



**9th International Workshop in Project & Programme Management
&
4th International Research Seminar in Project & Programme Management**

Special EDEN Doctoral Seminar

August 17 to 21, 2009 – ESC Lille, Amphi A, Lille

Perspectives on Projects: Project Attributes



Programme



PLACE DE BROUCKÈRE-PLEIN - 31 - 1000 BRUSSELS - BELGIUM - Tel: 32 2 2266660 - Fax: 32 2 5121929
SPECIAL EDEN DOCTORAL SEMINAR ON PERSPECTIVES ON PROJECTS

PROJECT ATTRIBUTES

LILLE, AUGUST 17-21, 2009

INTRODUCING EDEN

EDEN calls to everyone's mind the garden of earthly delights to which the Book of Genesis refers. It evokes the attractive and creative environment that EIASM offers to young promising scholars who undertake the exciting doctoral adventure.

Through the creation of EDEN, EIASM will contribute to the most critical phases in a scholar's life cycle : i.e. his/her introduction to and early growth on the academic market. Thanks to its unique image and its organizational competitive advantages (core of associations, autonomy and flexibility), EIASM can indeed be very efficient at:

- inserting young doctoral fellows into a highly stimulating system where European researchers can interact (within and across associations), sharing common objectives and concerns ;
- helping them in the positioning of their own work in relation to European research generally : expose them to various research traditions and orientations, open their minds to the international/global perspectives to be adopted when looking at the Management environment, make them aware of the challenges Management is facing in Europe (globalization, new technologies, etc.) ;
- creating a network of European educators active at the doctoral level in Management.

The development of EDEN will be organized around an integrated set of doctoral seminars which will bring participants into systematic interaction, leading them to comparing their approaches and cross-examining their research work. It will consist of a mix of intensive one-week seminars dealing with advanced research methodology issues in Management, as well as with the frontiers of their specific area of interest.

EIASM involves not only the best doctoral students and their supervisors, but also the institutions to which they belong. Therefore the doctoral seminars will be decentralized: alternating locations and establishing « linkages » with leading European Business Schools. Since June 1988, when the programme was launched, 2010 doctoral students from all over Europe have become EDEN fellows and 238 professors have acted as EDEN faculty members.

PROGRAMME COORDINATOR

Prof. Rodney Turner, Lille School of Management

E-mail: r.turner@esc-lille.fr; rodneyturner@europrojex.co.uk

FACULTY

Prof. Christophe N. Bredillet, Lille School of Management

Prof. Rodney Turner, Lille School of Management

Dr Phillippe Ruiz, Lille School of Management

Prof. Ralf Müller, Umea University

Dr Martina Huemann, Vienna University of Economics and Business Administration

Dr Frank T Anbari, George Washington University

Prof. Lynn Crawford, Bond University, Brisbane, Lille School of Management, Lille

PROGRAMME OBJECTIVE

The seminar has two aims:

1. To provide a forum for doctoral students in project management from Europe and around the world, where they can share experiences in studying project management, exchanging information on:

- research and theoretical paradigms appropriate for project management
- research methodologies appropriate for research in project management
- literature on project management to inform their studies

2. To introduce doctoral students in project management to the system of classification of Projects developed by Professors, Lynn Crawford, Brian Hobbs and Rodney Turner, and to explore with them different paradigms appropriate to different types of project, and to work with them to develop an overarching theory of project management within which they can place their studies.

Sponsored by PMI, Lynn Crawford, Brian Hobbs and Rodney Turner developed a classification system for projects. From an extensive research of the literature, and through focus groups and a web-based questionnaire they identified that people use a vast array of typologies for categorizing projects. The different typologies they grouped into fourteen attribute areas:

1. Application area/technology (technology, industry)
2. Stage of life-cycle
3. Stand alone or grouped (programs, portfolios, project based/oriented organization)
4. Strategic importance
5. Strategic driver
6. Geography
7. Project scope
8. Timescale
9. Risk
10. Ambiguity
11. Complexity
12. Customer/supplier relationship
13. Ownership/funding
14. Contracts

For the purpose of this doctoral seminar we have grouped these fourteen attribute areas into five super-groups

Application

Industry, technology, stage of the life-cycle

Context

Programs, portfolios, project-based organizations, project-oriented organizations
Strategic importance, strategic drivers, owners and funding

Difficulty

Risk, ambiguity, complexity

Commercial

Contracts and procurement, relationships with customers and suppliers
Owners and funding (again)

Coverage

Project scope, projects timescale, geography

It is recognized that the theoretical basis of project management is evolving, and this is an encumbrance to research in project management. With a weak theoretical basis, research paradigms are weak, and that is a threat to the research methodologies that follow. Our aim is to explore the different attributes areas of projects as a basis for a theoretical basis for developing tools, methods and approaches for managing projects from which appropriate project management can be developed, and to explore the research paradigms that potentially underpin each typology and the methodological approaches that follow.

A day will be devoted to the analysis of each of the super groups. We plan to have an input from project management practitioners about how they approach the management of each type of project and select appropriate methodologies for their management. We also expect them to identify where current shortcomings on the theory of project management lead to a lack of appropriate tools, methods and approaches for the management of their projects. We then would ask doctoral students researching in that field to make a presentation on their studies, describing the research they are conducting, the research paradigm they are adopting, and how they plan to gather and analyze data. Finally the academic host for that day would summarise what we have heard to develop a research paradigm for that attribute area.

At ESC Lille we have run a research seminar in project management in August every year since 2001, so this would be the 9th in a continuous series.

