



Universiteit
Leiden
The Netherlands

Governance of innovation project management : necessary and neglected Stettina, C.J.

Citation

Stettina, C. J. (2015, May 21). *Governance of innovation project management : necessary and neglected*. Retrieved from <https://hdl.handle.net/1887/33081>

Version: Not Applicable (or Unknown)

License: [Leiden University Non-exclusive license](#)

Downloaded from: <https://hdl.handle.net/1887/33081>

Note: To cite this publication please use the final published version (if applicable).

Cover Page



Universiteit Leiden



The handle <http://hdl.handle.net/1887/33081> holds various files of this Leiden University dissertation.

Author: Stettina, Christoph Johann

Title: Governance of innovation project management : necessary and neglected

Issue Date: 2015-05-21

References

- Abrahamsson, P., Conboy, K. & Wang, X. (2009). lots done, more to do: the current state of agile systems development research.
- Abrahamsson, P., Warsta, J., Siponen, M. T. & Ronkainen, J. (2003). New directions on agile methods: a comparative analysis. In *Proceedings of the 25th international conference on software engineering* (pp. 244–254). Washington, DC, USA: IEEE Computer Society.
- Ågerfalk, J., Fitzgerald, B. & In, O. P. (2006). Flexible and distributed software processes: old petunias in new bowls. In *Communications of the acm*.
- Aguiar, A. & David, G. (2005). Wikiwiki weaving heterogeneous software artifacts. In *Proceedings of the 2005 international symposium on wikis* (pp. 67–74). New York, NY, USA: ACM.
- Ahlemann, F., Teuteberg, F. & Vogelsang, K. (2009). Project management standards–diffusion and application in germany and switzerland. *International Journal of Project Management*, 27(3), 292–303.
- Ahola, T., Ruuska, I., Artto, K. & Kujala, J. (2013). What is project governance and what are its origins? *International Journal of Project Management*.
- Allen, T. J. & Henn, G. (2006). *The Organization and Architecture of Innovation: Managing the Flow of Technology*. Butterworth-Heinemann.
- Anderson, J. R. (1982). Acquisition of cognitive skill. *Psychological Review*, 89, 369–406.
- Andova, S., Groenewegen, L. & de Vink, E. P. (2011). Dynamic consistency in process algebra: From paradigm to acp. *Science of Computer Programming*, 76(8), 711–735.
- Andova, S., Groenewegen, L. P. J., Stafleu, J. & de Vink, E. P. (2009). Formalizing adaptation on-the-fly. *Electronic Notes in Theoretical Computer Science*, 255, 23–44. doi: <http://dx.doi.org/10.1016/j.entcs.2009.10.023>
- Arakawa, S. & Yukita, S. (2006). An effective agile teaching environment for java programming courses. *Frontiers in Education, Annual*, 0, 13–18. doi: <http://doi.ieeeecomputersociety.org/10.1109/FIE.2006.322534>
- Aubry, M., Hobbs, B. & Thuillier, D. (2007). A new framework for understanding organisational project management through the PMO. *International Journal of Project Management*, 25(4), 328–336.
- Balogun, J. & Johnson, G. (2004). Organizational restructuring and middle manager sense-making. *Academy of Management Journal*, 47(4), 523–549.
- Barzilai-Nahon, K. & Mason, R. M. (2010). How executives perceive the net generation. *Information, Communication & Society*, 13(3), 396–418.
- Bass, J. M. (2014). How product owner teams scale agile methods to large distributed enterprises. *Empirical Software Engineering*, 1–33.
- Beck, K. & Andres, C. (2004). *Extreme programming explained: embrace change*. Addison-Wesley Professional.

