

CENTER FOR MANAGEMENT STUDIES OF THE BUILDING PROCESS

**FINAL PROGRAM:  
CONFERENCE 2010: CONSTRUCTIONS MATTER  
Managing Complexities, Decisions and Actions in the Building Process**

**Wednesday, 5 May 2010**

16:00 – 20:00	Location: Kilen
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16:00 - 20:00	Registration
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18:30 - 20:00	Welcome reception
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**Thursday, 6 May 2010**

08:30 – 18:30	Location: Solbjerg Plads
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08:30 -	Registration at the Information desk
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09:00 - 09:45	<i>Opening Plenary : Professor Kristian Kreiner and Professor Jan Mouritsen, Copenhagen Business School</i> Room: SP201 Danske Bank Auditorium		
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10:00 - 12:00 <u>Parallel Sessions</u>	General themes	Architectural competitions	Management Practices and Digital Design
	Room: SP213	Room: SP113	Room: SP114

12:00 - 13:30	Lunch - served in the Student Hall between block B and C
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13:30 - 14.15	<b>Keynote Address:</b> <i>Professor Richard Boland Jr., Weatherhead School of Management, Case Western Reserve University</i> Room: SP201 Danske Bank Auditorium
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## CENTER FOR MANAGEMENT STUDIES OF THE BUILDING PROCESS

14:30 - 16:30 <u>Parallel Sessions</u>	General themes  Room: SP213	Architectural competitions  Room: SP113	Business and Management Research and Construction Management  Room: SP112	Management Practices and Digital Design  Room: SP114	
16:30 – 17:00	Coffee break - served by the library				
17:00 - 18:30 <u>Parallel Sessions</u>	General themes  Room: SP213	Architectural competitions  Room: SP113	Business and Management Research and Construction Management  Room: SP112		
19:30 -	Conference dinner – Location: Gallery, Porcelænshaven				
<b>Friday, 7 May 2010</b>					
09:00 – 16:15	Location: CBS, Solbjerg Plads				
09:00 - 09:45	<i>Plenary – Professor Jan Mouritsen, Department of Operations Management, Copenhagen Business School</i> Room: SP201 Danske Bank Auditorium				
10:00 - 12:00 <u>Parallel Sessions</u>	General themes  Room: SP213	Architectural competitions  Room: SP113	Process Integration  Room: SP112	Design Thinking: Exploring Interfaces between Design and Management  Room: SP114	
12:00 - 13:30	Lunch - served in the Student Hall between block B and C				

## CENTER FOR MANAGEMENT STUDIES OF THE BUILDING PROCESS

13:30 - 15:30 <u>Parallel Sessions</u>	General themes  Room: SP213	Architectural competitions  Room: SP113	Projects of Innovation: Innovation in Projects –  Room: SP112	Design Thinking: Exploring Interfaces between Design and Management  Room: 114	
15:30 – 15:45	Coffee break - served in the Student Hall				
15:45 - 16:15	<i>Closing Plenary: Professor Kristian Kreiner and Professor Jan Mouritsen, Copenhagen Business School</i> Room: SP201 Danske Bank Auditorium				

Conference tracks	Conveners
General themes	Lise Justesen, Kristian Kreiner, Jan Mouritsen, Copenhagen Business School
Architectural competitions	Joris van Wezemael, University of Fribourg, Switzerland
Projects of Innovation: Innovation in Projects	Stewart Clegg & Tyrone Pitsis, University of Technology, Sydney
Process Integration	Jan Bröchner, Chalmers University of Technology
Business and Management Research and Construction Management	Graham Winch, University of Manchester
Design Thinking: Exploring Interfaces between Design and Management	Martin Kornberger, University of Technology, Sydney; Copenhagen Business School and Marianne Stang Vaaland, CBS
Management Practices and Digital Design	Convener: Jennifer Whyte and Chris Harty, University of Reading

