

## **Annex C: Outputs and Activities from MKS project**

### **Publications**

#### **Journal articles**

##### *Published or Accepted*

Bresnen, M. and Marshall, N. (2002) 'The engineering or evolution of co-operation? A tale of two partnering projects'. *International Journal of Project Management* 20: 497-505.

Marshall, N. and Rollinson, J. (2004) 'Maybe Bacon had a point: the politics of interpretation in collective sensemaking'. *British Journal of Management* 15: S71-S86.

Salter, A and Gann, D. (2003). 'Sources of ideas for innovation in engineering design', *Research Policy* 32: 1307-1324.

Sapsed, J. and Salter, A. (forthcoming, 2004) 'Postcards from the Edge: Local Communities, Global Programs and Boundary Objects. *Organization Studies*. Special Issue on 'Project Organizations, Embeddedness and Repositories of Knowledge' edited by Robert DeFillippi, Lars Lindkvist and Jörg Sydow.

Sapsed, J., D. Gann, N. Marshall and A. Salter. (forthcoming, 2004) 'From Here to Eternity?: The Practice of Knowledge Transfer in Dispersed and Co-Located Project Organisations'. *European Planning Studies*, Special Issue on 'Location, Innovation and Knowledge Management' edited by Ina Drejer and Jesper Christensen.

D. Tranfield, M. Young, D. Partington, J. Bessant and J. Sapsed. (2003) 'Knowledge Management Routines for Innovation Projects: Developing a Hierarchical Process Model'. *International Journal of Innovation Management*. 7, 1: 27-49

##### *Under Review*

Acha, V., Gann, D. and Salter, A. 'Episodic innovation: R&D strategies for project-based environments', *Industry and Innovation*, revised and resubmitted, 2004.

Sapsed, J. 'Double Fantasy: The Antinomic Relationship between Technical Discipline and Project Integrity' under review for Special Issue of *International Journal of Innovation Management* in honour of Keith Pavitt, edited by Peter Augsdoerfer, Jonathan Sapsed and James Utterback.

Sapsed, J., Bessant, J., Partington, D., Tranfield, D. & Young, M. 'Triggering Innovation: The Constraints- Search -Solution Process'. 2<sup>nd</sup> round of review for *Long Range Planning*.

## **Books**

Dodgson, M., Gann, D and Salter, A. *Think, Play, Do: The Emerging Innovation Process*, Oxford University Press, forthcoming, 2005.

## **Book chapters**

Dodgson, M., Gann, D. and Salter A., (forthcoming, 2004) 'Craft and code: intensification of innovation and the management of knowledge' in *Understanding the Technology, Knowledge and the Firm: Implications for Strategy and Industrial Change*, Ken Green, Marcela Miozzo and Paul Dewick (editors), Edward Elgar, London.

Gann, D.M. (2003) 'Trading places – exchanging ideas amongst built environment professionals', in Cole, R. and Lorch, R. (eds) *The cross-cultural transfer of environmental building information*, Blackwell Science

Gann, D. and Salter, A. (2003) 'Service innovation in Construction' in *Service Innovation: Organizational responses to technological opportunities and market imperatives*, J. Tidd editor, Imperial College Press, London,.

Hall, J. and Sapsed, J. (forthcoming) 'Influences of knowledge sharing and hoarding in project-based firms', chapter in book edited by Love, P., Irani, Z. and Fong, P. *Managing Knowledge in Project Environments*. Oxford: Butterworth-Heinemann.

Marshall, N. (2003) 'Identity and difference in complex projects: why boundaries still matter in the "boundaryless" organisation'. In: Paulsen, N. and Hernes, T. (eds.) *Managing Boundaries in Organizations: Multiple Perspectives*, Basingstoke: Palgrave Macmillan, pp.55-75.

Marshall, N. 'Understanding power in project settings'. Chapter submitted for the collection *Making Projects Critical* edited by Damian Hodgson and Svetlana Cicmil to be published by Palgrave.

Prencipe, A., Brady, T., Marshall, N. and Tell, F. (forthcoming) 'Making sense of learning landscapes'. In: Love, P., Irani, Z. and Fong, P. (eds.) *Managing Knowledge in Project Environments*, Oxford: Elsevier.

## **Book reviews**

Salter, A. and Whyte, J. (2004). 'Review M. Schrage – *Serious Play*', *Technovation*,

Sapsed, J. (Forthcoming). *To the Digital Age: Research Labs, Start-Up Companies, and the Rise of MOS Technology* by R. Knox Bassett. *Research Policy*.

## **Conference papers**

Acha, V., Gann, D. and Salter, A. (2002) 'Hotfooting Innovation: R&D strategies for project-based environments', 9<sup>th</sup> International Schumpeter Conference, University of Florida, Gainesville, Florida, March 28-30.