- Beck, K., Beedle, M., van Bennekum, A., Cockburn, A., Cunningham, W., Fowler, M., ... others (2001). The agile manifesto. <http://www.agilemanifesto.org/principles.html>. *Acesso em*, 7(08), 2009.
- Becker, M. C. (2004, 1st August). Organizational routines: a review of the literature. *Ind Corp Change*, 13(4), 643–678.
- Benefield, G. (2008). Rolling out agile in a large enterprise. In *Hawaii international conference on system sciences, proceedings of the 41st annual* (pp. 461–461).
- Benschop/ANP, L. (2014). *Overheid verspilt jaarlijks 1 tot 5 miljard door ICT-projecten*. <http://www.nu.nl/politiek/3903779/overheid-verspilt-jaarlijks-1-5-miljard-ict-projecten.html>. ([Online; posted 15-October-2014])
- Blichfeldt, B. S. & Eskerod, P. (2008). Project portfolio management—theres more to it than what management enacts. *International Journal of Project Management*, 26(4), 357–365.
- Blomquist, T. & Müller, R. (2006). Practices, roles, and responsibilities of middle managers in program and portfolio management. *Project Management Journal*, 37(1), 52–66.
- Boehm, B. & Turner, R. (2003). *Balancing agility and discipline: A guide for the perplexed*. Boston, MA, USA: Addison-Wesley Longman Publishing Co., Inc.
- Boehm, B. & Turner, R. (2005). Management challenges to implementing agile processes in traditional development organizations. *Software, IEEE*, 22(5), 30–39.
- Booth, C. & Harmer, M. (1994). Agile manufacturing concepts and opportunities in ceramics. *Ceram. Trans.*, 50, 67–76.
- Boxwala, A. A., Peleg, M., Tu, S., Ogunyemi, O., Zeng, Q. T., Wang, D., ... Shortliffe, E. H. (2004). Glif3: a representation format for sharable computer-interpretable clinical practice guidelines. *Journal of biomedical informatics*, 37(3), 147–161.
- Briand, L. C., Labiche, Y., Penta, M. D. & Yan-Bondoc, H. D. (2005). An experimental investigation of formality in UML-based development. *IEEE Trans. Software Eng*, 31(10), 833–849. doi: 10.1109/TSE.2005.105
- Carlile, P. R. (2002, July). A pragmatic view of knowledge and boundaries: Boundary objects in new product development. *Organization Science*, 13, 442–455.
- Carlile, P. R. (2004, October). Transferring, translating, and transforming: An integrative framework for managing knowledge across boundaries. *Organization Science*, 15(5), 555–568. Retrieved from <http://dx.doi.org/10.1287/orsc.1040.0094> doi: 10.1287/orsc.1040.0094
- Chao, J. (2005). Balancing hands-on and research activities: A graduate level agile software development course. In *Proceedings of the agile development conference* (pp. 306–311). Washington, DC, USA: IEEE Computer Society.
- Cheng, T.-H., Jansen, S. & Remmers, M. (2009). Controlling and monitoring agile software development in three dutch product software companies. In *Proceedings of the 2009*

- icse workshop on software development governance* (pp. 29–35).
- Choo, C. W. (2006). *The knowing organization: How organizations use information to construct meaning, create knowledge, and make decisions*. Oxford university press New York.
- Chow, T. & Cao, D.-B. (2008, June). A survey study of critical success factors in agile software projects. *J. Syst. Softw.*, 81(6), 961–971.
- Cicmil, S., Williams, T., Thomas, J. & Hodgson, D. (2006). Rethinking project management: researching the actuality of projects. *International Journal of Project Management*, 24(8), 675–686.
- Clear, T. (2003). Documentation and agile methods: striking a balance. *SIGCSE Bulletin*, 35(2), 12–13.
- Clegg, S. R., Pitsis, T. S., Rura-Polley, T. & Marosszeky, M. (2002). Governmentality matters: designing an alliance culture of inter-organizational collaboration for managing projects. *Organization Studies*, 23(3), 317–337.
- Cockburn, A. & Highsmith, J. (2001, November). Agile software development: The people factor. *Computer*, 34, 131–133.
- Cohen, M. D., Burkhart, R., Dosi, G., Egidi, M., Marengo, L., Warglien, M. & Winter, S. (1996, 1st January). Routines and Other Recurring Action Patterns of Organizations: Contemporary Research Issues. *Ind Corp Change*, 5(3), 653–698. doi: 10.1093/icc/5.3.653
- Conboy, K. (2009, September). Agility from first principles: Reconstructing the concept of agility in information systems development. *Info. Sys. Research*, 20(3), 329–354.
- Cooper, R. G., Edgett, S. J. & Kleinschmidt, E. J. (1999). New product portfolio management: Practices and performance. *Journal of Product Innovation Management*, 16(4), 333–351.
- Cull, J. (2006). Mentoring young entrepreneurs: What leads to success? *International journal of evidence based coaching and mentoring*, 4(2), 8–18.
- D’Adderio, L. (2011). Artifacts at the centre of routines: Performing the material turn in routines theory. *Journal of Institutional Economics*, 7(02), 197–230.
- Davenport, T. H. (2013). *Thinking for a living: how to get better performances and results from knowledge workers*. Harvard Business Press.
- DeGrace, P. & Stahl, L. (1990). *Wicked problems, righteous solutions*. Yourdon Press Upper Saddle River, NJ, USA.
- De Grazia, V. (2009). *Irresistible empire: America’s advance through twentieth-century europe*. Harvard University Press.
- de Souza, S. C. B., Anquetil, N. & de Oliveira, K. M. (2005). A study of the documentation essential to software maintenance. In *Proceedings of the 23rd annual international conference on design of communication* (pp. 68–75). New York, NY, USA: ACM.
- Digman, J. (1990). Personality structure: Emergence of the five-factor model. *Annual Review*