## CENTER FOR MANAGEMENT STUDIES OF THE BUILDING PROCESS

<b>Venue addresses</b>	<b>Events</b>
Kilen, Kilevej 14A, DK-2000 Frederiksberg	Registration Welcome reception
Solbjerg Plads 3, DK-2000 Frederiksberg	Registration at the Information desk by the library Plenary and keynote address Sessions in SP213, SP112, SP113, SP114 Coffee breaks and lunches served in the Student Hall between block B and C (the ground floor of the building)
Gallery, Porcelænshaven 24 DK-2000 Frederiksberg	Conference dinner
<b>Practical information</b>	<b>Service</b>
Internet access at CBS	CBS offers access to wireless network: CBS-WLAN. This does not require the installation of extra software. Just choose the network and authenticate yourself with the conference username and password:  Username: <a href="mailto:Conference2010@ConstructionsMatter.dk">Conference2010@ConstructionsMatter.dk</a>  Password: CG3WAVXJ

## PROGRAM

### WEDNESDAY, 5 MAY 2010

- 16:00-20:00** Registration - Location: Kilen
- 18:30-20:00** Welcome reception - Location: Kilen

### THURSDAY, 6 MAY 2010

**08:30 -** Registration – Location: Solbjerg Plads at the Information desk

**09:00 - 09:45** **Opening Plenary – Room SP201 Danske Bank Auditorium**

**10:00-12:00** **Parallel Paper Sessions**

***General themes - Room: SP213***

Chair: Kristian Kreiner

- Hiete, Kühlen, and Schultman: “Using DEMATEL to assess relationships between the criteria of sustainable building rating systems”
- Reijonen and Georg: “Energy (in)efficiency within construction – the media discourse”
- Lotz: “Cartography of architectural controversies”
- Justesen, Mouritsen and Tryggestad: “Constructing natural interest: Or how the natural environment may qualify as a stakeholder in the firm’s business environment”

***Architectural competitions – Room: SP113***

Opening by Prof. van Wezemaal

4 presentations – for details please check the program for Architectural Competitions

***Management Practices and Digital Design – Room: SP114***

Chair: Jennifer Whyte

- Gaskin, Schutz, Berente, Lyytinen, Yoo: “Balancing the Virtual and the Physical in AEC Design Practice: A Cross-Industry Comparison”
- Hartmann: “Simulation to Support Pragmatic Facility Design Inquiries”

**12:00-13:30**      *LUNCH BREAK*

**13:30-14:15**      **Keynote Address – Room SP201 Danske Bank Auditorium**

Professor Richard Boland Jr., Weatherhead School of Management, Case Western Reserve University

**14:30-16:30**      **Parallel Paper Sessions**

***General themes - Room: SP213***

Chair: Kjell Tryggestad

- Gil : “Time-bound opportunity for innovation in large technical systems: the case of the T5 project”
- Biesek: “Project Design for Evolvability: Incorporating Options Logic at Front-end Strategizing
- Van Marrewijk and Smits: “Projectscapes: Interaction of spatial design and organization development in two megaprojects.

***Architectural competitions – Room: SP113***

- 4 presentations – for details please check the program for Architectural Competitions

***Business and Management Research and Construction Management - Room: SP112***

Chair: Graham Winch

- Brinch Jensen: “The chameleon-like Last Planner System”
- Bresnen: “Making a Necessity out of a Virtue? Partnering and Inter-firm Collaboration in Construction Projects”
- Oliveira: “Inter-firm collaboration (partnering) in the construction sector – false dichotomies in an unidirectional debate”
- Winch: “Developing Contracting Strategy: Theories for Complex Project Management Decisions”

***Management Practices and Digital Design – Room: SP114***

Chair: Jennifer Whyte

- Hundebøl: “Managing Modelling”
- Plesner: “The virtual building as an innovation in the making: emerging communication and organization issues”
- Whyte: “Digital objects and management practices on engineering design projects”

16:30 – 17:00 COFFEE BREAK

17:00-18:30 **Parallel Paper Sessions**

**General themes - Room: SP213**

Chair: Jan Mouritsen

- Tricard: "A bakhtinian inquiry on building process. The case of workplace risks genesis on construction sites.
- Koch: "For goodness sake? Accidents in construction between culture and normativity, uniqueness and generality"
- Maytorena: "Nested process in perceptions of project success" – *to be uploaded*

