track called project scholarship integrating research methods and issues of theory development. In addition, we have a number of tracks well-known to the IRNOP community – in particular topics related to the linkages between organization theory and project management. Those topics include knowledge and learning and governance and control. Overall, we have tried to create a conference that continues with the tradition of linking project management with organization theory and that tries to develop the theoretical elements of project management.

The IRNOP Experience this year is highly focused on networking and research. For these reasons we have given priority to scholarly paper sessions and to a number of social events. We begin the conference with two pre-conference events. One is the doctoral workshop and the other is the education workshop hosted by PMI. After these pre-conference activities follows the Welcome reception on the seventh floor of the BI building. At the Welcome reception, conference participants will receive the conference bag containing the proceedings and the USB stick with all the papers.

Monday morning we will serve coffee and tea and then formally announce the opening of the conference and guide the participants around the conference venue and the various tracks and paper sessions. We have four lecture rooms reserved for the four parallel tracks during the entire conference. In total we have some 80 presentations to be given during the two days of the main conference. On Monday evening we will all have dinner over at the Ekeberg restaurant overlooking the entire city and the many ongoing urban development projects.

Tuesday will be the second day devoted to paper sessions and even more focus on the research issues of project organizing. Tuesday will end with a cultural event exploring one of the most interesting urban development projects in the Oslo area. For those who are still here in Oslo, we have reserved tables at a restaurant over at Tjuvholmen in the center of Oslo.

Wednesday is for networking and we have decided to keep this relatively open. Rooms are booked and a number of activities will take place by invitation – including presentations of research projects, book project ideas, international collaboration, editorial board meetings, and so on.

Our Sponsors

We would like to thank the following institutions for sponsoring the conference and some of the key events:

Doctoral Workshop sponsored by Project Management Institute

Welcome Reception sponsored by BI Norwegian Business School

Dinner at Ekeberg sponsored by Norwegian Center of Project Management

Paper awards sponsored by International Project Management Association

IPMA is recognized throughout the world as its leading authority on competent project, programme and portfolio management (PPPM). Through our efforts, PM best practice is widely known and appropriately applied at all levels of both public and private sector organizations.



IPMA's mission is to help our Member Associations succeed. We do this by developing products and services that enhance performance throughout the global PPPM community. In support of this mission, we:

- Support the development of our Member Associations.
- Actively promote the value of project management.
- Engage in setting professional standards.
- Offer IPMA products and services that move forward individuals, organizations and society.
- Work to improve certification methods for both individuals and organizations.
- Appreciate, integrate, and benefit from the cultural diversity in the PPPM community, and larger society.
- Enable project managers from around the world to take part in the advancement of the discipline.

Norwegian Center for Project Management (NSP) is a realization of the third main goal of the research project PS2000. This goal was to create a center of excellence in project management in a highly professional and internationally recognized level.



NSP seeks to contribute to research and developments within the field of project management by increasing the competence of the academic environment, business and management. This expertise sought then spread through education and information activities in the center's director. In this way, NSP contributes to a general knowledge dissemination.

NSP should be a bridge between the academic environment and Norwegian industry and public administration, and form a meeting place where stakeholders and resource persons in project management can openly discuss various topics and exchange experiences. This will again lead to the commissioning of research and development in themes put forward by both industry, government and academic environment. This expertise should be transferred to members affiliated with NSP to allow for an improvement of project implementation and the members' competitiveness nationally and internationally.

Project Management Institute (PMI) is one of the world's largest professional membership associations, with half a million members and credential holders in more than 185 countries. It is a not-for-profit organization that advances the project management profession through globally recognized standards and certifications, collaborative communities, an extensive research program, and professional development opportunities.



Our worldwide advocacy makes us the global thought leader in this strategic organizational competency.

Monday 17 June 2013

08:00 – 09:00

Registration and morning coffee

09:00 – 09:45

Welcome Plenary: Welcome to IRNOP 2013 C1-010

	Track 1: Innovation	Track 2: People in Projects	Track 3: Knowledge and Learning	Track 4: Decision Making and Project Success
Session #1	Room: C1-010 Session Chair: Joana Geraldi	Room: C1-020 Session Chair: Johann Packendorff	Room: C2-060 Session Chair: Fredrik Tell	Room: C2-080 Session Chair: Kim van Oorschot
09:45 – 10:15	Leybourne S. & Warburton S.: The Creativity Matrix: Balancing Architectural and Process Creativity in Project-based Management	French E., Lloyd-Walker B. & Crawford L.: Changing Times, Persistent Paradigms: Women and Men at Work in Projects	Lighthart R., Noorderhaven N. & Oerlemans L.: Better understanding project amnesia: A multi-process analysis of learning across interorganizational projects	Budzier A. & Flybjerg B.: Making Sense of the Impact and Importance of Outliers in Project Management through the Use of Power Laws
10:15 – 10:45	Shazi R., Steen J. & Gillespie N.: Characterisation of Idea Generation and Idea Realization Networks in Project Teams	Smith J. & Nesheim T.: When Internal Employees and External Consultants Work Together on Projects: Challenges of Knowledge Sharing	Brady T. & Davies A.: Managing Project Complexity: Learning from Successful Megaprojects	Samset K. & Holst Volden G.: Major Projects up Front: Analysis and Decision – Rationality and Chance
10:45 – 11:15	Maniak R., Midler C., Lenfle S. & Le Pellec-Dairon M.: Value management for Exploration Projects	Borg E. & Pantic S.: Creating Competent Mobile Engineers: The Case of an Introductory Development Program for Technical Consultants	Martinsuo M. & Lehtonen M.: Organizational Project-based Learning Through New Service Development Projects	Meyer W.: The Effect of Optimism Bias on the Decision to Terminate Failing Projects

11:15 – 11:45

Coffee Break

Session #2	Session Chair: Christophe Midler	Session Chair: Martina Huemann	Session Chair: Lars Lindkvist	Session Chair: Pernille Eskerod
11:45 – 12:15	MacAulay S. & Davies A.: Innovation Strategy in Temporary Organisations	Pinto J., Dawood S. & Pinto M.: Project Management and Burnout: Implications of the Demand-control-support Model on Project-based Work	Sankowska A. & Söderlund J.: Trust, Reflexivity and Knowledge Integration in Temporary Project Teams – A Conceptual Framework	Rank J., Unger B. & Gemünden H.: Preparedness for the Future in Project Portfolio Management: The Roles of Proactiveness, Riskiness and Willingness to Cannibalize
12:15 – 12:45	Scotte H., Delerue H. & Drouin N.: Innovation Portfolio Management as a Subset of Dynamic Capabilities: Measurement and Impact on Innovative Performance	Keegan A. & Den Hartog D.: Breaking the Chain? An Evaluation of HRM and Performance Theory from the Perspective of Project-based Organizations	Solli-Sæther H., van Oorschot K. & Karlsen J.: Knowledge Sharing in Innovative Shipbuilding Projects: An International Case Study of a Triad	Gerald J. & Arlt M.: Can you See the Forest for the Trees? Supporting Sense-making Through the Visualization of Project Portfolios

12:45 – 13:45

Lunch Break Session: Novel Approaches to Project Management Research C1-010

Session #3	Session Chair: Erling S. Andersen	Session Chair: Tomas Blomquist	Session Chair: Tim Brady	Session Chair: Ralf Müller
13:45 – 14:15	Ford A., Steen J. & Verreyne M.: Innovation or Necessity: What Drives Collaboration in a Megaproject Intense Industry?	Wald A. & Nuhn H.: Antecedents of Team Turnover Intentions in Temporary Organizations: Development of a Research Model	Levering R., Oerlemans L. & Noorderhaven N.: Quid Pro Quo: Collaborative Learning and Social Exchange in Multi-organizational Projects	Khan K., Turner R. & Masqood T.: Factors that Influence the Success of Public-sector Projects in Pakistan
14:15 – 14:45	Davies A., Manning S. & Söderlund J.: The Genesis and Reintegration of Innovation and Project Management Research: Specialization and Cross-fertilization	Pantic S. & Söderlund J.: Organizing Human Resources in Project-based Economies: The Dual and Complementary Roles of Knowledge Cycling and Swift Transition	Pemsel S., Wiewiora A., Müller R., Aubry M. & Brown K.: Knowledge Governance in Project-based Organizations: Theoretical and Empirical Approaches	Milin D. & Morača S.: Project Organization Culture and its Influence on Project Success
14:45 – 15:15	Lenfle S.: Toward a Genealogy of Project Management: Sidewinder and the Management of Exploratory Projects	Hodgson D. & Paton S.: Cosmopolitans or Locals?: Identity Work and the Professional Project Manager.	Eriksson P. & Leiringer R.: Organizational Learning in Project-based Organizations: Facilitating Exploration and Exploitation Through Project Management Offices?	Eskerod P. & Justesen J.: Enhancing Project Success by Means of Formal Change Agents: Implementing Healthcare Activities at the Workplace

15:15 – 16:00

Coffee Break

Session #4	Session Chair: Sylvain Lenfle	Session Chair: Monique Aubry	Session Chair: Hans Georg Gemünden	Session Chair: Derek Walker
16:15 – 16:45	Taxen L. & Olow P.: On the Integration of System Anatomy, System Architecture and Project Management	Kvalnes Ø.: Honesty in Projects	Pemsel S., Wiewiora A. & Söderlund J.: Building Project Competence: Developing Dynamic Capabilities with Knowledge Governance Mechanisms	Kapsali M. & Blomquist T.: Complex, not Complicated: Exploring Emergent Project Structure
16:45 – 17:15	Drouin N. & Deschesnes M.: What is the Potential Role of Project Management to Support Public Schools? Absorptive Capacity to Innovate?	Bredillet C. & Hatcher C.: "What is a Good Project Manager?" Re-conceptualizing the "Do": an Aristotelian Perspective	van Oorschot K., Solli-Sæther H. & Karlsen J.: When Entry Strategy Becomes Exit Strategy: Knowledge Transfer in Innovative Shipbuilding Projects in China	Kujala J., Putila J. & Brady T.: Challenges for Cost Management in Complex Projects

19.00

Dinner at Ekeberg

Tuesday 18 June 2013

08:00 – 09:00

Morning Coffee

	Track 1: Scholarship	Track 2: Leadership	Track 3: Governance and Control	Track 4: Project Business and Risk Management
Session #5	Room: C1-010 Session Chair: Shankar Sankaran	Room: C1-020 Session Chair: Donatella de Paoli	Room: C2-060 Session Chair: Brian Hobbs	Room: C2-080 Session Chair: Hedley Smyth
09:00 – 09:30	Konstantinou E., Morris P., & Edkins A.: Professionalism in Project Management: Redefining Roles	Jansson T. & Ljung L.: Explaining Agile Project Management: Motivation Theory as a Missing Key?	Gosh S., Kwak Y. & Cheerla A.: Dimensions and Codes of Good Project Governance	Melander L. & Tell F.: Cooperation with Suppliers in New Product Development Projects: Conflicts of Interest and the Moderating Role of Buying Firms' Internal Organization
09:30 – 10:00	Lu W., Söderlund J., Fung A. and Wang H.: Understanding the Effects of Building Information Modeling on Project-based Organisations Using a Novel Social Network Approach	Huemann M. & Wehrstein T.: Keeping Project Managers Happy! Psychological Contracts of Project Managers with Organizations	Fernandes G. & Araújo M.: Improving and Embedding Project Management Practices in Organisations: A Mixed Methodology Approach	Jacobsson M. & Roth P.: Towards a Service Turn in New Collaborative Projects
10:00 – 10:30	Halde L. & Rolstadås A.: Scientist vs. Manager and The Performance Paradox of Research Managers: A Longitudinal Case Study of European Research Projects	O'Laoha E. & Merali Y.: Re-thinking the Project Manager's Role and Practice: A Case Study in the Context of an IT Department	Müller R., Turner R., Andersen E., Shao J. & Kvalnes Ø.: Ethics, Trust and Governance in Temporary Organizations: Building Trust through the Governance Paradigm	Bygballe L. & Vaagaasar A.: Organizing the Inter-organizational Construction Project: a Review of Challenges, Trends and Debates

