
**PROJECTS AS
ARENAS FOR
RENEWAL AND
LEARNING
PROCESSES**

**EDITED BY
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AND
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Kluwer Academic Publishers

Projects As Arenas For Renewal And Learning Processes

Damian Hodgson, Svetlana Cicmil



Projects As Arenas For Renewal And Learning Processes:

Projects as Arenas for Renewal and Learning Processes Rolf A. Lundin, Christophe Midler, 2012-12-06 There is a growing tendency to organize various aspects of business life by projects and to set up temporary organizations in a competition where speed and adaptability becomes a major necessity Organizing by projects is perceived as a good way to ensure action and to stress the importance of getting work done However there is a need to balance the stress on action so that learning capabilities are not only retained but augmented Projects as Arenas for Renewal and Learning Processes provides examples of how different types of projects function from a learning or renewal perspective taken from a wide variety of real life environments in industrial and public organizations This book illustrates the mistaken habit of assuming too much in the project area for example project notions are in fact culture dependent classical market oriented contracting business relations do not fit with the learning dimension of projects and long term learning on core competencies and product development projects need to be connected The book is also intended to represent many of the research frontiers in the project field Enhancing learning capabilities is or should be of a mutual concern to researchers and managers alike

Projects as Business Constituents and Guiding Motives Rolf A. Lundin, Francis Hartman, 2012-12-06 The purpose of *Projects as Business Constituents and Guiding Motives* is to describe and analyse the roles that projects play in business The editors authors and researchers are convinced that projects are of significant importance at virtually every level of society even though companies are the focus of this book Projects are not merely conspicuous components of businesses they in fact signal what businesses are all about As you will see from some of the contributions to this book these signals come in different forms and have different effects Thus the various contributions to this book also mirror a kind of uncertainty as to what this phenomenon that is called project is all about Rather than trying to define what it really is the editors have opted for the alternative namely to let some of the variation be replicated in the different contributions One important reason for the variations is that each author wants to stress a different aspect of projectisation The editors illustrate some of the variations as they appear in the minds of researchers and in the minds of those who work with projects every day They believe that they do greater justice to the field by taking this stance at this stage in the evolution of project management The book is structured in four sections The first section includes four chapters elaborating on various aspects of the roles projects play for shareholders for management for the global scene and for the more or less continuous reorganising efforts that characterise most industries at the present time The second section deals with how projects fit in with traditional business processes and the challenges that face project management as well as the generic business procedures The third section brings forward some of the most essential matters when it comes to the future of business organisations Innovation projects have a completely different character compared to traditional projects and when entire industries go through thorough transformations attending to project matters will be part of that change One of the most often repeated statements in