**Architectural competitions - Room: SP113**

17:30-18:30 Keynote speaker Prof. Chupin

- 3 presentations - for details please check the program for Architectural Competitions

**Business and Management Research and Construction Management – Room: SP112**

Chair: Graham Winch

- Sporrang: "Selection criteria and evidence of competence: public procurement of architectural and engineering Services"
- Mokhlesian, Bröchner and Holmén: "Knowledge generation and business model changes: The case of Green Construction"
- Gil: "Project Risk Management and Design Flexibility: Substitutes or Complements? Insights from Heathrow's Terminal 5"

19:30 **Conference dinner – Galleriet, Porcelænshaven**

**FRIDAY, 7 MAY 2010**

09:00 - 09:45 **Keynote Address – Room SP2001 Danske Bank Auditorium**

Professor Jan Mouritsen, Department of Operations Management, Copenhagen Business School

10:00 - 12:00

**Parallel Paper Sessions**

***General themes - Room: SP213***

Chair: Lise Justesen

- Boxenbaum and Daudigeos: "How the social construction of a new technology affects its institutionalization: Lessons from prefabrication"
- Henn: "Border Patrol: Claiming Professional Territory in Green Building"
- Reijonen: "Knowledge under construction"
- Warsame: "Quality improvement methods for transport infrastructure"

***Architectural competitions – Room: SP113***

- 4 presentations - for details please check the program for Architectural Competitions

***Process Integration - Room: SP112***

Chair: Jan Bröchner

- Liinamaa and Wikström: "A typology for integration in industrial projects"
- Jensen and Scupola: "Drivers and Barriers for ICT Adoption in the Facilities Management Supply Chain Introduction"
- Ziegert: "Information intermediation and risks in construction"
- Hansen, Damgaard and de Haas: "Creating and using FM knowledge in complex building projects"

***Design Thinking: Exploring Interfaces between Design and Management – Room: 114***

Chair: Marianne Stang Våland

- Weiskopf: "Design thinking: from transcendence to immanence"  
Discussants: Marianne Stang Våland & Rune Thorbjørn Clausen
- Van Marrewijk: "Aesthetic Experiences of Designed Organizational Spaces"  
Discussant: Richard Weiskopf
- Ludvigsen: "The Design City Map: A Tentative, Complete Mapping of Design"  
Discussant: Caroline Hummels

12:00-13:30

*LUNCH BREAK*



13:30 - 15:30

**Parallel Paper Sessions**

***General themes - Room: SP213***

Chair: Kristian Kreiner

- Tryggestad, Georg and Hernes: "Objects of institution: Logics and strategy in construction"
- Dewulf, Schrarven and Hartmann: "Towards a framework for coherent asset management".
- Kjær and Mouritsen: "Budget-variances and circulating accountability: Mobilising the budget in a construction project"

***Architectural competitions – Room: SP113***

Network session

- 4 presentations - for details please check the program for Architectural Competitions

***Projects of Innovation: Innovation in Projects – Room: SP112***

Chair: Stewart Clegg

- Femenías and Kadefors: "Innovation and learning within and between project-based organizations – the case of construction clients"
- Tombesi, Hutson, Nigra, Fowler, Ducos, Teoh: "Close siblings or distant cousins? The industrial chromosomes of two major public buildings in Australia"
- Bygballe: "Collaboration and learning in construction"
- Aggeri, Boxenbaum, Georg, Acquier, Reijonen, Béjean, Pinheiro, Veng: "Innovation in sustainable constructions: Eco-cities and social housing in Denmark and France"

***Design Thinking: Exploring Interfaces between Design and Management – Room: SP114***

Chair: Martin Kornberger

- Våland and Clausen: "The circulating helix: Exploring links between Organizational and architectural design"  
Discussant: Martin Kornberger
- Hummels: "Designerly management: using design skills and processes to design and manage organizations"  
Discussant: Alfons van Marrewijk