10:30 – 11:00

Coffee Break

Session #6	Session Chair: Christophe Bredillet	Session Chair: Lynn Crawford	Session Chair: Sofia Pemsel	Session Chair: Miia Martinsuo
11:00 – 11:30	Drouin N., Müller R. & Sankaran S.: Is Project Management Research Beginning to Sound Like a Broken Record? How Can We Improve Its Rigor?	Brière S., Proulx D., Flores O. & Laporte M.: Competencies of Project Managers in International NGOs: Perceptions of Practitioners	Petit Y. & Besner C.: Project and Multi-project Agility: Scaling Challenges in a Large Multi-National Organization	Maylor H.: Strategic Intent, Focus, Fit and Configuration: The Business of Projects from an Operations Strategy Perspective
11:30 – 12:00	Lechler T. & Gerdali J.: Comparing Apples with Apples: Developing a Project Based Contingency Theory	Rekonen S. & Björklund T.: Evolution of Managerial Activities and Leadership Style of New Product Development Project Managers	Riis E.: Something of Value – Governance of Projects in the Project-oriented Organisation	Solli-Sæther H., Vaagaasar A., van Oorschot K. & Karlsen J.: The Organizing of Offshoring Projects: Balancing Control, Coordination and Trust

12:00 – 13:15

Lunch Break Session: Trends in Project Management Research and Publishing C1-010

Session #7	Session Chair: Jeff Pinto	Session Chair: Rodney Turner	Session Chair: Harvey Maylor	Session Chair: Jaako Kujala
13:15 – 13:45	Biesenthal C. & Klein L.: Towards a Praxeology of Resilient Project Management - A Conceptual Framework	De Paoli D., Vaagaasar A. & Müller R.: Project Leadership and Work Space	Hellström M., Ahola T. & Ruuska I.: Towards a Framework for the Governance of Large Projects: The Case of Nuclear Power Projects	Lechler T. & Gao T.: Determinants of Client Expectation Alignment and Its Mediators in Explaining Project Performance: An Empirical Study
13:45 – 14:15	Walker, D. & Lloyd-Walker, B.: Defining Innovative Research Topics in a Changing Project Environment	Crevani L., Lindgren M. & Packendorff J.: Towards Process Studies of Project Leadership	Crawford L., Taylor N. & Blythman T.: Understanding the Permanent/Temporary Interface: The Case of Disastrous Events	Martinsuo M.: Supplier Integration in Professional New Service Development Projects
14:15 – 14:45	Pollack J. & Adler D.: Who Writes With Whom, and About What: A Scientometric Analysis of Project Management Research	Lehmann, V.: Change Management and Project Managers: The Experience of the Complexity and the Rediscovery of Project Management	Feniès P., Gautier F. & Pariente P.: Interactive Controls Systems in Project Management: A Case Study	Smyth H.: Deviation, Emergent Requirements and Value Delivery: A Marketing and 'Business Development' Perspective

15:00 – 15:30

Coffee Break

Session #8	Session Chair: Andrew Davies	Session Chair: Mattias Jacobsson	Session Chair: Hans Solli-Saether	Session Chair: Jan Terje Karlsen
15:00 – 15:30	Bergman I.: A Different Kind of Story: Juggling the Roles of Practitioner and Researcher	Huemann M., Eskerod P., Weinger C. & Aarseth W.: Towards a New Project Stakeholder Management Approach: Considering Contemporary Stakeholder Theory and Social Systems Theory	Serrador P. & Turner R.: The Impact of the Planning Phase on Project Success	Harkonen, J. & Kujala, J.: Evaluating the Sources of Risks
15:30 – 16:00	Andersen P. & Svejvig P.: Rethinking Project Management, Old wines in New Bottles or New Insights? – A Structured Literature Review	Kreiner K.: Projects, Promises, and Performances	Wells H.: An Exploratory Examination into the Implications of Type-agnostic Selection and Application of Project Management Methodologies (PMMs) for Managing and Delivering IT/IS projects	Perminova O., Gustafsson M., Hellström M. & Sundholm V.: Constructing Opportunities and Dismantling Risks: A Case of Managing Uncertainty in Projects
16:00 – 16:30	Algeo C.: Designing Research to Understand Knowledge Exchange among Project Managers			Teller J., Kock A. & Gemünden H.: Risk Management in Project Portfolios is more than Managing solely Project Risks: A Contingency Perspective on Risk Management

16:40 – 17:20

Closing Plenary Session: Awards and Future Outlook C1-010

18.00

Cultural Event: Urban Development Projects in Oslo

MONDAY JUNE 17

PAPER SESSION #1

9.45 – 11.15

TRACK 1: INNOVATION

ROOM: C1-010

9.45 – 10.15

TITLE: The creativity matrix: balancing architectural and process creativity in project-based management

Authors: Stephen A. Leybourne and D.H. Warburton

Abstract: In many industrial sectors project-based management is currently undergoing a shift away from a rigid, formalized process and towards an evolving model that relies significantly more on the skills, creativity, and experience of a talented team supervised by a project manager. This paper defines the different types of “creative activity” as it applies to project management. We introduce a tool to assist project managers in determining which types of creative activities are appropriate to, and effective in, a particular project domain.

10.15 – 10.45

TITLE: Characterisation of idea generation and idea realization networks in project teams

Authors: Rahmat Shazi, John Steen and Nicole Gillespie

Abstract: Creativity and innovation in organizations requires the alignment and integration of various cognitive, structural and social elements residing in different domains. Collectively these make up the social capital that organizations can leverage upon to facilitate this alignment. Social network analysis, which traces employees’ informal social ties, has recently been applied in innovation research to highlight the social side of idea development. Research in this vein has shown how social network structure affects innovation and its supportive elements in project teams and organizations. Studying these social capital constructs allows for a deeper comprehension of how their interrelation influences the output of the innovation processes.

10.45 – 11.15

TITLE: Value management for exploration projects

Authors: Rémi Maniak, Christophe Midler, Sylvain Lenfle and Marie Le Pellec Dairon

Abstract: The innovation-based competitive environment leads firms to increasingly rely on projects to explore new fields. This evolution raises important practical theoretical questions. The management of exploratory projects challenges the dominant model of project management which defines project as the convergence toward a predefined goal within budget, quality and time constraints. On the contrary when firms relies on project to manage exploration neither the goals nor the means to attain them are clearly defined from the outset, since “little existing knowledge applies and the goal is to gain knowledge about an unfamiliar landscape”. This gives birth to an important research stream on the management of exploration projects.

TRACK 2: PEOPLE IN PROJECTS

ROOM: C1-020

9.45 – 10.15

TITLE: Changing times, persistent paradigms: women and men at work in projects

Authors: Erica French, Beverley Lloyd-Walker and Lynn Crawford

Abstract: The Australian economy is currently supported by a resources boom and work opportunities in traditionally male dominated fields of construction and engineering and information technology are at a premium. Yet despite more than 25 years of anti discrimination and equal employment opportunity legislation these industries still employ few women in operational or management roles. This paper investigates the issue of the low representation of women in project management and their different work and career experiences through interviews with male and female project managers.

10.15 – 10.45

TITLE: When internal employees and external consultants work together on projects: challenges of knowledge sharing

Authors: Janne Smith and Torstein Nesheim

Abstract: The core of project management is the management of a temporary task, often with a high degree of uniqueness. Here we address project management where another type of temporality also prevails; when external consultants on short-term contracts cooperate with the employees of the focal firm. A firm that is responsible for delivering a project to an internal or external customer may staff the project with its own employees or combine employees and external contributors (such as external consultants). In the latter case, people work for the firm on a temporary task, connected to the firm on short-term contract and not employed by the focal firm. In such a setting, a number of management challenges may arise. However, there are few studies that have examined these issues in the project management literature. In the literature on non-standard work arrangements, there are several contributions that have analyzed interaction between employees with different contracts (such as employees and contractors). However, while numerical flexibility and the demand of specialized competence are important reasons for using external consultants and contractors, few studies have addressed the challenges of project work and project organization specifically.

10.45 – 11.15

TITLE: Mobile project workers: learning to deal with liminality

Authors: Elisabeth Borg and Sveltana Pantic

Abstract: The research on learning in project-based organizations has grown considerably in the recent decades. However, within this line of research relatively little attention has been put on the individuals' learning in project-based settings. This paper therefore reports on a study of mobile-project workers, technical consultants working in projects, and their way of learning to deal with an ambiguous work situation in which their projects, tasks and role are unclear and continuously changing. This situation is denoted as one of liminality. The empirical focus is an introductory development program for mobile project workers. The findings indicate that the development program strengthens the participants' sense of belonging to the consulting firm which increase their liminal condition in the projects, and that the liminal position for the mobile project workers becomes a matter of continuously shifting identity and affiliation. The program can also be seen as a rite of passage, during which the participants learn to deal with their liminal work situation through adopting distancing techniques to reflect on their work.

TRACK 3: KNOWLEDGE AND LEARNING

ROOM: C2-060

9.45 – 10.15

TITLE: Better understanding TO amnesia: a multi-process analysis of learning across temporary organizations

Authors: Rik Ligthart, Niels Noorderhaven and Leon Oerlemans

Abstract: This paper addresses the complex, multi-process nature of learning across temporary organizations. Literature commonly describes three knowledge mechanisms which facilitate cross-TO learning – experience accumulation, knowledge articulation, and knowledge codification – but neglects the conditions under which these mechanisms lead to actual change. We try to fill this gap via an empirical examination of two subsequent inter organizational shipbuilding projects. Our findings suggest that experience accumulation (i.e., reliance on the same set of partner organizations in subsequent TOs) facilitates cross-TO learning when the parties experiencing problems are the same parties who are in the position to change procedures. If this is not the case, change will only come about when the learning incentives of these two types of parties are aligned.

10.15 – 10.45

Title: Managing project complexity: learning from successful megaprojects

Authors: Tim Brady and Andrew Davies

Abstract: Past literature suggests that increasing complexity in projects may be a significant factor in project failure. Megaprojects – defined by Flyvbjerg, et al (2003) as large infrastructure investments of around \$1billion (£500m) or more – are amongst the most complex with cost overruns of 50% typical and overruns of 100% quite common. But not all mega projects fail and this paper examines conditions under which they succeed. Building on recent literature which integrates earlier contingency perspectives to provide a more comprehensive framework to categorise projects according to various types of complexity including structural, socio-political and emergent complexity, we compare two successful UK construction megaprojects, Heathrow Terminal 5 and the London 2012 Olympic Park. We describe how complexities were addressed in the two megaprojects and find that although different approaches were taken they both closely resemble the practices adopted in successful early complex weapon systems development projects such as Atlas and Polaris.

10.45 – 11.15

TITLE: Organizational project-based learning through new service development projects

Authors: Miia Martinsuo and Mikko Lehtonen

Abstract: Organizational project-based learning deals with an organization's capability development through projects. Knowledge-intensive business service firms are an increasingly interesting and challenging context for organizational project-based learning as their offering is intangible and they seek efficiencies through standardizing their services. This study pursues increased understanding on organizational project-based learning through new service development projects, particularly in knowledge intensive business services. A qualitative study is conducted with two companies that develop, sell and deliver knowledge intensive business services. A critical discourse analysis reveals two different learning profiles of knowledge codification, learning environments and knowledge brokers: controlled and facilitated. Service personnel experience organizational project-based learning differently not only due to the embeddedness and customer-orientation of the new service development project, but also due to the expected repetitiveness and volumes of service delivery. Both approaches seem effective, which suggests new research avenues for research about their context dependence and success.

TRACK 4: DECISION MAKING AND PROJECT SUCCESS

ROOM: C2-080

9.45 – 10.15

TITLE: Making sense of the impact and importance of outliers in project management through the use of power laws

Authors: Alexander Budzier and Bent Flyvbjerg

Abstract: The academic literature and popular press have chronicled large IT project failures for the last 40 years. Two points of contention surround this debate. First, quantitative studies found mixed support of a wide-spread crisis, questioning the representativeness of failure cases. Second, organizational theories disagreed on underlying assumptions about the nature of uncertainty, in particular about stability, locus of control, and controllability of the causes of IT project disasters. To advance the understanding of these two gaps four hypotheses were tested with a sample of 4,227 IT projects. The findings showed that outliers are stable phenomena following power laws, occurrence and impact of outliers differs between the public and private sector, benefits management is associated with thinner tails and lower risk, and agile delivery methods do not statistically significantly influence the thickness of the tails. In sum, outliers are stable and non-random phenomena. They matter more than medians or means when it comes to IT project risk. Second, the notion of outliers bridges the gap between qualitative and quantitative studies. The findings also show that causes of outliers are, at least to some extent, internal and controllable by organizations. Lastly, the paper draws implications for organizational decision-making, learning, and risk management.

