

# EURAM 2004 St. Andrews, Scotland

## Specialist Track: **The Governance of Projects**

### CALL FOR PAPERS

Dear colleague,

We have just heard from the local organisers of [EURAM 2004 at St Andrews](#) that, building on previous EURAM tracks in Stockholm on the 'Management of Complex Projects' and 'Project Studies', which came together in Milan under the heading of 'Managing Projects', the Academic Council (Professors Stewart Clegg, Howard Thomas, Anthony Hopwood, Leif Melin) has approved our proposal for a specialist track on **the Governance of Projects**.

We invite extended abstracts of 1000 words which will be double-blind refereed to enable the organisers to build a high quality programme for the track in line with the expectations of the conference organizers that the papers presented at EURAM 2004 should be of publishable quality. We have been allocated five 90-minute sessions during the programme, which means we can accept a maximum of twenty papers. In order to comply with the timescales for the conference as a whole, we have to embark on an accelerated process with tight deadlines that will be strictly adhered to.

Deadline for abstracts: 19 December, 2003

Notice of acceptance: 23 January, 2004

Final papers: 31 March, 2004

Please send your abstracts by e-mail to Neil Alderman ([Neil.Alderman@newcastle.ac.uk](mailto:Neil.Alderman@newcastle.ac.uk)) and Tim Brady ([T.M.Brady@bton.ac.uk](mailto:T.M.Brady@bton.ac.uk))

Please also note that this timescale will still give you time to meet the early-bird registration, which is being put back by two weeks from its original scheduled date.

### **The Governance of Projects**

In keeping with the theme of EURAM 2004, the objectives of this track are to address the issue of project governance in its broadest sense, to identify current and potential research activities that will begin to answer some of the questions surrounding how complex inter-organisational projects should be managed, and to move the project management agenda forward beyond the conventional approach to the subject driven by the well-established project management bodies of knowledge.

Issues of project governance shift the emphasis of attention away from the tools and techniques of project management and onto the strategic nature of the project process. Whilst internal strategic decision-making has an important bearing on project outcomes, the trend

towards more networked and inter-organisational forms of project activity creates another dimension to the strategy process within projects. The ability to manage social systems that extend across organisational and national boundaries, and to deal with different constituencies, becomes of paramount importance in bringing complex projects to fruition.

At the same time, project governance addresses new forms of collaboration and co-management amongst and between project members, which could be denoted as diversified governance. This is a form of governance that also needs to address issues of learning and the synthesis of knowledge in complex project settings.

*Key questions for the track include:*

- How are practices of governance shaped in complex projects?
- How appropriate are different mechanisms for the satisfactory governance of projects?
- How should stakeholders be engaged in the project process?
- What emergent organisational forms accompany temporary complex projects?
- How should projects interface with existing organisational structures and modes of governance?
- What are the new skills and capabilities required of project managers and other project employees in order to engage in diversified governance?
- What theoretical and methodological approaches are most appropriate for building new models and developing fresh insights into the governance of projects?

*Publication*

In accordance with the desire of the conference organisers to encourage presentations of publishable quality, we are seeking publication outlets for a book or journal special issue that will be based on the best papers presented in the Governance of Projects track.

We look forward to hearing from you soon so we can build a good track and maintain the momentum gained over the last few years in bringing project research to EURAM.