

IPMA presents Research Awards at the 26th IPMA World Congress

by Jouko Vaskimo

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International Project Management Association (IPMA) has recognized excellence in project management research, and awarded **IPMA Research Awards 2012** at the 26th IPMA World Congress. IPMA research awards are organized into four categories to appropriately recognize outstanding contributions: The **IPMA Young Researcher Award** honors young researchers, for research which has led to a PhD. In this category the jury recognizes, in addition to the category winner, further excellent research contributions with the **IPMA Outstanding Research Contribution by a Young Researcher** award. The **IPMA Research Award** honors established project management researchers for a particular research project accomplished. The prestigious **IPMA Research Achievement Award** – awarded per nomination only – honors an exceptional project management researcher for his or her achievements in research and contributions to the project management practice. The IPMA Research Achievement Award is the highest research-related award by IPMA, and highly respected by the project management research community. The awards were presented to the awardees in the 26th IPMA World Congress Gala Awards Dinner by Professor **Mladen Radujkovic**, IPMA Vice President of Research and Education / Training, Dr **Martina Huemann**, a member of the IPMA Research Management Board and director of the IPMA Research Awards, and Mr **Miles Shepherd**, a member of the IPMA Research Management Board and Congress Program Chair.



In the photograph (from left to right): Professor Mladen Radujkovic, Professor Rodney Turner (photos courtesy Jouko Vaskimo)

Professor **Rodney Turner**, SKEMA Business School, was awarded the IPMA Research Achievement Award 2012 for his achievement in research, and his contributions to the project management practice as well as to the advancement of project management as a research field leading to its recognition in academia. He is one of the first academics to have moved from the single project perspective into the more strategic perspective of the project-based organisation. His current interests include project-oriented leadership, project governance, ethics and trust, the management of projects in small to medium-sized enterprises and the management of complex projects. Professor Turner is the managing consultant at EuroProjex Ltd, Scientific Adviser to the PhD program in Project and Programme Management at SKEMA Business School, Adjunct Professor at the University of Technology Sydney and the Kemmy Business School, Limerick and Drexel University Philadelphia, and Visiting Professor at Kingston Business School.

During the IPMA World Congress Gala Awards Dinner Professor Turner was nominated **IPMA Honorary Fellow** by IPMA President Mr **Roberto Mori** in recognition of his contributions to IPMA. Professor Turner is best known as the executive editor of the International Journal of Project Management (IJPM), and achieving ranking of IJPM with the Thompson ISI Index with a score higher than 1.5 is one of his major accomplishments. Professor Turner served as IPMA President in 1999 ... 2000 and Chairman of the IPMA Council of Delegates in 2001 ... 2002. He has also held numerous positions through which he has contributed to the further development of project management nationally as well as internationally. Professor Turner is Vice President, Honorary Fellow and former chairman of the UK Association for Project Management (APM).



In the photograph (from left to right): Mr Roberto Mori and Professor Rodney Turner

Professor **Monique Aubry** and Professor **Brian Hobbs** of University of Montreal, and Professor **Ralf Müller** of BI, Norway, were awarded the IPMA Research Award 2012 for their research program “*The Project Management Office and its Contribution to Organisational Performance*”. The core research team was represented in the IPMA World Congress Gala Dinner by Professor Aubry. Focusing on Project Management Offices (PMO), the research program was conducted between 2003 and 2011. PMOs provide an excellent possibility to observe formalisation in managing multiple projects within an organisation. The research goal was to achieve five specific objectives:

- To describe the reality of PMOs, their characteristics, and their tasks.
- To understand PMOs’ context, including their history, the socio-economic-technological system in which they evolve.
- To understand the frequent change of PMOs.
- To understand PMOs’ contributions to organisational performance and to major organisational transformations
- To understand the interconnection of multiple PMOs in large organisations as communities of PMOs and the governance of these communities.