- of Psychology*, 41, 417–440.
- Dingsøy, T. & Hanssen, G. K. (2002). Extending agile methods: Postmortem reviews as extended feedback. In *4th international workshop on learning software organizations* (pp. 4–12).
- Dixon-Woods, M., Agarwal, S., Jones, D., Young, B. & Sutton, A. (2005). Synthesising qualitative and quantitative evidence: a review of possible methods. *Journal of health services research & policy*, 10(1), 45–53B.
- Drucker, P. (1977). *People and performance*. Routledge.
- Drucker, P. (1993). *Post-capitalist society*. Routledge.
- Drucker, P. (1994). The age of social transformation. *Atlantic Monthly*, 274(5), 53–70.
- Drucker, P. (1999). Knowledge-worker productivity: The biggest challenge. *The knowledge management yearbook 2000-2001*.
- Dugan, R. F. (2011). A survey of computer science capstone course literature. *Computer Science Education*, 21(3), 201-267.
- Duhigg, C. (2012). *The power of habit: why we do what we do in life and business*. Random House LLC.
- Dutta, S. & van Wassenhove, L. N. (1996). *Report on the 1995/1996 software excellence survey* (Working Paper No. 96/52/TM). Boulevard de Constance, 77305 Fontainebleau, France: INSEAD.
- Dybå, T. & Dingsøy, T. (2008a). Empirical studies of agile software development: A systematic review. *Information Software Technology*, 50(9-10), 833–859.
- Dybå, T. & Dingsøy, T. (2008b, August). Empirical studies of agile software development: A systematic review. *Information Software Technology*, 50, 833–859. doi: 10.1016/j.infsof.2008.01.006
- Dybå, T., Dingsøy, T. & Moe, N. B. (2014). Agile project management. In *Software project management in a changing world* (pp. 277–300). Springer.
- Dybå, T. & Moe, N. B. (1999). Rethinking the concept of software process assessment. In *Proceedings of european software process improvement conference (eurospi 1999)*. Pori, Finland.
- Dye, L. & Pennypacker, J. (2000). Project portfolio managing and managing multiple projects: Two sides of the same coin? In *Proceedings of the 2000 pmi seminars & symposium. pmi* (Vol. 321).
- Emery, F. E., Thorsrud, E., Engelstad, P. H., Gulowsen, J. & Qale, T. (1976). *Democracy at work: The report of the norwegian industrial democracy program*. Martinus Nijhoff Social Sciences Division Leiden.
- Engwall, M. & Jerbrant, A. (2003). The resource allocation syndrome: the prime challenge of multi-project management? *International journal of project management*, 21(6), 403–409.