15:30 – 15:45

*COFFEE BREAK*

15:45 - 16:15

CLOSING PLENARY – Room SP201 Danske Bank Auditorium

## TRACK PROGRAMS

### GENERAL THEMES

THURSDAY, 6 MAY 2010

10:00-12:00

**General themes - Room: SP213**

Chair: Kristian Kreiner

- Hiete, Kühlen, and Schultman: "Using DEMATEL to assess relationships between the criteria of sustainable building rating systems"
- Reijonen and Georg: "Energy (in)efficiency within construction – the media discourse"
- Lotz: "Cartography of architectural controversies"
- Justesen, Mouritsen and Tryggestad: "Constructing natural interest: Or how the natural environment may qualify as a stakeholder in the firm's business environment"

14:30-16:30

**General themes - Room: SP213**

Chair: Kjell Tryggestad

- Gil : "Time-bound opportunity for innovation in large technical systems: the case of the T5 project"
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17:00-18:30

**General themes - Room: SP213**

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- Koch: "For goodness sake? Accidents in construction between culture and normativity, uniqueness and generality"
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FRIDAY, 7 MAY 2010

**10:00 - 12:00**

***General themes - Room: SP213***

Chair: Lise Justesen

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- Dewulf, Scharven and Hartmann: "Towards a framework for coherent asset management".
- Kjær and Mouritsen: "Budget-variances and circulating accountability: Mobilising the budget in a construction project"

## TRACK PROGRAMS

### ARCHITECTURAL COMPETITIONS

#### THURSDAY, 6 MAY 2010

**10:00-12:00**      ***Architectural competitions – Room: SP113***

Opening speech by Prof. van Wezemael

4 paper presentations

**14:30-16:30**      ***Architectural competitions – Room: SP113***

4 paper presentations

**17:00-18:30**      ***Architectural competitions - Room: SP113***

Keynote speaker: Prof. Chupin

3 paper presentations

#### FRIDAY, 7 MAY 2010

**10:00 - 12:00**      ***Architectural competitions – Room: SP113***

4 paper presentations

**13:30 - 15:30**      ***Architectural competitions – Room: SP113***

Network session

Closing discussion

## TRACK PROGRAMS

### PROJECTS OF INNOVATION: INNOVATION IN PROJECTS

FRIDAY, 7 MAY 2010

**13:30 - 15:30**

***Projects of Innovation: Innovation in Projects – Room: SP112***

Chair: Stewart Clegg

- Femenías and Kadefors: “Innovation and learning within and between project-based organizations – the case of construction clients”
- Tombesi, Hutson, Nigra, Fowler, Ducos, Teoh: “Close siblings or distant cousins? The industrial chromosomes of two major public buildings in Australia”
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## TRACK PROGRAMS

### PROCESS INTEGRATION

FRIDAY, 7 MAY 2010

**10:00 - 12:00**

***Process Integration - Room: SP112***

Chair: Jan Bröchner

- Liinamaa and Wikström: "A typology for integration in industrial projects"
- Jensen and Scupola: "Drivers and Barriers for ICT Adoption in the Facilities Management Supply Chain Introduction"
- Ziegert: "Information intermediation and risks in construction"
- Hansen, Damgaard and de Haas: "Creating and using FM knowledge in complex building projects"

## TRACK PROGRAMS

### BUSINESS AND MANAGEMENT RESEARCH AND CONSTRUCTION MANAGEMENT

THURSDAY, 6 MAY 2010

**14:30-16:30**

***Business and Management Research and Construction Management - Room: SP112***

Chair: Graham Winch

- Brinch Jensen: "The chameleon-like Last Planner System"
- Bresnen: "Making a Necessity out of a Virtue? Partnering and Inter-firm Collaboration in Construction Projects"
- Oliveira: "Inter-firm collaboration (partnering) in the construction sector – false dichotomies in an unidirectional debate"
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***Business and Management Research and Construction Management – Room: SP112***

Chair: Graham Winch

- Sporrang: "Selection criteria and evidence of competence: public procurement of architectural and engineering Services"
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- Gil: "Project Risk Management and Design Flexibility: Substitutes or Complements? Insights from Heathrow's Terminal 5"