10.15 – 10.45

TITLE: Major projects up front: analysis and decision – rationality and chance

Authors: Knut Samset and Gro Holst Volden

Abstract: The importance of the front-end decision-making phase in securing project's long-term success is being increasingly recognized. The need to "do the right project" is on a par with "doing the project right." This area is underrepresented in the literature, but there are a number of key themes that run throughout, identifying key issues or difficulties during this stage. Public investment projects do not always meet the expectations of different stakeholders. Many are delivered too late, at a higher cost, and do not meet agreed quality standards. These are common problems that might have considerable adverse effect on operational costs and even the economic viability. In most cases, however, the long term effects of such problems are minor. The more serious type of problems associated with projects are when they are not able to produce the anticipated effect. Public resources are wasted. Clearly, a key to successful projects lies in the choice of concept. This paper reports from a study of 23 large Norwegian public projects aimed to explore strengths and weaknesses in the processes in the early phase before the final choice of conceptual solution is made. The focus is on deficiencies in the analytical and decision making processes, and the extent to which projects under study are (or are likely to be) relevant in relation to needs and priorities in society. It concludes that deficiencies in these processes seem to largely affect the relevance of investments and the potential for improvements is huge.

10.45 – 11.15

TITLE: The effect of optimism bias on the decision to terminate failing projects

Author: Werner G. Meyer

Abstract: This research investigates the effect of optimism bias about the business benefits of project in the decision to terminate failing projects. Past research showed that decision makers who have the choice to continue with a project that is not performing as planned will, under certain circumstances, increase (escalate) their commitment of resources to the project. A large number of escalation determinants have been proposed in an effort to explain this phenomenon.

Optimism bias behaviour has been studied in the context of escalation of commitment in projects, but has been specific to the belief that decision makers can salvage a failing project to deliver within the original parameters of time, cost, and quality. There has been little research to investigate whether decision makers will escalate commitment because they are optimistic that the deliverable from a project, the product, will give better benefits than what was calculated in the original business case for the project.

PAPER SESSION #2:

11.45 – 12.45

TRACK 1: INNOVATION

ROOM: C1-010

11.45 – 12.15

TITLE: Innovation strategy in temporary organizations

Authors: Sam MacAulay and Andrew Davies

Abstract: Many of the most amazing feats of engineering seen in today's economy were organized and built through megaprojects. These projects are, by definition, transformative: their very inception is premised on the reconfiguration of social and economic relationships across industries, geographies and time. Against this backdrop, it should be self-evident that megaproject are characterized by a great deal of innovation. Yet, until recently there was very little systematic investigation and analysis of how innovation is managed in megaprojects. Organizational scientists need not necessarily be concerned by this state of affairs. If what we know about innovation is generalizable to the megaproject setting, then the lack of research into how innovation should be managed in megaprojects is, at best, of marginal importance. There is, however, a very good theoretical reason to expect that generalizing this knowledge will be particularly problematic in at least one specific class of megaproject: those being delivered by temporary organizations. The fact that temporary organizations have a date at which they aspire to "die" turns upside-down the Schumpeterian notion that organizations invest in innovation to "survive". Instead of investing in innovation to increase the probability of survival, the temporary organizations that deliver megaprojects typically invest in innovation because it promises a more rapid death. This simple theoretical distinction, and the resulting difference in organizational purpose, motivates the research presented in this paper. The main goal of conducting research was to understand whether this difference in organizational purpose significantly changed how innovation is managed in megaprojects governed by temporary organizations.

12.15 – 12.45

TITLE: Innovation portfolio management as a subset of dynamic capabilities: measurement and impact on innovative performance

Authors: H  l  ne Sicotte, H  l  ne Delerue and Nathalie Drouin

Abstract: It is the combination of efficiency and innovation that creates a dynamic and sustainable strategic position. Hence managers must continually seek out new sources of competitive advantage while protecting and renewing their current ones. Based on a survey of 705 enterprises, our results show that innovation portfolio management is one dimension of the dynamic capabilities construct that contributes directly to companies' innovative performance. Firm size shows none or a weak negative impact as industry does not.

TRACK 2: PEOPLE IN PROJECTS

ROOM: C1-020

11.45 – 12.15

TITLE: Project management and burnout: implications of the demand-control-support model on project-based work

Authors: Jeffrey K. Pinto, Shariffah Dawood and Mary Beth Pinto

Abstract: Project-based work has long been characterized as frenetic, fast-paced, and dynamic. The often competing constraints imposed by schedules, stakeholders, and budgetary restrictions make project activities conflict-laden and highly conducive to work-related stress. Stress, although a workplace pathology, is not an end unto itself, but instead, is often a precursor for burnout. Burnout is a psychological syndrome of emotional exhaustion, cynicism, and reduced personal accomplishment. This paper reports on the results of a study of burnout among project management personnel. Using the Demand-Control-Support Model as our conceptual framework, we analyzed a sample of respondents from four project-intensive organizations. Our findings demonstrated that women tend to experience emotional exhaustion to a greater extent than their male counterparts. Further, Control and Social Support do serve as moderators for the burnout dimensions of Emotional Exhaustion and Cynicism, suggesting limited support for the Demand-Control-Support model. Implications of this study for project management and workplace burnout are discussed.

12.15 – 12.45

TITLE: Breaking the Chain? An Evaluation of HRM and performance theory from the perspective of project-based organizations

Authors: Anne Keegan and Deanne den Hartog

Abstract: In this paper we will argue that the clear and undeniable trend towards devolution of HRM practices to line managers is but one outcome of forces that have led not only to said devolution but also to decentralization and diffusion of authority in many contemporary forms of organizing. This latter trend has in turn undermined, weakened and complicated leader-member exchange relations in many organizational settings (Rousseau 1997). The results are a paradox whereby devolution makes line managers more central to explaining employee responses to HRM, while at the same time decentralization and diffusion of authority weakens the centrality of line managers in contemporary organizations.

We will draw on recent research into human resource management in project based organizing to show how leader member exchange relationships between employees and managers are increasingly complicated and do not always reflect the assumptions embedded in models of the HRM and performance causal chain. We discuss this paradox and explore how it plays out in different ways in project based organizations and what this means for employees, managers and HRM in organizations. In the final section of the paper we speculate on what this might mean for both organizations generally and for theorizing on HRM and performance.

TRACK 3: KNOWLEDGE AND LEARNING

ROOM: C2-060

11.45 – 12.15

TITLE: Trust, reflexivity and knowledge integration in temporary project teams: a conceptual framework

Authors: Anna Sankowska and Jonas Söderlund

Abstract: There is a growing research interest in project teams, i.e. individuals who work independently toward a shared goal on a temporary basis. Such teams are typically highly fluid and they frequently face creative requirements on their work performance. Such project teams are found in software, advertising, engineering, product development and many of the growth industries of our age. Often these teams are embedded in weak situations with lack of overarching and common norms and clear roles that in turn may impede team effectiveness, especially when there are no appropriate mechanisms of control and coordination at hand, including various sorts of trust- building mechanisms. In addition, task uncertainty substantially underpins team functioning. This portrait of project-based work has led scholars to the highly proliferated assertion that trust is crucial for proper functioning of teams, especially in weak situations that face many knowledge-intensive project teams. This view supports the recent study revealing that relational resources are particularly constructive for knowledge integration capability in situation of high uncertainty. At the same time, it is widely recognized that knowledge integration is one of key factors affecting project outcomes. So, understanding the links between factors such trust and knowledge integration with regard to project work is important both for scholars but perhaps even more important for practitioners.

12.15 – 12.45

TITLE: Knowledge sharing in innovative shipbuilding projects: an international case study of a triad

Authors: Hans Solli-Sæther, Jan Terje Karlsen and Kim van Oorschot

Abstract: The aim of this study is to investigate how knowledge is shared across organizations in the context of an innovative shipbuilding project executed as a triad international joint venture. The paper draws on theories from knowledge and project management to develop an understanding of how knowledge is shared between the stakeholders involved. The empirical data are based on a qualitative case study with in-depth face-to-face interview meetings in China and Norway with key people from a ship owner, shipbuilder and ship technology supplier to collect data. The research indicate three interesting findings: First, we found that cultural differences hamper knowledge sharing. Data show a cultural clash between the two western-based parties in the triad, whereas one had a flexible and open organizational culture and the other a much more structured and closed culture. Second, we found a strategic misalignment, which made knowledge sharing difficult. Even though the three primary stakeholders had the same project goal, i.e. to deliver ships on time, with the right quality, and to budget, the parties involved had different strategic goals. Third, we found that protecting knowledge by patenting and/or secrecy did hardly influence knowledge sharing processes.

TRACK 4: DECISION MAKING AND PROJECT SUCCESS

ROOM: C2-080

11.45 – 12.15

TITLE: Preparedness for the future in project portfolio management: the roles of proactiveness, riskiness and willingness to cannibalize

Authors: Johannes Rank, Barbara Natalie Unger and Hans Georg Gemünden

Abstract: The present research contributes to the literature on project management, organizational culture and entrepreneurial orientation in three meaningful ways: First, we integrate these largely disjointed domains and assess differential effects of the three culture related dimensions willingness to cannibalize, proactiveness and riskiness, thus demonstrating the recently emphasized value of separately considering such constructs within the new context of project portfolio management. Almost no research to date has simultaneously considered relevant organizational dimensions from both the corporate innovation culture model and from frameworks of entrepreneurial or strategic orientations. Among the six attitudes and practices included in the model and measure of corporate innovation culture, willingness to cannibalize appears to bear the strongest conceptual relevance to future oriented outcomes and has received the greatest theoretical and empirical attention, particularly in recent years.

12.15 – 12.45

TITLE: Can you see the forest for the trees? Supporting sense-making through the visualization of project portfolios

Authors: Joana Geraldi and Mario Arlt

Abstract: Visual representations are powerful thinking aids. We acquire and process more information through vision than all other senses combined. It is not surprising that much of the existing project and portfolio management tools are visual. However, visuals have received surprisingly scant attention from academy and practice. The few studies in the area are disconnected from the literature in data visualization itself, where there is a wealth of literature and wisdom about visual representations. This paper, which is partly funded by the Project Management Institute, shares insights from the data visualization literature and proposes principles to be considered for the engagement of visual representations that can help managers to make sense of project portfolio challenges. We conclude with potential avenues for future research on visualization in project and portfolio management.

PAPER SESSION #3:

13.45 – 15.15

TRACK 1: INNOVATION**ROOM: C1-010**

13.45 – 14.15

TITLE: Innovation or necessity: What drives collaboration in a megaproject intense industry?

Authors: Jerad A. Ford, John Steen and Martie-Louise Verreynne

Abstract: Megaprojects are innovative and intensely complex inter-organisational endeavors. Innovation within megaprojects is becoming an important research area because innovative problem solving, in collaboration with other firms during execution, is necessary to deliver them within budget, schedule and quality targets. Current literature points to promoting collaborative problem solving behaviour through fair contractual governance practices. Yet, industries conducting megaprojects are collaborative by nature. Thus the question posed is how innovative are collaborations in megaproject-intense industries like oil and gas, and what contractual factors might influence this? Using regression we investigate the relationships between formal collaborations of Australian oil and gas firms, the types of innovations they produce, and contractual constraints. Our results point to important differences between different types of collaborations, which could have implications for the conduct of megaprojects.

14.15 – 14.45

TITLE: The genesis and reintegration of innovation and project management research: specialization and cross-fertilization

Authors: Andrew Davies, Stephan Manning and Jonas Söderlund

Abstract: Innovation and project management have always been tightly linked to each other. While both research streams deal with organizational responses to changing and uncertain competitive environments, their conflicting ideologies have however hindered cross-fertilization of knowledge between these debates. Whereas innovation research has followed 'adaptive' models of organizing, including the notion of projects as flexible forms, project management research has been dominated by 'optimizing' approaches to organizing, including a focus on careful planning and executing of innovation projects. However, both streams have failed to acknowledge the limitations of their underlying paradigms and the complexity of innovation and projects as routinized and flexible, on the one hand, and, structured and adaptive processes, on the other hand. This paper discusses drivers of divergence and reintegration of innovation and project management research since their joint early formulations in the 1950s.

14.45 – 15.15

TITLE: Toward a genealogy of project management: sidewinder and the management of exploratory projects

Author: Sylvain Lenfle

Abstract: Critics of the rational model of project management. There is a growing body of work in the project management (PM) research community criticizing the Project Management Institute Body of Knowledge. This "rational" view of project management as the accomplishment of a clearly defined goal within certain delay budget and quality constraints, remains dominant in most textbooks and discourses on project management. We can identify three complementary critics of this model in the literature.