business is that people matter in the last section that statement is scrutinised in a projectised environment This volume has a wide international selection of authors Eight different nationalities are represented The collection is relevant to academics in business administration project management and organisation behaviour It should also appeal to a significant secondary audience professionals in project management business strategy and organisation Cultivating Learning within Projects A. Sense,2007-10-31 This book offers a fresh perspective on how to cultivate learning within a project environment It provides a framework to facilitate project practitioners systematic reflection on their learning activities and to help them build a project learning practice Combining theory and data it will appeal to a wide academic and practitioner audience The Innovating Organization Andrew M Pettigrew,Evelyn M Fenton,2000-06-29 The contributors have collectively put forward new theories of change and management which have been informed by various programmes of research A notable resource for both researchers and practitioners as they continue to understand the cross disciplinary nature of the dialogue on organizations Leadership and Organization Development Journal The Innovating Organization is a systematic empirical study of the change in forms from traditional multi divisional hierarchies to flatter less rigid networks The rich array of data generated by the eight current international case studies provides fresh insights into the network organization and suggests new methodologies for organizational research Coopers Lybrand BP Unilever Rabobank and Saab are amongst the companies surveyed **Middle Managers in Program and Project Portfolio Management** Tomas Blomquist,Ralf Müller,2006-01-01 The increasing projectization of organizations has led to a greater reliance on program and project portfolio management and middle managers are playing a central role in the management of multiple simultaneous projects Experienced project managers understand the value of defining project roles and responsibilities but what are middle managers roles and responsibilities in program and project portfolio management What are the best practices of successful companies today **Convergence of Project Management and Knowledge Management** Taverekere Srikantaiah,Michael E. D. Koenig,Suliman Hawamdeh,2010-11-16 This book focuses on the proper access and delivery methods for explicit knowledge in projects and also concentrates on tacit knowledge unknown and unavailable to most people in project environments This book also discusses the benefits of managing knowledge in projects provides techniques and addresses strategy and deployment issues that will increase the rate of return on projects **Knowledge Science, Engineering and Management** Dimitris Karagiannis,Zhi Jin,2009-11-17 This book constitutes the refereed proceedings of the Third International Conference on Knowledge Science Engineering and Management KSEM 2009 held in Vienna Austria in November 2009 The 42 revised full papers and 2 discussion panels presented were carefully reviewed and selected from numerous submissions for inclusion in the book The papers provide new ideas and report state of the art research results in the broad areas of knowledge science knowledge engineering and knowledge management Managing and Working in Project Society Rolf A. Lundin,Niklas Arvidsson,Tim Brady,Esil Ekstedt,Christophe Midler,Jörg Sydow,2015-07-02 In this

book leading authorities on project organizing explore the growing deployment of projects and other types of temporary organizations with a focus on the challenges created by projectification The way projects are coordinated and handled influences the success of innovation and change within organizations and is critical for strategic development in our societies yet it is often at odds with the institutions of traditional industrial society Drawing on both theoretical perspectives and real world cases this book sheds light on the transformation toward a project society and explores the effects opportunities and conflicts it has created As change continues the authors make a case for renewing institutions and mind sets and provide a foundation from which to discuss societal changes for the future This is an invaluable book for researchers and students in project management and organizational theory programs as well as professionals involved in the management of projects

Routledge Handbook of Planning and Management of Global Strategic Infrastructure Projects Edward Ochieng, Tarila Zuofa, Sulafa Badi, 2020-12-30 This book examines complex challenges in managing major strategic economic and social infrastructure projects It is divided into four primary themes value based approach to infrastructure systems appraisal enabling planning and execution financing and contracting strategies for infrastructure systems and digitising major infrastructure delivery Within these four themes the chapters of the book cover the value and benefits of infrastructure projects planning for resilient major infrastructure projects sustainable major infrastructure development and management including during mega events improving infrastructure project financing stakeholder engagement and multi partner collaborations delivering major infrastructure projects effectively and efficiently whole life cycle performance operations and maintenance relationship risks on major infrastructure projects public private partnerships design thinking principles and innovation and technology By drawing on insights from their research the editors and contributors bring a fresh perspective to the transformation of major strategic infrastructure projects This text is designed to help policymakers and investors select and prioritise their infrastructure needs beyond the constraining logic of political cycles It offers a practical set of recommendations for governments on attracting private capital for infrastructure projects while creating clear social and economic value for their citizens Through theoretical underpinning empirical data and in depth informative global case studies the book presents an essential resource for students researchers practitioners and policymakers interested in all aspects of strategic infrastructure planning project management construction management engineering and business management

The Oxford Handbook of Megaproject Management Bent Flyvbjerg, 2017-04-13 The Oxford Handbook of Megaproject Management provides state of the art scholarship in the emerging field of megaproject management Megaprojects are large complex projects which typically cost billions of dollars and impact millions of people like building a high speed rail line a megadam a national health or pensions IT system a new wide body aircraft or staging the Olympics The book contains 25 chapters written especially for this volume covering all aspects of megaproject management from front end planning to actual project delivery including how to deal with stakeholders risk finance complexity innovation governance

ethics project breakdowns and scale itself Individual chapters cover the history of the field and relevant theory from behavioral economics to lock in and escalation to systems integration and theories of agency and power All geographies are covered from the US to China Europe to Africa South America to Australia as are a wide range of project types from hard infrastructure to soft change projects In depth case studies illustrate salient points The Handbook offers a rigorous research oriented up to date academic view of the discipline based on high quality data and strong theory It will be an indispensable resource for students academics policy makers and practitioners

