

Management of Projects Expert Group Newsletter

Welcome to our Newsletter

Welcome again to the Management of Projects Newsletter. Dr Cassandra Papadopoulou works hard to compile and edit our newsletters. I would also like to thank those who contributed to this issue. The purpose of the Newsletter is to share news and ideas with all our stakeholders (graduates, industry collaborators and partners and everyone interested in research and learning in project management). We always welcome ideas and suggestions for future Newsletters. I am particularly glad that we are reporting the success of Dr Mehmood Alam (AMEC), one of our MSc and PhD graduates, recently presented with the IPMA Young Researcher of the Year Award for 2011.

Professor Andrew Gale

Twitter @AWGale

Awards

Dr Peter Fenn, a Fellow of the Royal Institution of Chartered Surveyors and a Trustee of the Chartered Institute of Arbitrators has been awarded the First ARBRIX /Royal Institution of Chartered Surveyors Education Trust Prize for his proposal for work entitled: ***Uncertainty of the Cost of Conflict and Disputes: Towards a Predictive Model for Appropriate Dispute Resolution.***



Dr Fenn's research proposes a pragmatic, not idealistic, but theoretical research consideration of the factors facilitating dispute resolution. The research is concerned with efficiency, economy, practicality and not least legal efficacy and these issues will be paramount.

Acoustek® a pipeline inspection tool, co-invented and developed by **Dr Cassandra Papadopoulou**, won the Measurement in Action Award from the Institution of Engineering and Technology (IET) amongst 300 other entries. This recognition was awarded for the innovative use of acoustic techniques in order to replace existing and/or outdated approaches for monitoring gas-filled subsea pipelines as part of pipeline inspection management. This tool is a product of academic and industrial collaboration which was also Highly Commended in the IET Asset Management and the IChemE Innovative Product of the Year awards.



Pipeline Engineering©

Bland Tomkinson and **Dr Ian Hutt** have been awarded for best workshop paper at the conference and stems from a National Teaching Fellowship Scheme project 'Hybrid PBL for Sustainability Education' ***Online PBL: A route to sustainability education?*** Proceedings of the International Conference on Engineering Education. Belfast. 21-26 August 2011.



New Staff Appointments

Dr Paul Gilbert is working at the Tyndall Centre for Climate Change Research in a multidisciplinary environment conducting interdisciplinary research and in the MoP Expert Group. His research is focused on carbon and greenhouse gas (GHG) management techniques. 1. *Shipping and Climate Change*: Developing a methodology to apportion international shipping emissions to nations for the UK to estimate its share for the purposes of setting national carbon reduction targets and budgets. 2. *Carbon Accounting and Management*: Using Life Cycle Assessment (LCA) tools to assess the environmental benefits and feasibility of biomass and bioenergy systems compared to fossil based equivalents; this includes detailed carbon management accounting.



The British University in Dubai (BUiD) partnership with The University of Manchester

BUiD's MSc in Project Management is offered in association with the MoP Group, this partnership is lead by Dr Richard Kirkham. Members of BUiD staff and Project Management students of the BUiD visited the University of Manchester and the London Olympic 2012 Construction Site as part of a student exchange programme. BUiD students attended a series of lectures, workshops and cross culture quiz and discussions. This expedition was supported by ADCO and Secure Project Management.



Books

Chan PWC, Clarke L, Dainty A. The dynamics of migrant employment in construction: can supply of skilled labour ever match demand? chapter in **Who Needs Migrant Workers? Labour Shortages, Immigration, and Public Policy**. Editors M. Ruhs and B. Anderson. Oxford University Press. ISBN 978-0-19-958059-0. 2010.

Lawlor-Wright T, Kagioglou M. Performance management in the context of healthcare infrastructure, chapter in **Improving Health Care through Built Environment Infrastructure**. Blackwell Publishing, Oxford. Editors M Kagioglou and P Tzortzopoulos. ISBN 978-1-4051-5865-7. 2010.

Journal papers

Elhag T M S, Wang Y. In Press. "Evidential reasoning approach based bridge condition assessment". Expert Systems with Applications.