TRACK 2: PEOPLE IN PROJECTS

ROOM: C1-020

13.45 – 14.15

TITLE: Antecedents of team turnover intentions in temporary organizations: development of a research model

Authors: Helge Nuhn and Andreas Wald

Abstract: Team composition and staffing are crucial factors of project success. In particular, individual turnover intentions are directly linked to turnover behavior and thus affecting the composition of the temporary team. We examine the antecedents and consequences of team turnover intentions in temporary organizations (TOs) in the light of the specificities of TOs. On this basis, we develop a research framework which specifies the antecedents of team turnover intentions in TOs. Our paper contributes to research by shedding light on a topic which so far received little attention. The research model is composed of testable propositions which can be used for empirical investigations on team composition and staffing of temporary organizations.

14.15 – 14.45

TITLE: Organizing human resources in project-based industries: the dual and complementary roles of knowledge cycling and swift transition

Authors: Sijetlana Pantic and Jonas Söderlund

Abstract: There are major changes currently underway within the area of the organization of human resources in engineering-intensive industries, including externalization of the workforce, new employment forms for experts, and the increasing use of hired consultants and contractors to handle fluctuating demands. These changes are particularly pressing in project-based industries where the mode of production opens up for temporary employment contracts on a wide scale and the accumulation of human resources for work on particular projects. In the wake of this development, a number of new forms of organizations of human resource have emerged. This research discusses one particular economic actor assuming such responsibilities – the technical consultancy – and its primary roles for the organization of human resources in engineering-intensive industries.

14.45 – 15.15

TITLE: Cosmopolitans or locals?: identity work and the professional project manager

Authors: Damian Hodgson and Steve Paton.

Abstract: In this paper, we explore the identity work engaged in by project managers. Project managers, we argue, are typically located in a 'liminal' position; unlike most managerial employees, they rely on relatively transitory work assignments, often disconnected from functional departments. Moreover, many project managers are also in a liminal position as they rely upon both local knowledge and experience, including technical expertise, and also on more abstract, global knowledge in the form of the generalisable 'body of knowledge' of the profession of project management. This liminal position frequently positions itinerant and even experienced project managers between 'local' and 'cosmopolitan' discourses; some rely on the authority and expertise of the professional, others rely instead upon organisational and technical experience to perform their role; many find themselves drawing at times on each of these resources. Drawing on an extensive empirical study, we argue in this paper that project managers thus find themselves in a liminal position, between local and cosmopolitan, forced to engage in substantial 'identity work' to justify their conduct and maintain legitimacy in organisational contexts, and that the tension between these positions offers an explanation of the particular demands and embattled status of the contemporary project manager.

TRACK 3: KNOWLEDGE AND LEARNING

ROOM: C2-060

13.45 – 14.15

TITLE: Quid pro quo: collaborative learning and social exchange in multi-organizational projects

Authors: Roland Levering, Leon Oerlemans and Noorderhaven

Abstract: This paper studies collaborative learning in multi-organizational projects. It argues that there is a fundamental difference between dyadic and multi-organizational projects regarding collaborative learning, viewed as learning from as well as with each other, due to generalized reciprocity. The goal of this paper is to study implications of the multi-organizational project setting for collaborative learning in order to strengthen the theoretical foundation for research on interorganizational learning. The question arises what the implications for collaborative learning are when social exchanges between organizations within the multi-organizational project become generalized. We answer the following research question: How does collaborative learning take place in multi-organizational project settings? A case study of a large, complex multi-organizational project in the Dutch shipbuilding industry is conducted to study collaborative learning in a generalized reciprocal context. Results indicate conditions for collaborative learning as well as the influence of generalized reciprocity types. The study provides managers with a more solid insight into the processes that drive unique management challenges in multi-organizational projects.

14.15 – 14.45

TITLE: Knowledge governance in project-based organizations: theoretical and empirical approaches

Authors: Sofia Pemsel, Anna Wiewiora, Ralf Müller, Monique Aubry and Kerry Brown

Abstract: This paper conceptualizes knowledge governance (KG) in project-based organizations (PBOs) and its methodological approaches for empirical investigation. Three key contributions towards a multi-faceted view of KG and an understanding of KG in PBOs are advanced. These contributions include a definition of KG in PBOs, a conceptual framework to investigate KG and a methodological framework for empirical inquiry into KG in PBO settings. Our definition highlights the contingent nature of KG processes in relation to their organizational context. The conceptual framework addresses macro- and micro-level elements of KG and their interaction. The methodological framework proposes five different research approaches, structured by differentiation and integration of various ontological and epistemological stances. Together these contributions provide a novel platform for understanding KG in PBOs and developing new insights into the design and execution of research on KG within PBOs.

14.45 – 15.15

TITLE: Organizational learning in project-based organizations: facilitating exploration and exploitation through project management offices?

Authors: Per Erik Eriksson and Roine Leiringer

Abstract: Organizational learning, in terms of both explorative learning within projects and exploitative learning across projects, is of strategic importance for project-based organizations (PBOs) in industries involving production of complex product systems (CoPS). In this conceptual paper we discuss and reflect on how organizational learning may be addressed in PBOs by the establishment of project management offices (PMOs). From the adopted organizational learning perspective, we have identified significant synergies among the functions of Developing and maintaining PM standards and methods, Developing and maintaining a lessons learned database, Consulting and mentoring, Training and education. Hence, we argue that PMOs may enhance both explorative and exploitative learning by focusing on these four core functions.

TRACK 4: DECISION MAKING AND PROJECT SUCCESS

ROOM: C2-080

13.45 – 14.15

TITLE: Factors that influence the success of public sector projects in Pakistan

Authors: Khalid Khan, Rodney Turner and Tayyab Maqsood

Abstract: The aim of this study was to develop constructs for project success factors and project success criteria in the public sector of a developing country, Pakistan, and to explore the relationship between them. Through a literature review we identified project variables for project success factors and criteria and from them we developed a survey instrument. A total of 176 fully completed responses were collected from a variety of stakeholders working on public sector projects in Pakistan. Exploratory factor analysis was used to develop constructs for project success factors and success criteria. Analysis, revealed eight success factors and, five success criteria. Multivariate regression was used to investigate the relationship between the project success factors and success criteria identified. Results showed that seven success factors had a positive relationship with one or more of the success criteria. Top management support, organizational & managerial environment and project Characteristics showed the largest impact on project success. Only one factor, technical tasks had no impact on project success.

14.15 – 14.45

TITLE: Project organisation culture and its influence on project success

Authors: Dragana Milin and Slobodan Morača

Abstract: In everyday economic and social life of the term «project» is widely used, and project management becomes a universal discipline that can be used in almost all areas of business and industry. Organisational culture in the company influences the way in which projects are conducted and evaluated, and therefore has an impact on the success of these projects. This paper examines the relationship between project organisational culture and project success in Serbia. In this paper, project organisational culture is assessed by usage of methodologies and techniques for project management, provision of training for project managers and by certification of project managers. Objective was to analyse the relationship between project organisational culture and four different success criteria – number of projects completed on time, stayed within budget, met all requirements and specifications, as well as by estimating the overall success of projects in the organisation. The analysis is based on data collected from 407 respondents active in project management in Serbia.

14.45 – 15.15

TITLE: Enhancing project success by means of formal change agents: implementing healthcare activities at the workplace

Authors: Pernille Eskerod and Just Bendix Justesen

Abstract: Value creation through projects requires effective and efficient cooperation between the project organization and the permanent organization in which the project takes place. In this paper, potentials and pitfalls from appointing peers as formal change agents in cultural change projects are discussed. A multiple case study in which a target group aimed for better health by being more physical active at the workplace, and in which peer health ambassadors were selected by management and trained was carried out. The findings suggest that clever selection of change agents together with middle and top management support are major determinants of success. Identification with and respect for the appointed peers combined with management prioritization, e.g. by not scheduling meetings when common health activities are scheduled, are important. The research is innovative due to cross-fertilization of project management and change management streams of literature as well as due to an ambitious action research set-up.

PAPER SESSION #4:

16.15 – 17.15

TRACK 1: INNOVATION

ROOM: C1-010

16.15 – 16.45

TITLE: On the integration of system anatomy, system architecture and project management

Authors: Lars Taxén and Peter Olow

Abstract: In this paper, we propose to conceptualize projects as an integration of three views: the planning, the system anatomy, and the architectural ones. The system anatomy is the core in the Integration Driven Development approach, which has been successfully employed in a number of complex projects in the telecom industry. An illustration showing the integrated view is proposed as an instrument for managing the project. We discuss what effects on planning and risk management can be expected from applying this method, and analyze our results from a theoretical perspective called the Activity Domain Theory. Our findings are two: an amelioration of the Integration Driven Development approach with architectural aspects, and a positioning of the Activity Domain Theory with respect to the relevance versus rigor discourse in the project management discipline.

16.45 – 17.15

TITLE: What is the potential role of project management to support public schools' absorptive capacity to innovate?

Authors: Nathalie Drouin and Marthe Deschesnes

Abstract: Few studies have assessed schools' capacity to implement a health promoting school approach to optimally foster students' health. Drawing on eight case studies, the authors use a conceptual framework to identify schools' capacity to absorb an innovative intervention in Quebec, Canada. Second, the potential role of project management in supporting schools' capacity to absorb an innovative intervention was investigated. The results show that one part of the equation, potential absorptive capacity (PAC), was easier to solve. Overall, the schools demonstrated some capacity to acquire and assimilate knowledge, but little capacity to transform and exploit it. Although the schools did not use project management language, we offer schools some suggestions for applying project management practices in order to develop and manage innovative and complex projects such as the healthy school approach.

TRACK 2: PEOPLE IN PROJECTS

ROOM: C1-020

16.15 – 16.45

TITLE: Honesty in projects

Author: Øyvind Kvalnes

Abstract: I compare a character approach and a circumstance approach to honesty in projects. The former focuses on the dispositions of the individuals involved, and the extent to which they are committed to telling the truth in project setting. The latter looks at features of the circumstances in which decisions are made, the incentives and structures regarding openness and sharing of information about relevant features of the project. A range of experiments in social psychology suggests that the traditional character approach has underestimated the situational aspects of decision-making, and thus may provide an inadequate platform to encourage and stimulate honesty in projects. I argue that a circumstance approach can be more helpful, particularly through challenges to recurrent attempts to neutralize dishonesty. The current study is based on a review of relevant literature and on dialogues with project managers in seminar settings.

16.45 – 17.15

TITLE: “What is a good project manager?” Re-conceptualizing the “do”: an Aristotelian perspective

Authors: Christophe Bredillet, Caroline Hatcher, Stephane Tywoniak and Ravikiran Dwivedula

Abstract: In Social Science (Organization Studies, Economics, Management Science, Strategy, International Relations, Political Science...) the quest for addressing the question “what is a good practitioner?” has been around for centuries, with the underlying assumptions that good practitioners should lead organizations to higher levels of performance. Hence to ask “what is a good “captain”?” is not a new question, we should add! We suggest here that addressing the question “what is a good PM?” requires a philosophy of practice perspective to complement the “usual” philosophy of science perspective.

TRACK 3: KNOWLEDGE AND LEARNING

ROOM: C2-060

16.15 – 16.45

TITLE: Building project competence: developing dynamic capabilities with knowledge governance mechanisms

Authors: Sofia Pemsel, Anna Wiewiora and Jonas Söderlund

Abstract: This research investigates the development of project competence, and particularly, three related dynamic capabilities (shifting, adapting, leveraging) that contribute to project competence development. In doing so, we make use of the emerging literature on knowledge governance and theorize how knowledge governance mechanisms can move the organization towards desired knowledge-based goals. A multiple-case study comprising 23 cases advances our understanding of the elements that trigger, enable, hamper, and drive shifting, leveraging and adapting. Finally, the paper offers a tentative framework of dynamic capability building promoting project competence development.

16.45 – 17.15

TITLE: When entry strategy becomes exit strategy: knowledge transfer in innovative shipbuilding projects in China

Authors: Kim van Oorschot, Hans Solli-Sæther and Jan Terje Karlsen

Abstract: Innovative Western firms that want to enter the Chinese market are facing a difficult trade-off. On the one hand, by sharing knowledge with Chinese partners, the entry process will benefit on the short-term. But at the same time, the firm's long-term existence in the Chinese market may be endangered, because the Chinese partners can copy the knowledge and become a new competitor. On the other hand, when the Western firm chooses to protect knowledge, this will make the market entry process more difficult. In this paper we analyze this trade-off and examine the best policy by means of a system dynamics model based on a case study in the shipbuilding industry.