SAGE Directions in Organization Studies Stewart R Clegg,2009-09-26 SAGE has unparalleled depth in journal back lists in the field of organization studies and publishes several of the top journals in the field including Organization Human Relations and Organization Studies This four volume set brings together over sixty of the key papers published in SAGE books and journals since the turn of the millennium many of which are not easily available in traditional library holdings Professor Stewart Clegg is widely recognised as a preeminent scholar of organization studies and together with an international editorial board of ten renowned scholars in the field has arranged this selection to help the reader better understand the developments in the field from different perspectives Emphasis is placed on the history of the present of organization studies with articles that discuss contemporary issues and foreshadow further developments in the field across popular theoretical perspectives such as discourse analysis institutional theory and complexity theory

Handbook on Innovation and Project Management Andrew Davies,Sylvain Lenfle,Christoph H. Loch,Christophe Midler,2023-10-06 Identifying the origins and evolution of innovation and project management this unique Handbook explains why and how the two fields have grown and developed as separate disciplines highlighting how and why they are now converging It explores the theoretical and practical connections between the management of innovations and projects examining the close relationship between the disciplines

The Wiley Guide to Project Organization and Project Management Competencies Peter W. G. Morris,Jeffrey K. Pinto,2007-09-21 THE WILEY GUIDE TO Project Organization Project Management Competencies A guide to the human factors in project management knowledge learning and maturity THE WILEY GUIDES TO THE MANAGEMENT OF PROJECTS address critical need to know information that will help professionals successfully manage projects in most businesses and help students learn the best practices of the industry They contain not only well known and widely used basic project management practices but also the newest and most cutting edge concepts in the broader theory and practice of managing projects This third volume in the series covers a range of organizational and people based topics that are occupying the project management world today The essence of project management represents a people challenge the ability to appreciate and effectively employ the competencies of all those who are associated with the project development and delivery process This book explains how you can more successfully manage a project from inception through delivery by learning how to handle critical issues around structure teams leadership power and negotiation and the whole area of competencies The expert contributors also include chapters on global project

management knowledge and standards the role of project management associations around the world project management maturity models and other key topics Complete your understanding of project management with these other books in The Wiley Guides to the Management of Projects series The Wiley Guide to Project Control The Wiley Guide to Project Program Portfolio Management The Wiley Guide to Project Technology Supply Chain Procurement Management

Research Handbook on Sustainable Project Management Gilbert Silvius, Martina Huemann, 2024-07-05 This Research Handbook provides a comprehensive overview of the role of project management in sustainable development Examining how to successfully integrate sustainability into the processes and practices involved it highlights the significant development in sustainable project management whilst exploring potential future directions for the field

Human Resource Management in the Project-Oriented Organization Martina Huemann, Anne Keegan, Rodney Turner, 2018-09-14 Human Resource Management HRM in project oriented organizations is a relatively unexplored topic though it is essential to the success of the organization and its competitive advantage Project oriented organizations operate differently from classic business organizations in that they adopt temporary organizations in the form of projects and programs therefore the HRM approach they adopt should support this unique structure Human Resource Management in the Project Oriented Organization takes a look at the multiple facets of HRM and how HRM should be applied in project oriented organizations It is important for both human resource managers and project managers to adopt specific HRM practices and processes when working in project oriented organizations due to the effect these procedures have on employee perception of the work environment and the employment relationship Through four in depth case studies over a spread of organizations Human Resource Management in the Project Oriented Organization investigates the distinctive characteristics of project oriented organizations that lead to the need for specific HRM practices and considers the implications for organizations projects and individuals