- Eriksson, T. & Ortega, J. (2006). The adoption of job rotation: Testing the theories. *Industrial and labor relations review*, 653–666.
- Eskelinen, A. (2012). *Agile transformation: What to do with managers?* Retrieved from <http://conferences.agilealliance.org/sessions/13957>
- European Commission. (2014). *Horizon 2020: Dedicated SME Instrument Work Programme 2014-2015*. <http://ec.europa.eu/research/sme-techweb/pdf/SME%20Instrument%20in%20WP%202014-2015.pdf>. ([Online; accessed 23-February-2015])
- Fægri, T. E. (2010). Adoption of team estimation in a specialist organizational environment. In *Agile processes in software engineering and extreme programming* (pp. 28–42). Springer Berlin Heidelberg.
- Fægri, T. E., Dybå, T. & Dingsøyr, T. (2010, October). Introducing knowledge redundancy practice in software development: Experiences with job rotation in support work. *Inf. Softw. Technol.*, 52, 1118–1132.
- Feldman, M. S. & Pentland, B. T. (2003). Reconceptualizing organizational routines as a source of flexibility and change. *Administrative Science Quarterly*, 48(1), 94–118.
- Fernandez, R. M. & Gould, R. V. (1994). A dilemma of state power: Brokerage and influence in the national health policy domain. *American Journal of Sociology*, 1455–1491.
- Ferns, D. (1991). Developments in programme management. *International Journal of Project Management*, 9(3), 148–156.
- Flyvbjerg, B. & Budzier, A. (2011). Why your it project may be riskier than you think. *Harvard Business Review*, 89(9), 601–603.
- Forward, A. & Lethbridge, T. (2002). The relevance of software documentation, tools and technologies: a survey. In *Acm symposium on document engineering* (p. 26-33). doi: <http://doi.acm.org/10.1145/585058.585065>
- Foucault, M., Burchell, G., Gordon, C. & Miller, P. (1991). *The foucault effect: Studies in governmentality*. University of Chicago Press.
- Fox, J. & Das, S. K. (2000). *Safe and sound: artificial intelligence in hazardous applications* (Vol. 1). AAAI Press/MIT Press Menlo Park, CA/Cambridge.
- Fraser, S., Reinitz, R., Eckstein, J., Kerievsky, J., Mee, R. & Poppendieck, M. (2003). Xtreme programming and agile coaching. In *Conference on object oriented programming systems languages and applications: Companion of the 18 th annual acm sigplan conference on object-oriented programming, systems, languages, and applications* (Vol. 26, pp. 265–267).
- Ghauri, P. N. & Grønhaug, K. (2005). *Research methods in business studies: A practical guide*. Pearson Education.
- Giordano, L., Terenziani, P., Bottrighi, A., Montani, S. & Donzella, L. (2006). Model checking for clinical guidelines: an agent-based approach. In *Amia annual symposium proceedings* (Vol. 2006, p. 289).

- Grando, A., Peleg, M. & Glasspool, D. (2010). A goal-oriented framework for specifying clinical guidelines and handling medical errors. *Journal of biomedical informatics*, 43(2), 287–299.
- Granovetter, M. (1983). The strength of weak ties: A network theory revisited. *Sociological theory*, 1(1), 201–233.
- Granovetter, M. (2003). Ignorance, knowledge, and outcomes in a small world. *Science*, 301(5634), 773–774.
- Groenewegen, L., Kampenhout, N. v. & Vink, E. d. (2005). Delegation modeling with paradigm. In J.-M. Jacquet & G. Picco (Eds.), *Proceedings coordination 2005* (pp. 94–108). LNCS 3454.
- Guzzo, R. A. & Dickson, M. W. (1996). Teams in organizations: Recent research on performance and effectiveness. *Annual Review of Psychology*, 47(1), 307–338. doi: 10.1146/annurev.psych.47.1.307
- Hanly, S., Wai, L., Meadows, L. & Leaton, R. (2006). Agile coaching in british telecom: Making strawberry jam. In *Agile conference, 2006* (pp. 9–pp).
- Hansen, M. (2013). *Collaboration: How leaders avoid the traps, build common ground, and reap big results*. Harvard Business Press.
- Hansen, M. T. (1999). The search-transfer problem: The role of weak ties in sharing knowledge across organization subunits. *Administrative science quarterly*, 44(1), 82–111.
- Hanssen, G. & Fægri, T. (2008). Process fusion: An industrial case study on agile software product line engineering. *Journal of Systems and Software*, 81(6), 843–854.
- Hatch, M. J. (2012). *Organization theory: modern, symbolic and postmodern perspectives*. Oxford university press.
- Haythornthwaite, C. (2001). The strength and the impact of new media. In *System sciences, 2001. proceedings of the 34th annual hawaii international conference on* (pp. 10–pp).
- Hazzan, O. & Dubinsky, Y. (2007, March). Why software engineering programs should teach agile software development. *SIGSOFT Softw. Eng. Notes*, 32(2), 1–3.
- Hewitt, B. & Walz, D. (2005). Using shared leadership to foster knowledge sharing in information systems development projects. *HICSS*, 8, 256a. doi: <http://doi.ieeecomputersociety.org/10.1109/HICSS.2005.666>
- Heydebrand, W. V. (1989). New organizational forms. *Work and occupations*, 16(3), 323–357.
- Highsmith, J. & Fowler, M. (2001). The agile manifesto. *Software Development Magazine*, 9(8), 29–30.
- Hobday, M. (2000). The project-based organisation: an ideal form for managing complex products and systems? *Research policy*, 29(7), 871–893.
- Hoda, R., Kruchten, P., Noble, J. & Marshall, S. (2010). Agility in context. In *Proceedings of the acm international conference on object oriented programming systems languages and applications* (pp. 74–88). NY, USA: ACM.