Brady, T., Marshall, N., Prencipe, A. and Tell, F. (2002) 'Making sense of learning landscapes in project-based organisations'. Paper presented at the Third European Conference on Organisational Knowledge, Learning and Capabilities, ALBA, Athens, Greece, 5-6 April.

Dodgson, M., Gann, D.M. and Salter, A. (2003) 'Intensification of innovation' *Knowledge, innovation and competitiveness: challenges from globalisation* Conference of the Latin American Association of Technology Management, Mexico City, October 22-24.

Dodgson, M. Gann, D.M. and Salter, A. (2003) 'Craft and code: intensification of innovation and management of knowledge' *ASEAT 2003*, Manchester Institute of Innovation Research conference, 7-9 April.

Dodgson, M., Gann, D. and Salter, A. (2004) 'The impact of the use of innovation technology on engineering problem solving: lessons from high profile public projects', Danish Research Unit on Industrial Dynamics (DRUID) summer conference, Copenhagen, June 13-15.

Gann, D. and Salter, A. (2003) 'Project baronies: growth and governance of project-based firms', DRUID summer conference, 'Creating, sharing and transferring knowledge: the role of geography, institutions and organizations', DRUID summer conference, Copenhagen Business School, June 12-14.

Hall, J and Sapsed, J. (2003) 'What Determines Knowledge Hoarding or Sharing in Project-Based Firms? An Empirically Based Framework'. Paper presented at the ALTEC conference, 'Knowledge, Innovation and Competitiveness: Challenges from Globalization', Mexico City, October 22-24.

Marshall, N. and Rollinson, J. (2002) 'Maybe Bacon had a point: knowledge and power in collaborative inter-organisational activities'. Paper presented at the Third European Conference on Organisational Knowledge, Learning and Capabilities, ALBA, Athens, Greece, 5-6 April.

Marshall, N. and Rollinson, J. (2002) 'Putting power in its place: politics and communication in collaborative inter-organisational activities'. Paper presented to sub-theme 9 'The Political Task of Managers' of the 18<sup>th</sup> EGOS Colloquium 'Organisational Politics and the Politics of Organisations', Barcelona, Spain, 4-6 July.

Marshall, N., Gann, D., Salter, A. and Sapsed, J. (2003) 'How local is local knowledge: space, time, and knowing in project work'. Paper presented to sub-theme 29 'Organisational Learning in Time and Space' of the 19<sup>th</sup> EGOS Colloquium 'Organisation Analysis Informing Social and Global Development', Copenhagen, Denmark, 3-5 July.

Marshall, N. (2004) 'The uncertain ethics of organisational knowing: meaning and politics in the Pragmatist tradition'. Paper presented to Sub-Theme 39, 'Epistemological Foundations of Organizational Knowledge and Knowing: Knowledge Between Reflexivity and Practice', of the 20<sup>th</sup> EGOS Colloquium, 'The Organization as a Set of Dynamic Relationships', Ljubljana, Slovenia, 1-3 July.

Sapsed, J. (2002) 'Teamwork in Knowledge Work: Organising for Complexity' Paper presented at The Third European Conference on Organisational Knowledge, Learning, and Capabilities (OKLC 2002). ALBA, Athens, Greece. 5-6 April.

Sapsed, J. (2002) 'Visions, Competences and Rational Strategizing: Some theory and evidence' Paper presented at conference: 'Probing the Future: Developing Organisational Foresight in the Knowledge Economy'. Graduate School of Business, Glasgow, University of Strathclyde. 11-13 July.

Sapsed, J. (2003) 'Double Fantasy: The Antinomic Relationship between Technical Discipline and Project Integrity' Paper presented at the SPRU/CENTRIM Conference in Honour of Keith Pavitt: 'What Do We Know About Innovation?', Brighton, UK, November 13-15.

Sapsed, J., Gann, D., Marshall, N. and Salter, A. (2003) 'From here to eternity? Challenges of transferring situated knowledge in dispersed organizations'. Paper presented at the DRUID summer conference on 'Creating, sharing and transferring knowledge: the role of geography, institutions, and organizations', Copenhagen, 12-14 June.

Sapsed, J. and Salter, A. (2003) 'Emails from the Edge?: Local Communities, Global Programs and Boundary Objects' Paper presented at the symposium: 'Knowledge Spaces: Multiple Contexts for Knowledge Creation and Knowledge Practices' at the Academy of Management Conference, Seattle. August 1-6.