## TRACK PROGRAMS

### DESIGN THINKING: EXPLORING INTERFACES BETWEEN DESIGN AND MANAGEMENT

FRIDAY, 7 MAY 2010

**10:00 - 12:00**

***Design Thinking: Exploring Interfaces between Design and Management –  
Room: 114***

Chair: Marianne Stang Våland

- Weiskopf: "Design thinking: from transcendence to immanence"  
Discussants: Marianne Stang Våland & Rune Thorbjørn Clausen
- Van Marrewijk: "Aesthetic Experiences of Designed Organizational Spaces"  
Discussant: Richard Weiskopf
- Ludvigsen: "The Design City Map: A Tentative, Complete Mapping of Design"  
Discussant: Caroline Hummels

**13:30 - 15:30**

***Design Thinking: Exploring Interfaces between Design and Management –  
Room: SP114***

Chair: Martin Kornberger

- Våland and Clausen: "The circulating helix: Exploring links between Organizational and architectural design"  
Discussant: Martin Kornberger
- Hummels: "Designerly management: using design skills and processes to design and manage organizations"  
Discussant: Alfons van Marrewijk



## TRACK PROGRAMS

### MANAGEMENT PRACTICES AND DIGITAL DESIGN

THURSDAY, 6 MAY 2010

**10:00-12:00**

***Management Practices and Digital Design – Room: SP114***

Chair: Jennifer Whyte

- Gaskin, Schutz, Berente, Lyytinen, Yoo: “Balancing the Virtual and the Physical in AEC Design Practice: A Cross-Industry Comparison”
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**14:30-16:30**

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Chair: Jennifer Whyte

- Hundebøl: “Managing Modelling”
- Plesner: “The virtual building as an innovation in the making: emerging communication and organization issues”
- Whyte: “Digital objects and management practices on engineering design projects”

# TRACK PROGRAMS ARCHITECTURAL COMPETITIONS

THURSDAY, 6 MAY 2010

## **10:00-12:00      *Architectural competitions – Room: SP113***

Chair Prof. van Wezemael

Opening speech by Prof. van Wezemael

- Jacques White: The Competition Brief: How it can Catalyze the Architect's Creativity, Encourage the Design of Convincing Projects and Support Judgment
- Maya Sandberg, Gerd Bloxham Zettersten: Is there an "impure" use of the competition for a public or urban architectural project? Two contemporary, political cases in Copenhagen
- Joris Van Wezemael: Modulation of Singularities – a Complexity Approach to Planning Competitions
- Jan Silberberger: Things co-operating with humans: The relation between the jury and the submitted material in an architectural competition

## **14:30-16:30      *Architectural competitions – Room: SP113***

Chair Prof. Chupin

- Magnus Rönn : Expertise and judgment in architectural competitions - A theory for assessing architecture quality
- Peter Holm Jacobsen, Daniel Toft Jensen & Kristian Kreiner : Asymmetric information and collective ignorance: Dilemmas in Dialogue-based Architectural Competitions.
- Leentje Volker : Dutch design competitions: lost in EU Directives? Architect selections for public commissions in the Netherlands
- Jonas E. Andersson : Optimal competition briefs for a public design process Three Swedish briefs in architectural competitions on housing for dependent seniors

## **16:30-18:30      *Architectural competitions - Room: SP113***

Chair Prof. Rönn

- Beatrice Manzoni : A content analysis of 35 years of cross-disciplinary research on architectural competitions
- Sofia Paisiou : A walk in design space - evolutionary trajectories of architectural competitions

Keynote speaker: Prof. Chupin

FRIDAY, 7 MAY 2010

**10:00 - 12:00      *Architectural competitions – Room: SP113***

Chair Paisiou S.

- Charlotte Svensson : On quality assessment in architectural competitions
- Francisco Gomes , Jason Haskins : National Library Competitions: Graphic Interpretation of Design Proposals as a Research Method
- Torsten Schmiedeknecht : Curating the mainstream: the case of the German competition journal Wettbewerbe Aktuell
- Antigoni Katsakou : From first to second stage and to materialization: Competitions as discursive procedures

**13:30 - 14:45      *Architectural competitions – Room: SP113***

Chair Silberberger J.