This will be the second time we have aligned this successful series with EIASM and the EDEN initiative. (For last year event see www.eden-pm.org)

PRACTICALITIES

TIME AND LOCATION

The seminar will be held at the LILLE SCHOOL OF MANAGEMENT, Lille, France.

The programme will start on August 17, 2009 and is scheduled to end August 21, 2009

PARTICIPATION FEE

The participation fee is 1500 €. This fee includes participation to the seminar, the documents, lodging and a number of dinners. Doctoral students will be assigned rooms for two.

Should you wish a single room, an extra fee of 25 € per night will be charged to you.

Cancellations made before July 30, 2009 will be reimbursed with 10% deduction of the total fee. No reimbursement will be possible after this date.

We will be happy to waive the registration fees to any applicant referring to one of the following network of colleagues & partners: EIASM, EURAM, AoM, Rethinking PM Network, IRNOP, APM academic network, PMI academic & research network and GACPM colleagues; International Center for Complex Project Management (ICCPM), IPMA research network & Young crews, PMAJ. (In case doubt, just contact us). Participants will just have to cover the accommodation and travel expenses.

EIASM SCHOLARSHIPS

The Institute offers a limited number of scholarships of 700 € each. Scholarships are strictly limited to students coming from an EIASM Institutional Member (the Academic Council). Allocation of the scholarships is entirely at the discretion of the European Institute.

APPLICATIONS

Interested doctoral students should apply to Nadine Sauzé at eden-PM@esc-lille.fr no later than June 17, 2009. Besides doctoral students, other researchers may participate. The selection among the applicants will be conducted by the programme coordinator. They will review the following documents which should necessarily complement each application form:

- the applicant's curriculum vitae demonstrating his/her capabilities of doing research ;
- a letter of recommendation of his/her local faculty supporting the application ;
- a two-page description of his/her doctoral research, indicating the general objectives.

For more information, please contact:

ESC Lille
Ms. Nadine Sauzé
e-mail: eden-PM@esc-lille.fr
telephone: +33-3-20 21 59 72
fax: +33-3-20 21 59 74

EIASM
Ms. Nina Payen
EDEN Manager, EIASM - PLACE DE BROUCKÈRE-PLEIN - 31 - 1000 BRUSSELS - BELGIUM
Tel: 32 2 2266661 - Fax: 32 2 5121929
Email: nina@eiasm.be



This event is sponsored by

CONSEIL REGIONAL NORD – PAS DE CALAIS
DIRECTION ENSEIGNEMENT SUPÉRIEUR,
RECHERCHE ET NOUVELLES TECHNOLOGIES



ESC Lille
Lille School of Management Research Centre



With participation of



Timetable

ESC Lille EDEN Doctoral Seminar 2009 Perspectives on Projects: The Attributes of Projects

Time	Monday	Tuesday	Wednesday	Thursday	Friday
Theme	Application	Context	Commercial	Difficulty	Coverage
09.00-10.00	Welcome (Christophe Bredillet) Application Area in Practice Dov Dvir	Programs and Portfolios in Practice The project-based organization Hiroshi Tanaka	Commercial Management of Projects in Practice David Lowe	Complexity, Ambiguity and Risk in Practice Ed Hoffman and Tony Maturo	Virtual Projects Liz Lee-Kelley
10.00-11.00	Life-cycle in Practice Graham Winch	Projects and strategy in practice Aaron Shenhar	Owners and Finance Xue Yan	NASA	International Projects Siemens Speaker TBA
11.00-11.30	Coffee Break	Coffee Break	Coffee Break	Coffee Break	Coffee Break
11.30-11.50	Doctoral presentations	Doctoral presentations	Doctoral presentations	Doctoral presentations	Doctoral presentations
11.50-12.10	Doctoral presentations	Doctoral presentations	Doctoral presentations	Doctoral presentations	Doctoral presentations
12.20-12.30	Doctoral presentations	Doctoral presentations	Doctoral presentations	Doctoral presentations	Doctoral presentations
12.30-12.50	Doctoral presentations	Doctoral presentations	Doctoral presentations	Doctoral presentations	Doctoral presentations
12.50-14.00	Lunch	Lunch	Lunch	Lunch	Lunch
14.00-14.20	Doctoral presentations	Doctoral presentations	Doctoral presentations	Doctoral presentations	Academic Summary
14.20-14.40	Doctoral presentations	Doctoral presentations	Doctoral presentations	Doctoral presentations	Martina Huemann
14.40-15.00	Doctoral presentations	Doctoral presentations	Doctoral presentations	Doctoral presentations	Close Christophe Bredillet

Time	Monday	Tuesday	Wednesday	Thursday	Friday
15.00-16.00	Academic summary Ralf Müller	Management by project The project-oriented organization Roland Gareis	Islamic finance Speaker to be announced	Academic summary Lynn Crawford	Coffee Break
16.00-16.15	Coffee Break	Coffee Break	Coffee Break	Coffee Break	Coffee Break
16.15-17.00	Conducting Project Management Research Shankar Sankaran	Academic summary Hans-Georg Gemünden	Academic summary Rodney Turner	PhD Examination	
17.00-17.15	Coffee Break	Coffee Break	Coffee Break		
17.00-18.30	PhD Examination	PhD Examination	PhD Examination		
Evening	Diner	Diner	Diner	Diner National Song Contest	

Application

Application area
* Technology

* Industry
Life-cycle

Context

Stand-alone or grouped
* Mega projects

* Programs
* Portfolios
* Project-based organization
* Project-oriented organization
Strategic drivers
Strategic importance
Owner and finance

Commercial

Contracts
Customer and supplier relations
Owner and finance (again)

Difficulty

Complexity
Ambiguity
Risk

Coverage

Scope
Timescale
Geography