TRACK 4: DECISION MAKING AND PROJECT SUCCESS

ROOM: C2-080

16.15 – 16.45

TITLE: Complex, not complicated: exploring emergent project structure

Authors: Maria Kapsali and Tomas Blomquist

Abstract: Project structure is taken for granted in studies as an outcome of planning and implementation organizing methods, client and parent expectations or product specifications. This is the preferred method to create and recreate project structures around the needs of each product and customer. However, due to the rise of co-creation practices in modern organizational life, these methods become outdated fast. To illustrate this fact, we provide an exploratory in-depth case study of a project where co-creation bottom-up activities drive the specifications for structural properties that are desired and effective. Configurations of structural properties emerge within standardized but simple processes and through the use of a set of simple heuristic rules that direct and organize action into groups. Each group of activities will then be managed through a different set of structural properties, each fitted to the needs of that activity group.

16.45 – 17.15

TITLE: Challenges for cost management in complex projects

Authors: Jaakko Kujala, Jaakko Putila and Tim Brady

Abstract: Project companies are moving in the value chain to provide complex product systems that combine multiple customized products and services to their customers. Contingency approaches to understand complexity in projects are intended to help both academics and practitioners make distinctions between different types of projects in order to better understand the relationship between practices and outcomes when applying different in project based processes. However there is little empirical research how complexity characteristics affect specific project management processes. In this paper we build on existing research on complex product systems (CoPS) and address challenges of cost management in projects of varying complexity. Based on a qualitative case study we identified several challenges to accuracy and performance of various cost management functions that can be related to large size, complexity, uncertainty and uniqueness of those projects.

TUESDAY JUNE 18

PAPER SESSION #5:

9.00 – 10.30

TRACK 1: SCHOLARSHIP

ROOM: C1-010

9.00 – 09.30

TITLE: Professionalism in project management: redefining roles

Authors: Efrosyni Konstantinou, Peter W. G. Morris and Andrew Edkins

Abstract: This paper suggests that the nature of professionalism in project management and the roles of the academic and the project professional need to be redefined to reflect the situated nature of project work and knowledge. Interviews with highly successful project managers revealed that they share an unmediated relationship with their practice which focuses on client and market priorities, but has overlooked ethics. In this context, the project practitioner can play a role in defining and legitimising knowledge that is important to practice, becomes more accountable for their practice the ethical dimension of their work. The academic needs to appreciate a more holistic approach to defining and legitimising knowledge that important to the management of projects and play an important role in safeguarding the value of ethics in professional work. It is essential that the academic-practitioner relationship is strengthened to support professionalism.

9.30 – 10.00

TITLE: Understanding the effects of building information modelling on project-based organisations using a social network approach

Authors: Weisheng Lu, Jonas Söderlund, Ada Fung and Hongdi Wang

Abstract: How to better understand and manage project-based organisations (PBOs), thereby achieving project success, is a classic line of inquiry for both business executives and scholars alike. Falling within the ambit of this inquiry is the rapid rise of building information modelling (BIM) in the architecture, engineering, and construction (AEC) industry. As a digital representation of the AEC processes to facilitate the exchange and interoperability of information, BIM has been rhetorically designated as a facilitating platform, through which the chronic problems associated with PBOs such as risk-averse, short-termism, silo thinking, lost information, and ineffective communication can be alleviated.

10.00 – 10.30

**TITLE: Scientist vs. manager – the performance paradox of research managers.
A longitudinal case study of european research projects**

Authors: Linda Cathrine Hald and Asbjørn Rolstadås

Abstract: Research projects play an increasingly important role for the innovation process at national and global level. Collaborative research provides opportunities for enterprises and technology providers to collaborate with leading scientists and contributes to knowledge-based innovation and innovation in industry and society. Project management in distributed collaborative research requires dynamic capabilities and structures beyond those involved in managing collocated projects. Starting up European research projects is a process that is far from trivial. Political battles must be settled, both national and international. In many cases, collaborative research projects are initiated by a university partner, sometimes in co-operation with an industrial partner, who together may seek to identify another partners to fund and participate in the project. When you include different cultures in that scenario, the challenge in getting everybody to work towards a common goal puts a lot of responsibilities on the project manager.

TRACK 2: LEADERSHIP

ROOM: C1-020

9.00 – 9.30

TITLE: Explaining agile project management: motivation theory as a missing key?

Authors: Tomas Jansson and Lennart Ljung

Abstract: Agile project methods are claimed to stimulate project participants towards flexibility and efficiency in Information Systems Development projects (ISD projects). The questions of how, why and in what contexts agile practices work, remains to a large extent to be answered by research. In this paper we suggest and argue for contemporary theory on human motivation and creativity to be used for developing such an understanding. Self-Determination Theory on human motivation and the progress Principle are presented and their relevance for understanding agile methods is discussed. A pen-and-paper analysis of the practices recommended in one of the agile methods, Scrum, is performed using the suggested theory as the basis. The tentative conclusion is that Scrum, if consistently applied, is designed to be relevant to improved performance in ISD project. Further avenues for research are also discussed.

9.30 – 10.00

TITLE: Keeping project managers happy! Psychological contracts of project managers with organizations

Author: Martina Huemann and Tamara Wehrstein

Abstract: The modern definition of Human Resource Management as designing the relationship between employees and the organisation is our starting point. This relationship includes more than just work, salary, and time. But also competence, knowledge, information, learning, participation, career opportunities and well-being are also part of this relationship. As relationships are always about mutual expectations and explicit and implicit promises, we use the psychological contract as the theoretical lens. The psychological contract is held by the employee and consists of beliefs about mutual obligations between the employee and the organization he or she has the contract with. Trends like restructuring, temporary workers, global competition are having impacts on the psychological contracts and they are said to be changing. In contemporary organizations we add here the perspective of project-orientation and focus on the project manager and his/her psychological contracts.

10.00 – 10.30

TITLE: Re-thinking the project manager's role and practice: a case study in the context of an IT department

Authors: Eamonn O'Laocha and Yasmin Merali

Abstract: This paper focuses on the social construction of the IT project manager role within an organizational context. It introduces a novel empirically focused research approach to the exploration and examination of the situated construction of this role by extending Giddens' Structuration Theory through the use of carefully selected elements from the work of Bourdieu and Polanyi. This approach is made operational through the use of multiple sources of data gathered in the conduct of a multi-instance case study within an IT organizational setting, iteratively analysed through inductive interpretation. The organizational project manager role was found to be boundary spanning in nature and subject to the enabling and constraining effects of organizational time, professional discourse and political power. The research builds on the themes of the Rethinking Project Management agenda in focusing on research that is about, in and for project management practice.

TRACK 3: GOVERNANCE AND CONTROL

ROOM: C2-060

9.00 – 9.30

TITLE: Dimensions and codes of good project governance

Authors: Saumyendu Ghosh, Young Hoon Kwak and Anil K. Cheerla

Abstract: The rise of attention to projects as primary vehicle to execute corporate strategic objectives has questioned if projects can steer itself in a difficult situation. Project governance provides oversight and adaptability to deal with project related challenges. Despite the large body of literature in project governance and recent up rise in interests in project governance, there is no comprehensive study to understand what is 'good project governance'? Borrowing ideas from social science, the article examine codes of good project governance, the paper attempts to fill this void by developing a gauge of perception of project governance among stakeholders through the construction of a set of indicators. A case study was used to examine the concept of good project governance indicators. This paper aims to be inclusive rather than exclusive, to encourage discussions of all the dimensions of good project governance.

9.30 – 10.00

TITLE: Improving and embedding project management practices in organisations: a mixed methodology approach

Authors: Gabriela Fernandes and Madalena Araújo

Abstract: This paper describes a mixed methodological research approach for developing a framework to help organisations to improve and embed project management (PM) practices in an effective way. While the literature on PM provides some advice, organisations need guidance on which PM improvement initiatives should they concentrate their efforts. A related issue is how to facilitate the embedment of these PM improvement initiatives in an effective manner. An "innovation lens" perspective was adopted. The research involved a literature review followed by a programme of interviews with PM professionals in Portugal and a global survey. Based on a review of PM and innovation literature, a preliminary set of potentially relevant improving and embedding factors was identified. The interviews then explored the salience of these factors and lead to a modified set of pertinent factors. In the third phase of the research, data from 793 questionnaire responses from a wide range of PM professionals worldwide was used to test the framework.

10.00 – 10.30

TITLE: Ethics, trust and governance in temporary organizations: building trust through the governance paradigm

Authors: Ralf Müller, Rodney Turner, Erling S. Andersen, Jingting Shao and Øyvind Kvalnes

Abstract: We investigate the nature of the ethical dilemmas faced by project managers, how the nature of the governance structure and the mutual trust between the governance structure and the project manager can influence the way project managers respond to those ethical dilemmas, and how those can influence the level of trust between the project manager, other project participants and stakeholders. We report on the results of a global web-based survey, which show that project managers' behavior varies by governance paradigm, type and size of projects, type of ethical issue, and geography. We also show that stakeholder oriented governance leads to higher levels of mutual trust between project managers and project teams, which can reduce transaction costs on projects.

TRACK 4: PROJECT BUSINESS AND RISK MANAGEMENT

ROOM: C2-080

9.00 – 9.30

TITLE: Cooperation with suppliers in new product development projects: conflicts of interest and the moderating role of buying firms' internal organization

Authors: Lisa Melander and Fredrik Tell

Abstract: With increasing specialization, collaborative NPD projects are becoming an important means for firms to keep down cost, increase speed, and come up with more innovative products. However, collaborative projects are affected by conflicts of interests that may exist between partners. In this manuscript, we use theories on the effects of conflicts of interest on inter-organizational relationships to hypothesize that increasing conflicts of interest lead to increased use of formal and non-interactive integration mechanisms. Based in a multiple case study of four collaborative NPD projects conducted by two firms with four different suppliers, these hypotheses are partially confirmed. However, we also find that the internal organization of the buying firm also may have a moderating effect on integration in collaborative NPD projects. We suggest that future theory as well as managers need to pay attention not only to relational aspects of NPD collaboration, but also of internal organization to devise effective integration among partners.

9.30 – 10.00

TITLE: Towards a 'service turn' in new cooperative projects?

Authors: Mattias Jacobsson and Philip Roth

Abstract: During the last decade there has been an increased interest in various forms of cooperative project client-supplier relationships, where the relationship between involved parties is defined by trust rather than control. In this paper it is argued that this development – the movement away from a focus on control as the main governing mechanism, towards trust – triggers a deeply rooted change in the underlying business logic. A change rarely addressed or analyzed in contemporary research. To put it bluntly, it is suggested that partnering projects, as the unit of analysis in this paper, are becoming service oriented engagement platforms. By drawing on an established framework within the area of service-dominant logic, the aim of this paper is to analyze the relational aspects and illustrate how a partnering project can be understood as an engagement platform. The paper builds on empirical illustrations from a Swedish partnering project and highlights a potential way forward to further understand the role of cooperative project client supplier relationships.

10.00 – 10.30

TITLE: Organizing the inter-organizational construction project: a review of challenges, trends and debates

Authors: Lena Bygballe and Anne Live Vaagaasar

Abstract: This work-in-progress paper provides a first attempt of providing an overview of the literature on organizing the inter-organizational construction (and civil engineering) project in terms of identifying and discussing current trends and debates. A common theme within construction literature is how construction projects should be organized to overcome the perceived challenges that arise from increasing specialization and fragmentation. Multiple parties are involved in the construction process, which leads to high demands for coordination, communication and control. The inability to properly deal with these demands are seen as causing inferior project performance. This paper is based on a review of literature dealing with these issues, particularly from the construction and civil engineering literature, but also from more general project management literature that uses construction as an empirical field. Our assumption is that even if the literature is multifaceted and characterized by different approaches, both theoretically and empirically, the literature should at this stage have reached a maturity level that enables us to identify some overall and alternative streams of reasoning for how construction projects should be organized. Similar reviews have been of projects in general, providing valuable insights.

PAPER SESSION #6:

11.00 – 12.00

TRACK 1: SCHOLARSHIP

ROOM: C1-010

11.00 – 11.30

**TITLE: Is project management research beginning to sound like a broken record?
How can we improve its rigor?**

Authors: Nathalie Drouin, Ralf Müller and Shankar Sankaran

Abstract: Is project management research beginning to sound like a broken record? Unfortunately, yes, when we compare the evolution of project management research with regard to change management within projects and the evolution of the field of organizational project management. The aim of this paper is twofold. First, it proposes to look outside project management research in applying a systematic literature review of an allied field (organizational change management) to identify its key concepts. Second, it proposes to translate the ideas and concepts of this allied field, change management, to project management.