In the photograph (from left to right): Dr Martina Huemann, Mr Miles Shepherd, and Professor Monique Aubry

The main outcomes include three monographs and eleven peer-reviewed articles in academic project management journals. The research program papers, many of them winning best paper awards, have been presented in over 20 research conferences. Enhancements to the project management discipline which stem from the research program on PMOs include better knowledge of what PMOs are in terms of context, characteristics and the activities PMOs perform, as well as a typology of PMOs. The core research team acknowledges the contribution by **Tomas Blomquist**, **Johannes Glöckler**, **Mélanie Lavoie-Tremblay**, **Marie-Claire Richer**, **Denis Thuillier** and **Barbara Unger**.

Dr **Neil Turner**, Cranfield University, UK, was awarded the IPMA Young Researcher Award 2012 for his research "*The management of ambidexterity – an intellectual capital perspective*". This research investigated how project managers orchestrate ambidexterity. The work addressed a managerial problem (how to manage knowledge and learning), and a theoretical one (how to conceptualize ambidexterity-in-action). For practitioners, its objective was greater understanding of an increasingly 'hot topic'. For theory, it joins an existing conversation taking place in the organisational studies and management learning literatures. The research question was: 'How is ambidexterity achieved at the level of the project?', specifically investigating the role of the project manager. The first research phase involved interviewing project managers in a large IT-services company to identify how they used their skills and knowledge (operationalized in terms of intellectual capital elements). The second phase employed eight case studies in different business units of the company to investigate the practices by which managers in projects support the orchestration of ambidexterity. The findings showed multiple, complicated, forms of knowledge interaction at the individual, group and process level. Additionally, the cases showed different configurations of ambidextrous operation, and key managerial practices that enable ambidexterity at the project level.



In the photograph (from left to right): Dr Martina Huemann, Mr Miles Shepherd, Dr Neil Turner

Dr **Barbara Natalie Unger**, TU Berlin, was awarded the IPMA Outstanding Research Contribution by a Young Researcher 2012 for her research “*Towards a theory of project portfolio governance: Three key elements of project portfolio steering*”. The aim of her research was to investigate steering mechanisms for project portfolios and to contribute towards a theory of project portfolio governance. Despite the acknowledged importance of standard processes, procedures and actors in managing project portfolios, the steering/process-perspective had been neglected in previous governance-related research. In her research she focused on three key steering elements: (1) senior management involvement, (2) strategic project management offices and (3) process formalization. This research was part of her PhD at the Chair of Technology and Innovation Management, Technische Universität Berlin, Germany.



In the photograph (from left to right): Mr Miles Shepherd and Dr Barbara Natalie Unger

Professor **Lavagnon Ika**, Telfer School of Management at the University of Ottawa, Canada, was awarded the IPMA Outstanding Research Contribution of a Young Researcher 2012 for his research “*Project Success Factors and Dimensions in The International Development Field: The Perspectives of World Bank Project Supervisors and Managers*”. The research indicates project practitioners in any industrial sector have a lot to learn from other sectors, and that they may take advantage of the power of

benchmarking for success. It also lays the foundation for a reciprocal contribution between the fields of project management and international development. Thus, it welcomes project management for international development and submits that conventional project practitioners may learn a lot from international development projects given that these are typically multisectorial, social, technical, and political undertakings.



In the photograph (from left to right): Mr Miles Shepherd and Professor Lavagnon Ika

Professor **Robert Muir**, Drexel University, Philadelphia, PA, USA, was awarded the IPMA Outstanding Research Contribution of a Young Researcher 2012 for his research “*The Highway Project Performance (HPP) Study*” which examined empirical data collected from 65 projects completed by 10 public highway agencies across the Northeast and Mid-Atlantic regions of the United States. Research included determining frequency and magnitude of duration escalation and identifying the input variables of process, practices, conditions, and constraints under which typical highway projects are delivered. The HPP Study findings showed that approximately 66% of highway projects finish beyond the original contract duration with a mean Time Performance Index (TPI) of 0.859. Projects exposed to phased maintenance of traffic (MOT), utilities, streams or waterways, and railroads exhibit the greatest relative risk for duration escalation. Primary arterials, projects

that combine bridge and road work, and those located in urban environments also exhibit greater relative risk of duration escalation. The relative risk of duration escalation increases exponentially with increase of project cost. Late and on time project subsets exhibit differences in mean semantic differentials in constructability, the degree to which contract documents address constraints, quality and effectiveness of the contractor's schedule, and trust between the contractor and owner. The research process and findings provide the motivation for fundamental change within highway agencies to reduce the risk of duration escalation and present the necessary tools with which to implement a formalized risk management program. It also illustrates the importance of trust and communication as enablers of positive project performance.