Quariguasi J, Walther G, Bloemhof J, Van Nunen JAE, Spengler T. (2010) **From closed-loop to sustainable supply chains**. International Journal of Production Research. Vol. 15. Issue 48. pp 4463 - 4481.

Saunders F C, Gale A W. In press. **Digital or Didactic: Using technology to confront the challenge of large cohort teaching**. British Journal of Education Technology.

Top MSc Dissertations 2010

Abduraouf Mohamed Ali Abudbra. **Outsourcing Critical Factors & Management Best Practice** - Supervisor Dr Margaret Emsley

Almarghlani Mujahed Kamaladdin. **Managing For Creativity** - Supervisor Dr Moray Kidd

Cholak Oktar. **Effective transfer of lessons learnt between projects** - Supervisor John Rimmer

Sag Hakki Burak. **Analysis of Project Success Within the Turkish Def Industry** - Supervisor Callum Kidd

Gilchreaste Paul Thomas. **Benefits of Increased Partnering in Construction** - Supervisor Prof Stephen Wearne

Conference papers

Chan PWC. (2011) **Queer(y)ing construction: exploring sexuality and masculinity in construction**. Proceedings of the twenty-seventh annual ARCOM conference, Bristol. Association of Researchers in Construction Management, 5-7 September.

El Tigani A, Gardiner P, Lawlor-Wright T. (2011) **Building Capabilities through the Implementation of Business Excellence Models: A Practice Turn View**. British Academy of Management Conference, 13-15 September.

Papadopoulou K A. (2011) **Acoustek® - a Novel Acoustic Technique for the Remote Inspection of Pipeline Networks**. GIS Odyssey, Geographic Information Systems International Conference & Exhibition Proceedings, 5-9 September.

Rainey M J, Lawlor-Wright T. (2011) **Student Perspectives on Communication: A Case Study on Different Methods of Communication used by Engineering Students**. European Conference on Civil Engineering Education and Training, 24-26 November.

Roeder M, Thornley E P, Campbell G, Gilbert P. (2011) **Adaptation strategies for sustainable global wheat production**. Reframing Sustainability? Climate Change and North-South Dynamics.

Academic Writing Workshop: turning the attention to reviewing articles for Management of Projects PhD Researchers - Paul W Chan

The second series of academic writing workshops for MACE MoP Ph.D. researchers took place at the University of Manchester in June 2011. This followed a successful week-long workshop in November 2010 when researchers were initiated into the requirements of structuring and writing academic papers. The June workshop, however, turned its attention to look at the reviewing process. This series is funded mainly by the University's Faculty of Engineering and Physical Sciences (EPS) Strategic Fund. The purpose was to get Ph.D. researchers to better understand how academic papers are appraised and reviewed. In so doing, the workshops were designed to enable early-stage researchers to appreciate how effective reviewing of articles can help enhance one's understanding of the research process. In the first workshop, participants explored how the literature could be critically appraised, and discussed how critical appraisal of the published research could provide greater clarity on research methods and academic writing. The second workshop was jointly sponsored by the Association of Researchers in Construction Management (ARCOM). Participants undertook a mock-review of an actual article submitted for publication in a high-impact peer-reviewed academic journal. There was also a panel discussion led by a number of journal editors. Participants gained a deeper insight into what journal editors and reviewers look out for when accepting submissions for publication. In so doing, the second workshop clarified what it meant to 'submit' to an academic discipline/field of study. Finally, the workshop series closed with seminar led by Professor Rodney Turner (Editor of the *International journal of project management*), who considered current and future trends – opportunities and challenges – influencing the field of project management.

One of the key highlights of the workshop series is the engagement with a number of journal editors in the field of project management. Presentations and panel discussions revolved around dispelling the myths, and clarifying the process, of submitting articles to peer-reviewed journals for publication. Professor Will Hughes from the University of Reading (Editor-in-Chief of *Construction Management and Economics*) explained what constitutes a 'Scientific' paper.

