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**Special issue**

**Organizational mechanisms for effective knowledge creation in projects**

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**Call for papers**

In the contemporary world of business, knowledge creation and integration takes place more and more within projects. However, traditionally, much research on the subject has been dominated by a reductionist perspective, whose major concern relied on structures and dynamics of individual projects, discussed mainly from the perspective of project managers. A different stream of research has studied organizational issues at the project level that may explain how socially embedded and dispersed knowledge can be managed effectively. Such research stream was able to benefit from the fact that, in the fragmented mosaic of knowledge management contributions, the theoretical understanding of knowledge has more and more shifted from the conceptualization of knowledge taxonomies to the understanding of activity-based and process-specific knowledge.

Within projects, knowledge creation and management is often seen as directly inherent to the delivery of the final outcome. In knowledge-intensive domains, the day-to-day activities of running and managing projects require a careful evaluation of issues tied to the elaboration of new knowledge to deal with the upsurge of technical and operational problems facing project teams. Coordination within projects and among projects is put forward primarily at a systemic level and falls into the domain of organizational design.

Projects may then be seen as structural elements in terms of knowledge creation that are to be coordinated so that the organization attains its strategic goals. The variety in the base of projects and the heterogeneous competences and functional backgrounds of project team members increase the risks of an internally scattered scenario. In order to deepen the understanding of this problematic, it is useful to clarify the linkages between the overall organizational design and the projects' potential to deliver effective knowledge creation. The achievement of such outcomes encompasses the goals that the project is meant to achieve, but also the organizational mechanisms that both top managers and project managers apply to coordinate and control the evolution of projects. This brings about a dynamic, emergent interpretation of project management, and in particular of the ways through which projects contribute to enhance knowledge creation at organizational level. This special issue is then concerned with the implications of different organizational design options on the dynamic process of knowledge creation.

### **Topic areas**

The above arguments suggest that a number of interesting and important research questions fall within the focus of this special issue. We would encourage papers that ask questions such as the following:

- How does project management support knowledge creation? How may knowledge created in projects be transferred to the organizational level?
- What kind of organizational design influences the creation of knowledge in projects?
- What theories may be used to interpret knowledge creation in projects?
- What is the relationship between control and knowledge creation in projects? What control mechanisms improve knowledge creation, what control mechanisms hinder knowledge creation?
- How do internal professional networks constrain or facilitate knowledge creation and how do project managers envisage them as constraints or opportunities to foster knowledge creation?
- What is the relationship between boundary-spanning activities in projects and knowledge creation?
- What kind of influence is exerted by human resource practices on knowledge creation? What kind of Human Resource Management policies and practices facilitate knowledge creation and knowledge transfer in project-intensive organizations?
- How adequate are current project management tools in order to support knowledge creation processes? What tools may be critical for knowledge creation in projects?

The above should only be intended as a tentative list; we would also encourage authors to explore issues that extend beyond these initial suggestions.

### **This Special issue is related to the IFKAD 2010 Forum - Track 13**

<http://www.knowledgeasset.org/IFKAD/Tracks/tp013.asp>

The **5th International Forum on Knowledge Asset Dynamics (Matera, Italy – 24th-25th June 2010)** aims to encourage discussions about intellectual capital research and management practices for addressing complexity, uncertainty and changes of today's business landscape. Nowadays private and public organizations have to face uncertainty, crisis, change, turbulence, and high competitive pressure. In this context it is critical to understand the role of intellectual capital and particularly to understand the key intangible and knowledge assets to be developed and managed in order to deal with the fluidity of business. This also involves the understanding of the approaches, models and tools for assessing and managing intellectual capital to support, renew and develop new business models aligned with the evolution of future competitive scenarios.

After the IFKAD Forum selected authors will be invited to submit their papers for inclusion in this special issue. All papers to be considered for inclusion in the special issue will undergo a double-blind review process.

### **Submission details**

For author guidelines and online submission procedure, please visit the official website of the forum: [www.knowledgeasset.org/IFKAD](http://www.knowledgeasset.org/IFKAD)

### **Key dates**

Abstract submission deadline for Forum participation: 30 January 2010

Acceptance notification to authors: 1 March 2010

Full paper submission deadline: 26 April 2010

Forum sessions: 24-25 June 2010

Revised paper submission deadline for the Journal Special issue: 31 July 2010

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