In the photograph (from left to right): Mr Miles Shepherd and Professor Robert Muir

Dr **Karel de Bakker**, PBLQ Het Expertise Centrum, The Hague, The Netherlands, was awarded the IPMA Outstanding Research Contribution of a Young Researcher 2012 for his research “Dialogue on Risk – Effects of Project Risk Management on Project Success”. The study provides an answer to the question “*Does project risk management contribute to project success*” and more specifically to success in Enterprise Resource Planning (ERP) implementation projects. The existing literature is barely able to demonstrate evidence that project risk management contributes to IT project success. Moreover, the literature

demonstrates that assumptions, on which the influence of risk management on IT project success is based, are often incorrect. In order to further investigate the relationship between project risk management and project success, an extension to the existing model is proposed. The model extension assumes that project stakeholders interact during the execution of risk management activities, and that this interaction is able to influence project success. This is an addition to the existing (instrumental or non-social) model of risk management, which itself precludes stakeholder interaction. The additional model was investigated by interviewing numerous stakeholders (project managers, IT suppliers, customers) from ERP implementation projects. Stakeholders indicate that individual risk management activities, e.g. risk identification or risk allocation, generate so called communicative effects: action, perception, expectation and relation. These effects contribute to project success; they influence stakeholders' actions and stakeholders' common definition of the situation. Findings from case studies were confirmed by an experiment in which the effects of a single risk management activity were investigated. Results indicate that risk identification in which the project group discusses the risks contributes to project success in terms of higher quality and valuation of the result.



Network of Project Managers in Greece (PM-Greece) is the national Member Association of IPMA and ICEC. It originates from the PM-Greece Yahoo group established in 2001 to link together people from universities, contractors, construction management companies, and specialized software houses with an active interest in the application of project

management in Greece. Since 2005 PM-Greece has been legally established in Greece as a non-profit scientific association. PM-Greece membership is open to anyone with an active interest in project management who lives, works, or has an interest in Greek project affairs. For further information please navigate to www.pmgreece.gr.



Founded in 1965 and registered in Switzerland, **International Project Management Association (IPMA)** is the oldest global project management professional organization. IPMA is an international federation of more than 50 national project management societies in Africa, Asia, Europe and the Americas. IPMA annual World Congress is one of the largest and most important gatherings of project management authorities and leaders each year. The president of IPMA for 2011 and 2012 is Mr Roberto Mori. For further information

please navigate to www.ipma.ch.

About the Author



Jouko Vaskimo

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Jouko Vaskimo works as Development Manager at Aalto PRO, the Professional Development unit of Aalto University in Espoo, Finland. He is also an International Correspondent and Editorial Advisor for **PM World** in Finland. Jouko graduated from Helsinki University of Technology in 1992. Since then he has held project management related assignments with increasing levels for responsibility at Sinebrychoff Ltd, the oldest brewery in Scandinavia; Kemira Engineering Ltd, the leading chemicals manufacturer Finland; DNA Finland Ltd, a large Finnish mobile phone operator; Nokia Business Infrastructure; and Ixonos PLC, one of the leading Finnish ICT consultancies. Jouko holds the IPMA Level C (Project Manager) and Level B (Senior Project Manager) certificates and is the chairman of the Finnish IPMA Certification Body operating IPMA certification in Finland. He is a member of the Project Management Association Finland Board of Directors and a founding member of PMI Finland Chapter. He received the PMP certificate in 2003. Since October 2007, Jouko has been heading the Finnish delegation to ISO/PC 236 and ISO/TC 258. Jouko resides in Espoo, Finland and can be best contacted at jouko.vaskimo@aalto.fi.