11.30 – 12.00

TITLE: Comparing apples with apples: developing a project based contingency theory

Authors: Thomas Lechler and Joana Geraldi

Abstract: Integration of project management related insights and concepts and the development of new project management theories is difficult if a fit between situational and managerial issues is not considered. One approach to improve the contextual awareness of project management insights and concepts is through typologies of projects that address this situational fit, as conceptualized by the contingency theory. We explored current literature in contingency theory applied to project management and identified important limitations. Notably, the literature draws on two assumptions that do not hold for temporary organizations, namely that contingency, structure, fit and performance are static and institutional independent. We therefore propose an alternative framework for contingency theory of temporary organizations that takes in to consideration the dynamics of projects and its institutional context. We argue how it can act as a platform to integrate insights in the field, and discuss implications to theorizing and propose a research agenda.

TRACK 2: LEADERSHIP

ROOM: C1-020

11.00 – 11.30

TITLE: Competencies of project managers in international NGO's: perceptions of practitioners

Authors: Sophie Brière, Denis Proulx, Olga Navaro Flores and Méliissa Laporte

Abstract: In international development, despite the professionalization on NGOs of the numerous projects carried out, very few studies address the competencies of project managers in non-governmental organizations (NGOs) as opposite to the significant body of studies conducted for private sector projects. This article presents findings from an exploratory study aimed at identifying competencies of international development project managers and how these competencies are used in projects. A survey conducted with international development project managers in NGOs highlighted a grouping of competencies linked to the human and behavioural aspects, in particular personal skills, and clearly shows the importance of competencies linked to local and cultural contexts. This research will help enhance, through actual experiences, the literature on the competencies of international development project managers and also offers a new chart of competences that allows for the undertaking of other research and to further managers' reflection with respect to the management of international projects in NGOs.

11.30 – 12.00

TITLE: Evolvement of managerial activities and leadership style of new product development project managers

Authors: Satu Rekonen, Tua Björklund, Miko Laakso and Lassi Liikkanen

Abstract: This paper investigates the emerging leadership styles and managerial activities as well as challenges along the innovation process, based on a longitudinal, multiple case study. Largest amount of the activities were reported in the front-end phase whereas the majority of the challenges were reported in the late-development phase. Further, the study showed task-oriented leadership styles to be dominant among the managers. However, the styles did not remain static throughout the project but the examples of project manager either strengthening or decreasing the relationship-oriented leadership style occurred. In addition, differences between project managers with technical and non-technical backgrounds could be found. For examples the project proceeded, project managers with non-technical background needed to redefine their roles unlike the technical managers who had a strong involvement in technical execution throughout the project.

TRACK 3: GOVERNANCE AND CONTROL

ROOM: C2-060

11.00 – 11.30

TITLE: Project and multi-project agility: scaling challenges in a large multi-national organization

Authors: Yvan Petit and Claude Besner

Abstract: Agile methodologies have been designed in response to the specific challenges of the software industry (i.e. high uncertainty, short development cycle, no physical deliverable, etc.). While Agile methodologies seem suited for small collocated teams, there are a number of impediments to the scaling of these practices in large multi-site, multi-teams, multi-project organizations. The present research has the objective to understand: how Agile principles can be adapted to large organizations managing a portfolio of multi-site/multi-team projects. This qualitative research is based on in-depth longitudinal case study in a large R&D organization. The firm implemented a large number of concurrent software projects for their large software system using an Agile approach. The scaling solution adopted by this organization is obviously particular to its own managerial ecosystem, but this analysis presents some typical challenge found by such organizations which will offer guidance to the project management researchers and practitioners considering Agile methods.

11.30 – 12.00

TITLE: Something of value governance of projects in the project-oriented organisation

Author: Eva Riis

Abstract: The paper presents a conceptual framework for studying Governance of Projects and issues of value in the project-based organisation. Attempts at exploring and conceptualising the issues in the current literature are reviewed. Issues pertinent to gaining value by Governance of Projects have mainly been explored from the perspective of economic theory. Models found in the literature are not typically concerned with value for the implementing organisation as a whole; their scope is limited to the time just after project completion. No valid, empirically-based models of value creation by Governance of Projects have emerged. No real integration of project operations and results with line management activities has been attempted. Nevertheless, the literature reviewed has provided important insights into the interplay of structures and functions of Governance of Projects and value. There is a need for a better understanding of Governance of Projects and value contribution. The findings presented here form the conceptual foundation for subsequent empirical studies of value by Governance of Projects.

TRACK 4: PROJECT BUSINESS AND RISK MANAGEMENT

ROOM: C2-080

11.00 – 11.30

TITLE: Strategic intent, focus, fit and configuration: the business of projects from an operations strategy perspective

Author: Harvey Maylor

Abstract: The purpose of this paper is to join the discussion on the business of projects or project business, from an operations strategy perspective. We have used this perspective extensively in our work with a global technology services firm and have found it to provide both insight and useful avenues for developing competitive advantage for that firm. The theoretical framing is therefore that of operations strategy (OS), drawing from Transaction Cost Economics (Williamson) and Extended Resourced Based View (Arya and Lin, 2007). Our methodology is one of action research. We demonstrate the utility of the OS approach and the adaptations required for it to be useful in a business context where projects are one of the key modes of delivery. The contributions of this paper are: to the theory of OS is to provide a relatively unexplored context in which the theory can be enriched; to PM to demonstrate an under-utilised theoretical approach; for practice, to include a shift from an obsession with compliance to standards and process, to competitiveness and the wider set of resources that can be configured for the purpose of enhancing competitiveness.

11.30 – 12.00

TITLE: The organizing of offshoring projects: balancing control, coordination and trust

Authors: Hans Solli-Sæther, Anne Live Vaagaasar, Jan Terje Karlsen and Kim van Oorschot

Abstract: This paper examines the complex nature of organizing offshoring projects, and more specifically the structures and practices to coordinate and control work process and outcomes in these types of projects. The challenge of coordinating and controlling work processes and outcomes is extensive as these projects are dispersed across organizations, time, cultures, languages and geography. Based on case studies of four offshore projects (information systems development) this paper illuminates how interactions happens, the actions that are undertaken to coordinate and control in these relationships and the main challenges encountered in these projects. The contribution of the paper is threefold. Firstly, we show that the perspective of organizing is useful to increase our understanding of offshoring projects. Secondly, we provide empirical insights into the interaction patterns between the on-shore (client) and off-shore (delivery team in low cost location) project team, as well as to the client activities aimed at coordinating and controlling the relationship. Thirdly, we point to multiple considerations for succeeding with offshore relationships in projects, such as determining the actual interdependency level, applying an agile delivery strategy and a partnering way of thinking, and, not at least, continuous work on expectation management and trust development. As the sample is limited the ability to generalize is restricted, still there valuable insights for both practitioners who set up and take part in offshoring projects as well as to aid researchers examining control mechanisms and trust in offshoring projects.

PAPER SESSION #7:

13.15 – 14.45

TRACK 1: SCHOLARSHIP

ROOM: C1-010

13.15 – 13.45

TITLE: Towards a praxeology of resilient project management - a conceptual framework

Authors: Christopher Biesenthal and Louis Klein

Abstract: This paper develops a praxeological meta-theory that allows project managers to use and benefit from all the existing project management theories and apply them in a contextual way. Project management is often messy and a fruitful ground for improvisation, which describes a pragmatic approach of applying existing theories in novel ways to deliver a project. The combination of a solid theoretical knowledge base and improvisational practices is our approach to conceptualise a praxeology of project management. A praxeological mindset is well suited to improve our current understanding of project management towards a more resilient meta-theory of project management that is more suitable to address complexity. This paper contributes to the current debates in project management, as develops a foundation for bridging theory and practice. Providing sound, practice-related theories stimulates fruitful debates between the different professions of the project management community, which will help the field to further mature and grow.

13.45 – 14.15

TITLE: Defining innovative research topics in a changing project environment

Authors: Derek Walker and Beverley Lloyd-Walker

Abstract: The project management profession has grown at an unprecedented pace over recent years as a result of new structures or forms within organisations, where project teams are formed to complete a range of organisational outcomes from the design and production of a new product through to organisation-wide change programs. An increasingly broad range of employees, from a variety of professions and backgrounds, is now being referred to as 'project staff' whether project team members, project managers or leaders. As a consequence, there is an increased demand for project team skills but at the same time a shortfall has been observed in credentialed project personnel. Those delivering health programs, working in film and television, and public sector employees implementing legislation have joined those in the often researched industries of information technology, infrastructure, construction and mining leading to a diverse range of professionals now viewing project management from a broad range of perspectives and experiences. They have begun to ask questions that require research if they are to be adequately answered.

14.15 – 14.45

TITLE: Who writes with whom, and about what: a scientometric analysis of project management research

Authors: Julien Pollack and Daniel Adler

Abstract: This study uses scientometric techniques to uncover changes in Project Management research. The Project Management literature is analysed in terms of: links between authors, uncovering significant collaborations; links between the keywords that authors use to describe their publications, showing the central research foci of the field; and the way in which keywords use has changed over time. This research draws from 94,472 unique records, published between 1963 and 2012, identifying persistent key research topics, research topics that are rapidly expanding in popularity, and key collaborative research communities. This study finds evidence to support an argument that Project Management is shifting from an inward technical focus to a broader organisational perspective.

TRACK 2: LEADERSHIP

ROOM: C1-020

13.15 – 13.45

TITLE: Project leadership and work space

Authors: Donatella De Paoli, Anne-Live Vaagaasar and Ralf Müller

Abstract: This paper draws attention to the role of work spaces for project management and leadership. Historically, project management were usually situated on site in many typical project management environments like construction, off-shore, film production, consulting and other project industries together with the project team members. With modern technology and new human resource practices, giving more autonomy to employees and alternative work space design, there have been a radical transformation of where and how work is done in many organizations. Project managers and project members can now choose amongst a myriad of different work spaces like traditional work space such as cell offices and meeting rooms and alternative office space designs like open, flexible team- and project spaces or project offices on-site. Project managers can do their work in public spaces like reception areas, airports, cafes, in nature, as well as in private spaces like home and leisure houses. Moreover, they can work in virtual spaces like the telephone, videoconferences, the web, Skype, social media and so on. Most project managers use a mixture of all these places and spaces to get work done, which mean that project managers lead their employees from different settings.

13.45 – 14.15

TITLE: Towards process studies of project leadership

Authors: Lucia Crevani, Monica Lindgren and Johann Packendorff

Abstract: In this paper, we draw on current research in the general field of leadership studies in order to suggest that process perspectives are relevant and rewarding for inquiry into project leadership. Departing from a process ontology we argue that project leadership can be studied as series of social activities and events in which actors, projects and organizational contexts are all in constant an mutually interacting flux, rather than as traits, styles and competences of individual project managers. From such a perspective, project leadership is seen as the ongoing social production of direction through construction and re-construction of actors' space of action. This involves processes of continuous construction and reconstruction of (1) past project activities and events, (2) positions and areas of responsibility related to the project, (3) discarded, ongoing and future issues to be dealt with in the project, and (4) temporal rhythm and pace. Drawing on an in-depth ethnographic case study of an organizational change project, we show how the space of action and hence the direction of the project is in constant flux and becoming.

14.15 – 14.45

TITLE: Change management and project managers: the experience of complexity and the rediscovery of project management

Author: Valérie Lehmann

Abstract: An increasing number of organizations are looking for methodologies to connect change management to project management. Project managers are more and more involved in mandates integrating change management. In a context that requires specific efforts from organizations to better achieve their transformations, this question arises: What knowledge in change management do the projects managers possess and mobilize for handling a project of change? To identify this knowledge, this exploratory study investigates the knowledge project managers had acquired and transposed after a course in change management. Our results show that project managers have discovered and tried to spread complexity as well as they had revised most of their visions and practices in project management. Having discussed the findings in link with the current literature, we propose that education in project management should revisit its theoretical roots to better reflect the real life of projects.