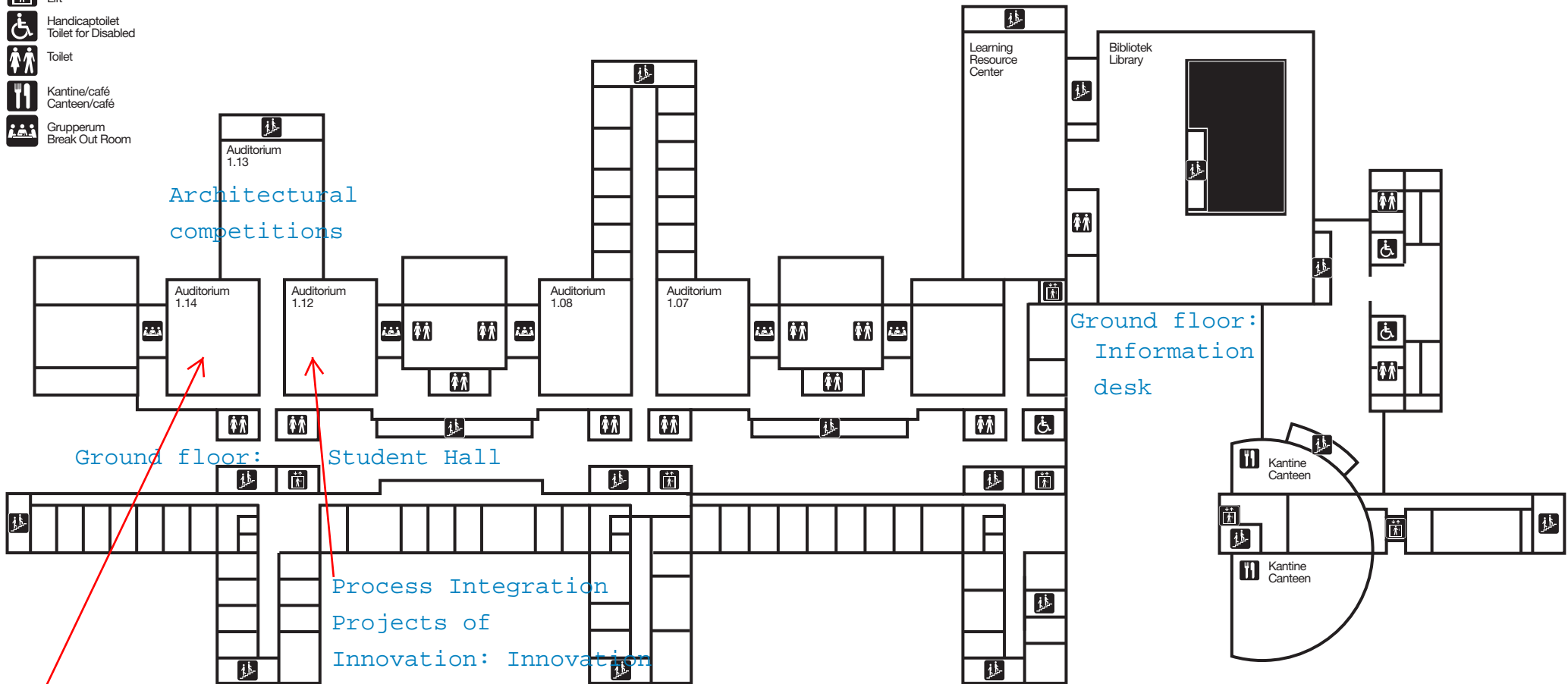
- Harald R. Stühlinger : „For the procurement of a master plan a concourse shall be announced.“ The urban competition for the enlargement of the inner city of Vienna held in 1858.
- Andrew Hutson : The political framework of the architectural competition for Parliament House, Canberra
- Leif Östman : Learning to see – A case study from inside a competition jury.