Sapsed, J. and Salter, A. (2003) 'Global Teamworking at the Centre and the Periphery: The Role of Boundary Objects'. Paper presented at the ALTEC conference, 'Knowledge, Innovation and Competitiveness: Challenges from Globalization', Mexico City, October 22-24.

### **Seminars and academic presentations**

Dodgson, M., Gann, D.M. and Salter, A. *Craft and code: intensification of innovation and management of knowledge* TIMC Seminar, University of Queensland, Australia, 20 November 2003

Gann, D.M. and Salter, A. *Project baronies: governance and growth in project-based firms* TIMC Seminar, University of Queensland, Australia, 18 November 2003

Gann, D.M. 'Some like it hot – managing innovation in project-based firms', *Research Seminar*, Said Business School, Oxford University, 5 December, 2002.

Gann, D.M. 'Trading Places – exchanging ideas amongst built environment professionals', given at the International research workshop *Cross cultural transfer of environmental building information*, Lui Centre for the Study of Global Issues, University of British Columbia, Vancouver, Canada, 14-16 March, 2002.

Dr. A. Salter, seminar presentation, Copenhagen Business School, September 2002.

Marshall, N. 'Power and partnership in project settings'. Paper presented at the IKON EPSRC workshop "Rethinking Construction: Managing Projects as Complex Social Settings", Warwick Business School., Coventry, 24 June 2004.

Marshall, N. and Rollinson, J. 'The politics of interpretation in collective sensemaking'. Paper presented to SPRU seminar, University of Sussex, 14 February 2003.

Sapsed, J. 'From Here to Eternity?: Challenges of Transferring Situated Knowledge in Dispersed Organisations', Seminar presentation, Cass Business School, City University, 6<sup>th</sup> November, 2003.

### **Industry-Oriented Presentations and Workshops**

#### **MKS Project Workshops**

23<sup>rd</sup> May, 2002, held at Arup offices, Central London.

27<sup>th</sup> November, 2002, held at Sun Microsystems, Linlithgow.

21<sup>st</sup> July 2003, held at Imperial College, London.

22<sup>nd</sup> June, 2004, held at the Freeman Centre, University of Sussex campus.

#### **Gann, D.M.**

'Performance measurement in design and engineering' invited speaker, *Association of Consulting Engineers* – engineering the future conference, London, 4 February 2003 (120 attendees).

PRP Ltd – Architects – 3 workshops with Main Board 8 players Incl. Knowledge Management, April, May and July 2004

Broadway Malyan Architects Ltd - 1 day workshop 15 Main Board Directors, June 2004

Willmott Dixon Construction - Knowledge Drive committee of 6 on-going development and implementation of corporate KM strategy, continuous involvement, considering using MKS tool internally.

HBG plc, Senior Manager's Innovation Management course module, Roffey Park April 2003  
Training Workshop on Innovation and Knowledge management - 1 day 15 Senior Managers

Ballast plc, Senior Manager's Innovation Management course module Feb 2003 - Training Workshop on Innovation and Knowledge management - 1 day 12 Senior Managers

'Managing Innovation in Global Networks', Globalisation strategy for the Finnish building product manufacturer's programme, Sannas, Finland 18-19 September Sept 2002, two workshop, 15 attends.

27th April, 2004, the MKS tool was tested by the Built Environment Innovation Centre Advisory Board, including a number of senior executives from industry.

Presentation and facilitation for HBG Senior Managers Training Event, Roffey Park, 29th April, 2002.

Presentation and facilitation for Willmott Dixon Senior Managers Programme on Innovation Management 18th September, 2002

Presentation to Ove Arup Engineers at the Design Studio, Sheffield, 21st September, 2002.

### **Marshall, N.**

Interactive session on 'Collaboration in Distributed Teams' at Mott MacDonald Collaborative Working Forum Event 'Better Together', Austin Court, Birmingham, 7-8 November 2003.

Supported DG for his keynote on 'Managing Knowledge Flows in Project Teams' at Mott MacDonald Knowledge Management Customer Seminar, Jurys Inn, Croydon, 29 January 2003.

### **Sapsed, J.**

Presentation workshop with Senior Managers and stakeholders at Sun Microsystems, Santa Clara, California, 7<sup>th</sup> August, 2003.

### **Salter, A.**

Presentation to industrial workshop, Buro Happold, Senior Partners Learning Day, Bristol, May, 2002.

Invited speaker at Innovation Conference of Association of Consulting Engineers, Imperial College London, Sept. 14, 2004 (100 attendees)

Invited speaker at Innovation in the City, Brighton College, July 10, 2004 (40 attendees).

### **Media**

J. Sapsed, quote and reference to MKS project in *Financial Times* article, Inside Track section: 'Wheels of Commerce', 23<sup>rd</sup> September, 2002.