In his presentation, Will explored the role of universities, the importance of setting the research within a theoretical framework, and the purpose of academic outputs. Will also provided some critical pointers as to what editors and reviewers search for when deciding whether submissions are publishable or not. These include the logic and coherence of arguments presented, the nature of data used, the design and execution of the research approach, and the formatting of papers.



Professor Christine Räisänen from Chalmers University traced the origins of the present-day research article, which stemmed from the controversies over Isaac Newton's experiments on light. Christine talked about the importance of conforming to the customs of the discipline in what she termed as 'genres of writing'. Such customs are critical to note since it initiates the novice researcher into understanding the structure of communicating their research purpose, process and findings. Furthermore, these traditions help illustrate the development of the discipline or field. Christine offered the example from the chemistry discipline, where methodological debates have been resolved such that articles published in chemistry journals tend to contain shorter sections on research methods.

Other contributors included Professor Steve Brown (University of Exeter, Editor-in-Chief of the *International Journal of Operations and Production Management*) and Bland Tomkinson (University of Manchester, Associate Editor of *Higher Education Research and Development*). The panel discussion brought up topics, including the agenda of impacts of research and the distinction between conceptual review articles and empirical articles. ▽

Questions were also raised regarding the choice of journals to publish in the field of construction management, the importance of engaging with mainstream business management and social science disciplines, and the problem of authorship. Participants also benefitted from breakout discussions, which facilitated the sharing of experiences in the mock review process of a real article submitted by Dr. Pernilla Gluch and Professor Christine Räsänen to *Building Research and Information*. The discussions were very lively, and participants found much congruence between their reviews and the points raised by the actual reviewers. This certainly provided a sense of confidence for many participants. As Moheeb Abu Alqumboz commented, "We have lived inside the world of reviewing with Professor Hughes and his hilarious and fruitful presentation. It encouraged us very much and increased our self-confidence." Jaman Al-Zahrani also remarked that "The workshop was really interesting and useful especially when we met the journal editors. I have already attended 'Publishing academic paper' workshop organised by EPS but the outcome from this academic writing workshop was more useful".

Consultancy Job: is it a myth or rocket science? - Ayda Abadi, Helen Hindmarch, Jenny (Ching) Kwok, Mazen Melebari

Are you thinking, '*Can I become a consultant?*' after a recent one day workshop we believe '*You certainly can!*'. Consultancy is the professional practice of providing analysis and solutions, for another organisation, for money. The consultant does not require a crystal ball and their aim is not to predict the unforeseeable. An organisation will use a consultant when they need a fresh pair of eyes, an extra pair of hands, specialist knowledge or when they need a credible and independent perspective. A typical consultancy role involves, uncovering a problem, collecting and analysing data, before developing, delivering and optimising solutions. This consultancy process is similar to the typical research process. However, unlike research, a formal contract is drawn up to sell the consultant's time to an organisation. The duration of a consultancy project tends to be a few days, weeks or months, rather than years.

As researchers we already have many of the transferable skills required in consultancy. These include active listening, questioning, developing rapport, information seeking and presenting, all of which are demonstrated through our ability to carry out publishable research. If you find a consultancy role appealing, you have several options. Working for a large organisation will provide you with training and help you gain your own reputation and experience. If you already have some expertise, you have the option to join smaller organisations or start running your own consultancy company. Consultants provide knowledge, service and time and get paid on the basis of the time they spend on a client's site. How to charge a client is a delicate issue. When operating as a self employed consultant, a good reference is the 5 – 4 – 3 rule. For example, if you have a project outside your home town, then for every five days charged to the client, you will be expected to spend four days on their site and at least three nights away from home. The biggest lesson we took away from the workshop was that researchers do have the skills to become consultants. A real life based consultancy problem was carried out by the course delegates, including representatives from MoP. The problem posed was to improve student take up of careers services at a UK University (see figure with team flip chart ideas).



If you are interested in working as a consultant we highly recommend this one day workshop, delivered by Dr Caron King an inspiring consultant from *Kingswood Plus*, titled "Introduction to Consultancy" offered by EPS Graduate and Researcher Development".

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<http://www.mace.manchester.ac.uk/research/sigs/management/>