**14:45- 15:30      *Architectural competitions – Room: SP113***

Network session: Prof. van Wezemaal , Prof. Chupin

**1. sal/First Floor**

-  Trappe  
Stairs
-  Elevator  
Lift
-  Handicappedtoilet  
Toilet for Disabled
-  Toilet
-  Kantine/café  
Canteen/café
-  Grupperum  
Break Out Room



Management Practices  
and digital design

Design Thinking: Exploring Interfaces between Design and Management

C

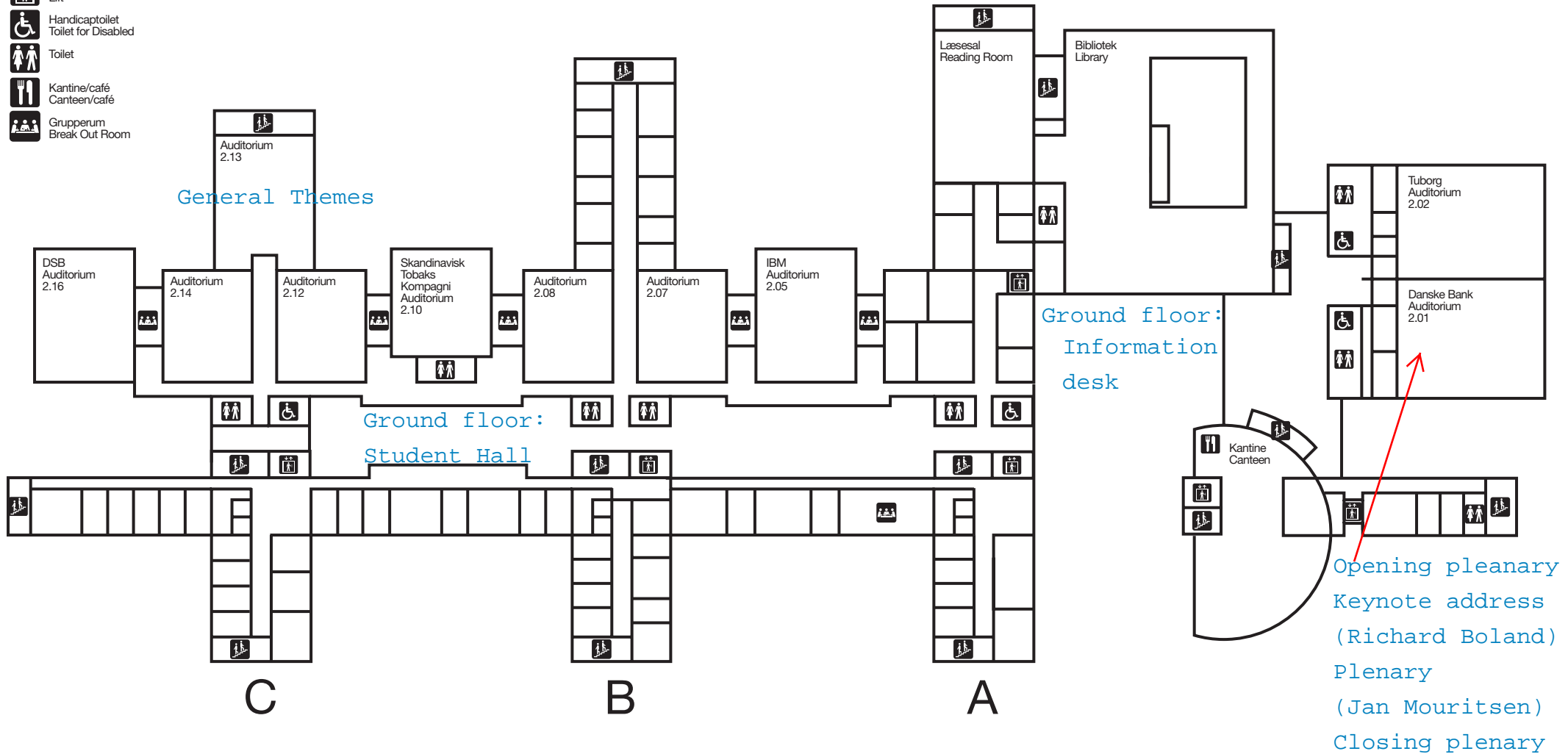
B

A

Business and Management Research and Construction Management

2. sal/Second Floor

-  Trappe  
Stairs
-  Elevator  
Lift
-  Handicaptoliet  
Toilet for Disabled
-  Toilet
-  Kantine/café  
Canteen/café
-  Grupperum  
Break Out Room



Opening plenary  
 Keynote address  
 (Richard Boland)  
 Plenary  
 (Jan Mouritsen)  
 Closing plenary