Part of Symposium on Project Management 2015

# First Danish Project Management Research Conference

## Theory meets practice in projects

### Introduction

The Research Conference will gather a broad spectrum of researchers, practitioners and project management experts and facilitate a dialogue between theory and practice in projects.

The distinctive feature is a dialogue between academics and practicing project managers, which can neither be found at scientific conferences nor at professional conferences. Researchers are encouraged to share their knowledge of theoretical foundations in managing projects in various contexts and practitioners to share their experiences from practicing project management.
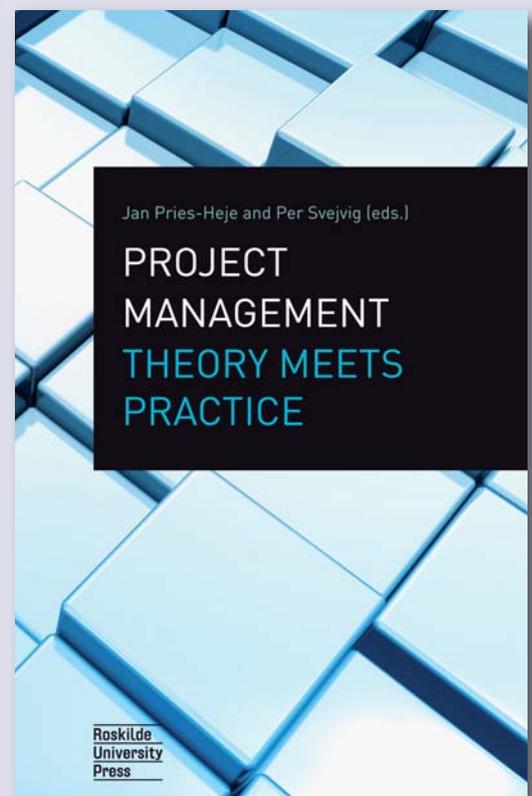
The conference is held as a separate stream at the symposium 20-21 May and is organised by the Danish Project Management Association, IPMA Denmark. The symposium is also this year's Nordic Symposium on Project Management, NORDNET 2015. For information on the full programme, see www.IPMA.dk/symposiet.

The participants of the Research Conference will receive a copy of the book "Project Management - Theory Meets Practice" with the proceedings of the Conference.

The Conference takes place on 21 May from 09.30 till 16.00 at IDA Meeting Center, Kalvebod Brygge 31, Copenhagen.

### Registration

For academics, researchers and Ph.D. students employed at universities the price for attending the Research Conference is DKK 2.500 VAT excl. For others attending the Conference alone the price for members of the association is DKK 4.000 and non-members DKK 4.500. For registration and further information, see www.IPMA.dk/symposiet.

Jan Pries-Heje and Per Svejvig (eds.)

**PROJECT MANAGEMENT THEORY MEETS PRACTICE**

Roskilde University Press

## 21 May 2015 in Copenhagen

**Danish Project Management Association,** Gydevang 39-41, DK-3450 Allerød, Denmark
Telephone +45 48241488, NORDNET2015@IPMA.dk · www.IPMA.dk/symposiet

# Thursday 21 May 2015

Read more about the content of the plenary and seminar sessions on www.IPMA.dk/symposiet

**09:30**      Arrival and registration

**10:00**      Seminar 19 of the Symposium

## Seminar 19 - Theory meets practice

Facilitated by
*Jan Pries-Heje*
Professor, Roskilde University

### Fast or Smart? How the Use of Scrum Can Influence the Temporal Environment in a Project
The agile method Scrum is now widely used in all types of projects. But how is the working environment changed by Scrum? Based on a study in a Danish municipality the answer to this question is; better synchronization of work, more time is considered productive and meaningful, but also a potential increase in experienced time pressure.

*Vibeke Kristine Scheller*
Academic assistant,
Roskilde University

### 'Frontload' in Complex Project Program Management to Aim for Lifetime Sustainability of Offshore Windmill Parks
Allocation of abundant resources in the early stages of a project – frontloading - turns out to be far more important than classical sequential stage-gate models. The paper develops a way it can be done, providing an important contribution to the understanding of project management in complex product systems (CoPS).

*Tove Brink*
Associate Professor,
University of Southern Denmark

### Metaphors in Projects - An Overlooked X-factor
Metaphors are pervasive in human thought and action, but have been an overlooked X-factor in projects and project management. Metaphors can be used to communicate about the process in a project e.g. as a fight you want to win and which tactic to use in order to win the fight.

*Per Svejvig*
Associate Professor,
Aarhus University

### Practical Implications of Process Theory in Project Management
Process-based theory is receiving increased attention in the field of organization studies where the aim is to study processes rather than structures. Process-based theories are also relevant within project management to enhance and refine the role as project manager e.g. from being a controller to a catalyst on processes, networker or referee.

*Jesper Schlamovitz*
Assistant Professor,
Roskilde University

**12:30**      Lunch

**13:30**      Seminar 20 of the Symposium

## Seminar 20 - Creating theory from practice

Facilitated by
*Per Svejvig*
Associate Professor, Århus University

### Are All We Need Heroes? - The New Role of the IT Project Manager
The project manager's role is changing. Today it is not enough just to use the traditional tools for project management. You must balance agile and plan-driven methods and constantly adapt to the situation. Two case-studies discuss how it can be done?

*Gitte Tjørnehøj*
Assistant Professor,
Aalborg University

### Hidden Goals in Projects: A Qualitative Exploratory Study of their Occurrence and Causes
Goals are important for the success of a project, but what about the hidden, tacit and covert goals? The study in this paper develops a typology to understand and work with the hidden targets, and tells the story of how the hidden targets evolve during the course of a project.

*Pekka Butler*
Doctoral student,
HANKEN School of Economics

### Bridging Gaps between IT and Business: IT Project Portfolio Management using Process Mining and P3M3 Maturity Model
Vestas IT Project Portfolio Management is analyzed by process mining and maturity model. The analysis shows that Vestas has difficulties in following the demand process and that they are not sufficiently proactive to ensure an optimal process.

*Nazli Shahim*
Vestas

### Governance of Projects and Value Generation in Project-oriented Organizations
Value and value creation from projects is a recurring theme. Two project-oriented organizations are analyzed for 11 principles concerning management of project in relation to value creation. The study shows that strong bonds are needed between the 11 principles in order to create value.

*Eva Riis*
Research Assistant,
University of Southern Denmark

**16:00**      Refreshment and End of Conference

We reserve the right to programme changes.