TRACK 3: GOVERNANCE AND CONTROL

ROOM: C2-060

13.45 – 13.45

TITLE: Towards a framework for the governance of large projects: the case of nuclear power projects

Authors: Magnus Hellström, Tuomas Ahola and Inkeri Ruuska

Abstract: Answering the call for more effective governance structure for large projects, we investigate different aspects of coping with the governance function in nuclear power plant projects. A nuclear power plant project constitute huge a managerial and governance challenge for project owners. Current theories give a rather theoretical and limited viewpoint of what actually constitute and drive the governance of large projects, often focusing on the contract and using a transaction-cost vocabulary. We propose a project governance structure is a more multi-faceted issue than so. In our study we have therefore developed an empirically-grounded framework for designing project governance structures. The framework consists of five key element areas and set of sub-elements.

13.45 – 14.15

TITLE: Understanding the permanent / temporary interface: the case of disastrous events

Authors: Lynn Crawford, Nicole Taylor and Terence Blythman

Abstract: Disastrous events such as floods, fires and terrorist attacks can be categorised as projects. They have a lifecycle with definable start and finish and temporary or project organizations are formed to respond to them. It is of interest, therefore, that an examination of the project management and disaster management literatures indicates that such events have received minimal coverage in the project management literature, and that project management is barely mentioned in the extensive disaster management literature. Research in the Australian context suggests that this disconnect is reflected in both disaster management policy and practice.

14.15 – 14.45

TITLE: Interactive controls systems in project management: a case study

Authors: Pierre Feniès, Frédéric Gautier and Pierre Pariente

Abstract: The purpose of this paper is to use a revised framework based on the levers of control framework to study in depth the evolutions of management control systems during the course of a project. Our study is based on the distinction between strategic control systems and operational control systems and shows that both systems are important for the performance of the project. Relying on a longitudinal case study, the analysis shows how control systems evolve during the course of the project and the challenges faced by the management as the context and strategy evolve. In particular, the case shows the importance of uncertainties and risks for the design of management control systems and underlie some challenges for temporary organizations, especially the design of semiformal information systems during the course of action.

TRACK 4: PROJECT BUSINESS AND RISK MANAGEMENT

ROOM: C2-080

13.15 – 13.45

TITLE: Determinants of client expectation alignment and its mediators in explaining project performance: an empirical study

Authors: Thomas Lechler and Ting Gao

Abstract: This paper proposed that significant relationships exist among client expectation alignment, goal changes, client support, and project success. Goal changes are negatively related to project success because they can break down efforts and cause difficulty in efforts to implement the project. Client support is positively related to project success because of clients' commitment and buy-in to the project with their support. Client expectation alignment is proposed to have strong positive effect on project success through extensive involvement of clients and timely communication. We also expected that client expectation alignment can reduce frequent goal changes and improve client support by educating clients to have realistic expectations, reinforcing their perceived value of project and clarifying misunderstanding between clients and the project team. Furthermore, we argued the client support and goal changes partially mediate the relationship between client expectation alignment and project success. Three determinants of the client expectation alignment were also identified: client competence, project team competence, and project manager's formal project decision authority.

13.45 – 14.15

TITLE: Supplier integration in professional new service development projects

Author: Miia Martinsuo

Abstract: Companies increasingly use partners such as consultants in their new service development projects that drive new business creation. Supplier integration deals with the practices of cooperation between the customer and the supplier and it has so far been studied primarily in the context of new product development projects and delivery projects. The purpose of this study is to explore supplier integration and the pursuit of standardization in professional new service development projects. A qualitative interview-based study was conducted with consultants in small and medium-sized firms working with their customers' new service development projects. As results, three types of supplier integration are reported, differentiated by the methodological focus and joint project between the client and consultant. Also, three patterns of customer's standardization in new service development projects were revealed, namely product-centric, process-centric and role-centric. The study contributes by highlighting the features of supplier integration in intangible and uncertain new service development projects and adopting the consultants' view to supplier integration.

14.15 – 14.45

TITLE: Deviation, emergent requirements and value delivery: a marketing and 'business development' perspective

Author: Hedley Smyth

Abstract: The paper builds on the previous research about deviations as departures from expectations set in project plans. The purpose is to establish whether project businesses address emergent requirements as threats or opportunities. The aim is to consider the operational perspectives adopted. The theoretical framing is developed through the review of the deviation-related and marketing and business development management-related literature pertaining to the management of projects. An interpretative methodology is applied. A case study method was applied. The UK operations of three international contractors were examined via semi-structured interviews. The main findings were that emergent requirements were treated as deviations to plan and task within traditional project management; emergent requirements were not addressed as client and service issues from a marketing perspective; and, any response was largely considered to be a risk rather than an opportunity to add value, increase turnover and profit, and secure improved client satisfaction and repeat business.

PAPER SESSION #8:

15.00 – 17.20

TRACK 1: SCHOLARSHIP**ROOM: C1-010**

15.00 – 15.30

TITLE: A different kind of story: juggling the roles of practitioner and researcher

Author: Inger Bergman

Abstract: The gap between theory and practice is often discussed – mainly as a problem for academia. But also practitioners have been criticized for not doing enough to put their practice into theory. A study of the projectification of a large, global company was made possible because it was performed by a researcher who for almost two decades worked in the company as an internal consultant. One challenge was to find a research method that was not problem-oriented and considered the dilemma related to, and also made use of, the researcher's dual roles as practitioner and scholar. The article gives a background to the study, and presents the research model used. The validity of the model is discussed, and whether it by highlighting the researcher's dual roles can contribute to reduce the risks of hidden agendas and biased handling of data in organisation studies involving both practitioners and scholars.

15.30 – 16.00

**TITLE: Rethinking project management: old wines in new bottles or new insights?
a structured literature review**

Authors: Peter Andersen and Per Svejvig

Abstract: A total of 74 contributions concerned with rethinking and introducing new thoughts and perspectives to the field of project management were analyzed through a structured literature review process. This analysis showed that the rethinking stream has expanded in recent years, and that it can be seen as a pluralistic field consisting of a total of seven overarching categories. However, while many contributions make good suggestions for alternative thinking based on discussions, personal opinions and conceptual models and ideas, little has been written based on actual, empirical studies of practice. In addition, while it is likely to be a correct assumption, there seems to be little empirical evidence relating to the recurring assertion that project management practice is still dominated by the traditional, rationalistic approach.

16.00 – 16.30

TITLE: Designing research to understand knowledge exchange among project managers

Author: Chivonne Algeo

Abstract: This paper will present an action research study that investigated how project managers in Australia acquired and exchanged knowledge. Literature covering knowledge acquisition, knowledge exchange, the knowledge environment, and knowledge drivers, laid the foundations for the research, which included interviews and in situ observations. The collection of data occurred through four sequential 'interventions' with six project managers during three action research cycles. The cycles examined the existing situation; the implementation of a change, and the evaluation of implementing that change. In addition, three 'spin off cycles' were utilised to validate the research approach with an external reference group. The data indicated that the project managers acquired their knowledge through practical experiences which were integrated with their formal training in an informal way. The exchange of knowledge appeared to be predominantly impersonal and formal, and the project managers valued tasks more so than relationships when managing projects.

TRACK 2: LEADERSHIP

ROOM: C1-020

15.00 – 15.30

TITLE: Towards a new project stakeholder management approach considering contemporary stakeholder theory and social system theory

Authors: Martinna Huemann, Pernille Eskerod, Claudia Weninger and Wenche Aarseth

Abstract: The paper aims for creating better theoretical foundations for project stakeholder management and reflects practical examples which indicate that a more comprehensive understanding of project stakeholder management is required to better serve the contemporary challenges. The theories it draws on are Social System Theory and Modern Stakeholder Theory. Based on these theories research propositions are derived which are illustrated by practice examples generated in a series of focus group workshops with practitioners. than the optimum to achieve best results.

15.30 – 16.00

TITLE: Projects, promises, and performances

Author: Kristian Kreiner

Abstract: Is the field of project management concerned with the concept of success? No doubt, the field is concerned with explaining and measuring project success, but it is argued here that the focus on and understanding of the concept of project success itself is very limited. The article tries to show that a better understanding of the concept of project success is a prerequisite for better and more interesting theories about projects and what it takes to manage them. At present, the field is haunted by the narrow understanding that success means delivering on one's promises, i.e., making the projected achievements come true. Such an understanding is a serious hindrance to learning

TRACK 3: GOVERNANCE AND CONTROL

ROOM: C2-060

15.00 – 15.30

TITLE: The impact of the planning phase on project success

Authors: Pedro Serrador and Rodney Turner

Abstract: Project planning is widely thought to be an important contributor to project success. However, there is little research to affirm its impact and give guidance as to how much effort should be spent on planning to achieve best results. In this paper we aim to rectify this omission. Data were collected on 1386 projects from 859 respondents via a global survey and a significant relationship was found between the quality of the planning deliverables and success. Detailed analysis of the data collected also revealed an inverse U relationship between the percentage of effort spent planning and project success. After correcting for key moderator effects, a significant relationship with an R2 of .15 was revealed. Further analysis showed that the fraction of planning effort that maximized project success was 25% of project effort. This was substantially more than the 15% mean value reported by respondents, and the greatest impact was found to be on the broad success measures with a lesser effect on project efficiency. The inverse U relationship between effort spent on planning and project success indicates that projects can spend too much time planning as well as too little. But we found that projects are spending less time planning than the optimum to achieve best results.

15.30 – 16.00

TITLE: An exploratory examination into the implications of type-agnostic selection and application of project management methodologies (PMMs) for managing and delivering IT/IS projects

Author: Hany Wells

Abstract: In spite of growing popularity in the adoption of Project Management Methodologies (PMMs) to enhance project performance, limited research focuses on questions such as “how” and “why” organisations select a particular type of PMM for delivery and management of their projects. This paper outlines the result of an extensive explorative investigation into how projects and organisations decide what type of PMM (given the wide range available: traditional, structured and agile) is most appropriate for their project management. This paper primarily focuses on examining how decisions are made, what criteria are used and to what extent project managers are involved throughout this decision making process. The results suggest that the selection and implementation of PMMs is usually mandated via strategic organisational directives, and that as a result of this top-down approach PMMs are selected and applied in a type-agnostic and context-free manner, which leads to limitations and short comings in the value of using PMMs for effective project delivery.

TRACK 4: PROJECT BUSINESS AND RISK MANAGEMENT

ROOM: C2-080

15.00 – 15.30

Title: Evaluating sources of risks in large investment projects – the roles of equivocality and uncertainty

Authors: Janne Harkonen and Jaakko Kujala

Abstract: Project management risks can have their basis in lack of information, but also equivocality can have a role as recognised by information processing theory. This article studies risks in large investment projects by analysing a significant case, a large and complex project delivery. The specific focus is on evaluating risk sources. Major risks are identified and the bases of their sources are analysed. The sources of these major risks are evaluated. This article points out how it is relevant to identify factors that relate to different interpretations of situations. A risk can have simultaneously basis in uncertainty and equivocality.

15.30 – 16.00

TITLE: Constructing opportunities and dismantling risks: a case of managing uncertainty in projects

Authors: Olga Perminova, Magnus Gustafsson, Magnus Hellström and Viktor Sundholm

Abstract: In this study we explore how uncertainty – and certainty - evolves on the micro level of projects over time. We use examples from the project portfolio of a global industrial supplier in power generation systems. We study the process of how managers deal with uncertainty by making sense of the situations using a systematic procedure. The systematic approach enables them to better understand the context of the event and interdependences between different issues, as well as indicate early signals of potential risks and opportunities. We look into not only the evaluations of the projects, but also into what kind of actions were implemented to address uncertainty as well as what was the outcome of the action. The purpose of this paper is to show how project managers construct certainty in their daily work: dismantle risks and create opportunities.

16.00 – 16-30

TITLE: Risk management in project portfolios is more than managing solely project risks: a contingency perspective on risk management

Authors: Juliane Teller, Alexander Kock and Hans Georg Gemünden

Abstract: Firms use project risk management to reduce the likelihood of project failure. For managing risks in project portfolios previous research suggests adopting a wider perspective that extends the management of individual project risk. Integration of risk information into project portfolio management will likely enhance portfolio decision making. So far, there is little empirical support for this claim. Using a sample of 177 project portfolios, this study reveals that formal risk management at the project level and integration of risk information at the portfolio level are positively associated with overall project portfolio success. Findings suggest that simultaneous risk management at both management levels increases this positive effect. A contingency analysis further suggests that formal risk management at the project level becomes more important for R&D dominated project portfolios, while the benefits of integrating risk information at the portfolio level become more prominent with increasing external turbulence and portfolio dynamics.