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Project Management Stewart R. Clegg, Torgeir Skyttemoen, Anne Live Vaagaasar, 2024-11-01 The second edition of this comprehensive textbook has been fully revised and updated streamlining chapters and ensuring accessibility Sustainability is now at the core of this textbook showing students how projects can achieve success and create value for all stakeholders ensuring projects for people planet and prosperity Key features of this edition include Sustainability Development Goal icons throughout highlighting where topics related to sustainability are covered New and expanded coverage of agile approaches remote working digitalisation artificial intelligence and Industry 4.0 Over 100 case studies from across different industries and countries such as Spain Denmark Qatar Kenya South Africa Australia and Brazil With an array of pedagogical features and complemented by supplementary online resources this textbook is essential reading for students and managers undertaking a project management course at either the undergraduate or postgraduate level

Making Projects Critical

Damian Hodgson, Svetlana Cicmil, 2006-04-20 Making Projects Critical is an edited collection contributed by a range of international scholars linking the area of project management with critical management perspectives Challenging recent debates on inherent problems in project management the text considers project management within a wider organizational and societal context *Theoretical and Conceptual Frameworks in ICT Research* Kandiero (PhD), Agripah, Bigirimana, Stanislas, Chizwina, Sabelo, 2023-12-29 Research that is based on appropriate theoretical or conceptual frameworks ensures valid and credible research objectives and the production of relevant results that complement existing literature on a research problem Innovative and relevant knowledge is produced using appropriate theories and concepts Despite the importance of theoretical and conceptual frameworks to research many researchers have difficulties applying them appropriately in their research Researchers in information systems have limited exposure to theories of societal and human development that should guide them in applying their knowledge of information systems to address real world problems *Theoretical and Conceptual Frameworks in ICT Research* presents a collection of practical case applications of theoretical and conceptual frameworks in information systems research It guides researchers of information systems to explore and use appropriate theoretical frameworks This book further tests different theories and frameworks and recommends their effectiveness and improvement and identifies context specific theoretical and conceptual frameworks Covering topics such as decision electronic health record implementation institution management and technology adoption this premier reference source is an essential resource for policymakers educators and advanced level students of higher education information systems professionals librarians researchers and academicians *The Oxford Handbook of Project Management* Peter W. G. Morris, Jeffrey K. Pinto, Jonas Söderlund, 2012-07-19 The Oxford Handbook of Project Management presents and discusses leading ideas in the management of projects Positioning project management as a domain much broader and more strategic than simply execution management this Handbook draws on the insights of over 40 scholars to chart the development of the subject over the last 50 years or more as an area of increasing practical and academic interest It suggests we could be entering an emerging third wave of analysis and interpretation following its early technical and operational beginnings and the subsequent shift to a focus on projects and their management Topics dealt with include the historical evolution of the subject its theoretical base professionalism business and societal context strategy organization governance innovation overruns risk information management procurement relationships and trust knowledge management practice and teams This handbook is of particular relevance to those interested in the research issues underlying project management

Commercial Management of Projects David Lowe, Roine Leiringer, 2008-04-15 This is the first book to establish a theoretical framework for commercial management It argues that managing the contractual and commercial issues of projects from project inception to completion is vital in linking operations at the project level and the multiple projects portfolios programmes level to the corporate core of a company The book focuses on commercial management within the context

of project oriented organisations for example aerospace construction IT pharmaceutical and telecommunications in the private and public sectors By bringing together contributions from leading researchers and practitioners in commercial management it presents the state of the art in commercial management covering both current research and best practice Commercial Management of Projects defining the discipline covers the external milieu competition culture procurement systems the corporate milieu corporate governance strategy marketing trust outsourcing the projects milieu management of uncertainty conflict management and dispute resolution performance measurement value management and the project milieu project governance contract management bidding purchasing logistics and supply cost value reconciliation Collectively the chapters constitute a step towards the creation of a body of knowledge and a research agenda for commercial management

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