PROJECT MANAGEMENT

Edited by

PETER W. G. MORRIS

JEFFREY K. PINTO

and

JONAS SÖDERLUND



Contents

Juon

| | <i>y</i> | |
|----|--|------------|
| | f Figures f Tables | X |
| | f Contributors | XI Xiii |
| | Introduction: Towards the Third Wave of Project Management Peter Morris, Jeffrey Pinto, and Jonas Söderlund | 1 |
| | PART I: HISTORY AND FOUNDATIONS | |
| 1. | A Brief History of Project Management Peter W. G. Morris | 15 |
| 2. | Theoretical Foundations of Project Management: Suggestions for a Pluralistic Understanding Jonas Söderlund | 37 |
| 3. | The Evolution of Project Management Research: The Evidence from the Journals RODNEY TURNER, JEFFREY PINTO, AND CHRISTOPHE BREDILLET | 65 |
| 4. | Prospects for Professionalism in Project Management Damian Hodgson and Daniel Muzio | 107 |
| | PART II: INDUSTRY AND CONTEXT | |
| 5. | The Project Business: Analytical Framework and Research Opportunities Karlos Artto, Andrew Davies, Jaakko Kujala, and Andrea Prencipe | 133 |

| 6. | Projects and Partnerships: Institutional Processes and Emergent Practices MIKE BRESNEN AND NICK MARSHALL | 154 |
|-----|---|-----|
| 7. | Project Ecologies: A Contextual View on Temporary Organizations Gernot Grabher and Oliver Ibert | 175 |
| | PART III: STRATEGY AND DECISION-MAKING | |
| 8. | The P-Form Corporation: Contingencies, Characteristics, and Challenges Jonas Söderlund and Fredrik Tell | 201 |
| 9. | Implementing Strategy through Projects Christoph Loch and Stylianos Kavadias | 224 |
| 10. | Program Management: An Emerging Opportunity for Research and Scholarship Sergio Pellegrinelli, David Partington, and Joana G. Geraldi | 252 |
| 11. | Projects and Innovation: Innovation and Projects TIM BRADY AND MIKE HOBDAY | 273 |
| | PART IV: GOVERNANCE AND CONTROL | |
| 12. | Project Governance Ralf Müller | 297 |
| 13. | Over Budget, Over Time, Over and Over Again: Managing Major Projects Bent Flyvbjerg | 321 |
| 14. | Managing Risk and Uncertainty on Projects: A Cognitive Approach Graham M. Winch and Eunice Maytorena | 345 |

530

Subject Index