Schedule for Doctoral Student Day, June 16, 2013, Oslo, Norway

	Presenter	Title	Discussant
09:00 - 09:10	Ralf Müller, Jonas Söderlund	Opening	
Stream A: Room A2-045			
		Senior faculty: Jeff Pinto, Fredrik Tell, Jonas Söderlund, Jan Terje Karlsen, Erling S Andersen, Sofia Pemsel	
		Leadership/governance	
09:15 - 09:55	Sandra Walker	Project Manager Team Leadership on Transcultural Virtual Projects: A Field Study	Anoosheh Haghsheenas
10:00 - 10:40	Anoosheh Haghsheenas	«The Impacts of Leadership and Governance on Organizational Resilience»	Sandra Walker
Break			
11:00 - 11:40	Maria do Rosário	No title provided (subject area: project performance, governance, project type)	Eva Riis
11:45 - 12:25	Eva Riis	Governance of Projects in the Project-oriented Organisation	Maria do Rosário
Lunch			
		Success/results	
13:30 - 14:10	Dragana Milin	The Influence of Organisational Culture and Structure of a Company on Project Success	Jerard Ford
14:15 - 14:55	Jerard Ford	Multi-level Network Perspective on Temporary Organizing	Dragana Milin
Break			
15:15 - 15:55	Andrea Steel	Resources, Assets and Capabilities: A Resource-based View to Understanding Project Performance in the National Health Service	Anton Worobei
16:00 - 16:40	Anton Worobei	Optimising Program Management – a Bionic Approach	Andee Steel
Stream B: Room A2-035			
		Senior faculty: Hans Georg Gemünden, Yvan Petit, Monique Aubry, Anne Live Vaagasaar, Donatella de Paoli, Kim van Oorschot	
		HR issues	
09:15 - 09:55	Elisabeth Borg	Liminality Competence in Project-based Work: A Study of Mobile Engineers	Milan Culic
10:00 - 10:40	Svjetlana Pantic	No title provided (subject area: org structure, HR and Knowledge mgt. in consultancies)	Rong Zhang
Break			
11:00 - 11:40	Rong Zhang	The Role of Boundary Information Behavior in Improving Design Quality in Construction Design Teams: A Network Approach	Svjetlana Pantic
11:45 - 12:25	Milan Culic	The Way Crisis Affects Image: Business Tourism and Destination Development	Elisabeth Borg
Lunch			
		Learning/knowledge	
13:30 - 14:10	Nazhen Chen	The Impact of Complexity within Project-based Organizations on Effectiveness of Knowledge Transfer from Projects to Organizations in Construction Industry	Elisabeth Borg
16:45 - 17:00	Ralf Müller, Jonas Söderlund	Closing	

Events

Welcome Reception – Sunday June 16

Participants and their guests are invited to attend the welcome reception which will take place on the 7th floor, in the BI building on Sunday, 16 June, 18:00 – 20:30.

Dinner at Ekeberg – Monday June 17



In 1927 Oslo architect Lars Backer won the competition to design the new Ekeberg restaurant. The original restaurant had been built in 1916 by Tiedemanns Tobakksfabrikk, a manufacturer of tobacco products.

Two years after the competition, in 1929, one of Europe's foremost functionalist buildings was complete, to the delight of the entire population of Oslo. The building is listed today and the renovation has concentrated on conserving the classic, whilst modernising for a new age.

Rumour has it that the people of Oslo stood in long queues in the 1930s to enjoy their first al fresco drink on the hill above Bjørvi-ka. What is certain is that architects and others came from far and wide throughout the last century to view this unique building.

Towards the end of the nineties, Ekeberg Restaurant was closed and was left to decay, until Christian Ringnes and Eiendomsspar bought the place and announced a major renovation. Together with restaurateur Bjørn Tore Furset they have created a modern building which retains all its classic features. The new building contains several restaurants, a bar/lounge, conference and meeting facilities, banqueting and wedding suites and a beautiful second floor veranda.

More info @ www.ekebergrestauranten.com

Cultural Event & Seafood Dinner At Tjuvholmen – Tuesday June 18

18:00 - Policy of muddling through: Oslo as an urban Project, by Architect Peter Bütenshon, former dean of Norwegian school of Art. Meeting point: Astrup Fearnley Museum, Strandpromenaden 2, Tjuvholmen. The presentation will last approximately one hour strolling in the Tjuvholmen area. The metro departs from Nydalen station at 17:37 and then it is a 15 minutes walk from the station to Tjuvholmen.

19:30 - Seafood & Fish dinner, Tjuvholmen Sjømagasin



As close to the fjord and the water you can get.

At the end, and directly by the sea at the Island Tjuvholmen, we have opened a different Fish- and Seafood concept, Tjuvholmen Seamagazine. It is divided into several areas, for each department to operate individually. That is the main restaurant at the upper and lower deck, the Seafood bar, the Chambre Separée, the Mezzanine, the Fish Dehli and the Conference Center.

You can admire dark lobsters and king crabs in our aquarium immediately inside the entrance, and scents of fish and shellfish waft out into the dining room from the panoramic kitchen. The menu is based on delicacies from the sea.

Tjuvholmen Sjømagasin is one of many high quality restaurant in Oslo, managed by entrepreneur Bjørn Tore Furset and Fursetwgruppen.

More info @ www.sjomagasinet.no/en/

About Oslo and Norway

NORWAY

During the last decades Norway has drawn the attention of the rest of the world through its innovative ideas and technologies, its booming oil and gas industry and active participation in areas like environmental protection and peace brokerage.

Norway is one of the least densely populated countries in Europe, with a population of just 4.7 million, mostly living in urban areas in the south and southwest.

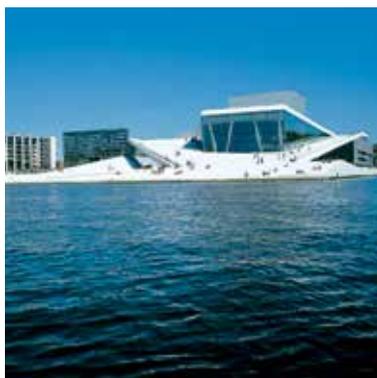
The capital Oslo is situated in surroundings of which very few other major cities can boast, about, bounded by the Oslo Fjord in the south and unspoiled natural woodlands to the north and east. With a population of about half a million, Oslo is also the cultural capital of Norway, with a rich and varied cultural scene.

Norway's per capita income rank among the world's highest and this gives the Norwegians a high quality of life. Oil and gas are the cornerstones of the Norwegian economy. Other major industries are fish, pulp and paper, forestry, mining, manufacturing and shipping.

The 'Land of the Midnight Sun' has delightfully long summer days and the temperature can vary from plus 15 up to plus 30 degrees plus Celcius. It drops to plus 5 to minus 15 degrees Celsius during the winter, but each season has its own special features and charm. The contrasts are great and the scenery is ever-changing all year around.

The United Nations has recently ranked Norway as the best country in the world to live.

At visitnorway.com you can see a few short films from different parts of Norway in the collection «Stories for life». These will give you an impression of our nature and scenery and the people who live here.



OSLO

Oslo is the capital of and most populous city in Norway. Founded around 1048 by King Harald III, the city was elevated to a bishopric in 1070 and a capital under Haakon V around 1300. Personal unions with Denmark from 1397 to 1523 and again from 1536 to 1814 and with Sweden from 1814 to 1905 reduced its influence. After being destroyed by a fire in 1624, the city was moved closer to Akershus Castle during the reign of King Christian IV and renamed Christiania in his honor. It was established as a municipality on 1 January 1838. Following a spelling reform, it was known as Kristiania from 1877 to 1925, when its original Norwegian name was restored.

Oslo is the economic and governmental center of Norway. The city is also a hub of Norwegian trade, banking, industry and shipping. It is an important center for maritime industries and maritime trade in Europe. The city is home to many companies within the maritime sector, some of which are amongst the world's largest shipping companies, shipbrokers and maritime insurance brokers. Oslo is a pilot city of the Council of Europe and the European Commission intercultural cities programme.

You may have breakfast at the beach watching the seagulls. Lunch you may choose to have at a downtown café listening to the sounds of the metropolis. For dinner, you can most probably find a restaurant true to your taste, from whichever part of the world. And at night you may choose to throw yourself into a throbbing nightlife or sit around a bonfire with your friends in the woods overlooking the city. Oslo is big enough for all this to happen, but small enough for you to do it all in a day!



EXPLORING NYDALEN

BI is located in natural surroundings in Nydalen (New Valley), close to the river Akerselva who runs freely through the area. Nydalen was originally an industrial area. Textile factories, iron and nail production took place in Nydalen in the middle of the former century. The last twenty years Nydalen has developed from being an industrial area to becoming an area of competence.

Today Nydalen consists of industrial buildings, different service offerings, apartment buildings houses, and BI Norwegian Business School. The subway has its stop on BI's doorstep and takes only 10 minutes to the city center. Along the river you will find nice footpaths, which will take you into the woods surrounding Oslo in one direction or to the Oslo fjord in the other.



Oslo for you

What's on in Oslo during the conference? Event calendar for Oslo with concerts, opera, sports and entertainment.

Sunday June 16

Norwegian Wood Rock Festival	Frognerbadet	
Oslo Beer Week	Grünerløkka	
Mini Cruise: Hop on-hop off	Start: Rådhusbrygge 3	09:45 – 15:15
Grünerløkka Culture and Market Days	Grünerløkka	10:00 – 22:00
Guided tour of Oslo City Hall	Oslo rådhus	10:00
	Oslo rådhus	12:00
	Oslo rådhus	14:00
Old town concert/lecture series	Mariakirkens ruiner	10:30
Oslo Medieval Festival	Middelalderparken	11:00 – 18:00
Pirate cruise	Start: Rådhusbrygge 3	12:00 – 13:30
	Start: Rådhusbrygge 3	14:00 – 15:30
Pirate cruise	Christian Radich	12:00 – 15:00
Sunday market around Blå	Blå	12:00 – 17:00
Arjuna Puppet Show (No.)	Kommandantboligen, Hovedøya	12:30
	Kommandantboligen, Hovedøya	14:30
Storytelling (No.): Høna tripper i berget	Det Internasjonale Barnekunstmuseet	12:30
	Det Internasjonale Barnekunstmuseet	13:30
	Det Internasjonale Barnekunstmuseet	14:30
Guided tour (No.): Tjuvholmen architecture	Tjuvholmen	13:00
Guided tour of Akershus Fortress (No.)	Akershus festning	13:00
Children's Cinema	Cinematket, Filmens Hus	14:00
Children's theatre (No.)	Cafeteatret	14:00
Guided tour of Akershus Fortress (No.)	Akershus festning	14:00
Summer concert in the courtyard	Vigeland-museet	14:00 – 16:00
Guided tour (Eng.): Akershus Fortress through 700 years	Akershus festning	15:00
Oslo Philharmonic: open air concert	Myraløkka, Sagene	15:00
Sunday Classics	Ingensteds	19:00 – 21:00

Monday June 17

Mini Cruise: Hop on-hop off	Start: Rådhusbrygge 3	09:45 – 15:15
Guided tour of Oslo City Hall	Oslo rådhus	10:00
	Oslo rådhus	12:00
	Oslo rådhus	14:00
Guided tour of Akershus Fortress (No.)	Akershus festning	12:00
Guided tour (Eng.): Akershus Fortress through 700 years	Akershus festning	14:00
Guided tour of Akershus Fortress (No.)	Akershus festning	16:00
Walking tour (No./Eng.): Oslo Promenade	Start: Oslo rådhus (sea side)	17:30 – 19:00
Theatre (No.): Uncle Vanya	Nationalteatret, Hovedscenen	19:30

Tuesday June 18

Mini Cruise: Hop on-hop off	Start: Rådhusbrygge 3	09:45 – 15:15
Guided tour of Oslo City Hall	Oslo rådhus	10:00
	Oslo rådhus	12:00
	Oslo rådhus	14:00
Guided tour of Akershus Fortress (No.)	Akershus festning	12:00
Guided tour (Eng.): Akershus Fortress through 700 years	Akershus festning	14:00
Guided tour of Akershus Fortress (No.)	Akershus festning	16:00
City walk (No./Eng.): Discover Harry Hole's Oslo	Start: Best Western Karl Johan Hotell	17:00 – 19:00
Opera: Salome	Den Norske Opera & Ballett	19:00
Show (No.): Sommerlatter 2013	Latter på Aker Brygge	19:00
Theatre (No.): Uncle Vanya	Nationalteatret, Hovedscenen	19:30
Burt Bacharach	Folketeateret	20:30

More info @ visitoslo.no

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