- Hoda, R., Noble, J. & Marshall, S. (2011). The impact of inadequate customer collaboration on self-organizing agile teams. *Information and Software Technology*, 53(5), 521–534.
- Hodgkins, P. & Hohmann, L. (2007). Agile program management: Lessons learned from the verisign managed security services team. In *Proceedings of the agile 2007* (pp. 194–199). Washington, DC, USA: IEEE.
- Holstein, J. A. & Gubrium, J. F. (1997). *Active interviewing*. Sage Publications.
- Höst, M., Regnell, B. & Wohlin, C. (2000). Using students as subjects a comparative study of students and professionals in lead-time impact assessment. *Empirical Software Engineering*, 5(3), 201–214. doi: 10.1023/A:1026586415054
- Igarria, M. (1999). The driving forces in the virtual society. *Communications of the ACM*, 42(12), 64–70.
- Igarria, M. & Tan, M. (1998). *The virtual workplace*. IGI Global.
- IPMA. (2006). Icb-ipma competence baseline version 3.0. *Nijkerk, The Netherlands: International Project Management Association*.
- Isern, D. & Moreno, A. (2008). Computer-based execution of clinical guidelines: a review. *International journal of medical informatics*, 77(12), 787–808.
- Kalliney, M. (2009). Transitioning from agile development to enterprise product management agility. In *Proceedings of the 2009 agile conference* (pp. 209–213). Washington, DC, USA: IEEE Computer Society.
- Karau, S. & Williams, K. (1993). Social loafing: A meta-analytic review and theoretical integration. *Journal of Personality and Social Psychology*, 65(4), 681–706.
- Karlström, D. & Runeson, P. (2006, June). Integrating agile software development into stage-gate managed product development. *Empirical Softw. Eng.*, 11, 203–225.
- Katzy, B., Zhang, C. & Löh, H. (2005). Reference models for virtual organisations. In *Virtual organizations* (pp. 45–58). Springer.
- Katzy, B. R. & Crowston, K. (2008). Competency rallying for technical innovation: The case of the Virtuelle Fabrik. *Technovation*, 28(10), 679–692.
- Kerzner, H. R. (2013). *Project management: a systems approach to planning, scheduling, and controlling*. John Wiley & Sons.
- Kettunen, P. & Laanti, M. (2008). Combining agile software projects and large-scale organizational agility. *Softw. Process*, 13, 183–193.
- Khan, A. S. & Kajko-Mattsson, M. (2010). Demarcating the scope of a handover process. In *Software engineering advances (icsea), 2010 fifth international conference on* (pp. 244–251).
- Kraut, A. I., Pedigo, P. R., McKenna, D. D. & Dunnette, M. D. (1989). The role of the manager: What's really important in different management jobs. *The Academy of Management Executive*, 3(4), 286–293.
- Krebs, J. (2008). *Agile portfolio management*. Microsoft Press.
- Küster, J. M. & Engels, G. (2004). Consistency management within model-based object-

- oriented development of components. In *Formal methods for components and objects* (pp. 157–176).
- Laanti, M. (2008). Implementing program model with agile principles in a large software development organization. In (pp. 1383–1391). Washington, DC, USA: IEEE Computer Society.
- Laanti, M., Salo, O. & Abrahamsson, P. (2011). Agile methods rapidly replacing traditional methods at nokia: A survey of opinions on agile transformation. *Information and Software Technology*, 53(3), 276–290.
- Laanti, M., Similä, J. & Abrahamsson, P. (2013). Definitions of agile software development and agility. In *Systems, software and services process improvement* (pp. 247–258). Springer.
- Langle, A. (1999). Strategies for Theorizing from Process Data. *The Academy of Management Review*, 24(4), 691–710.
- Larman, C. (2004). *Agile and iterative development: a manager's guide*. Addison-Wesley Professional.
- Latour, B. (2005). Reassembling the social: an introduction to actor-network-theory. *Oxford: Clarendon*, 2005.
- Layman, L., Cornwell, T. & Williams, L. (2006). Personality types, learning styles, and an agile approach to software engineering education. In *Proceedings of the 37th sigcse technical symposium on computer science education* (pp. 428–432). New York, NY, USA: ACM.
- Leffingwell, D. (2007). *Scaling software agility: best practices for large enterprises*. Addison-Wesley Professional.
- Leffingwell, D. (2010). *Agile software requirements: lean requirements practices for teams, programs, and the enterprise*. Addison-Wesley Professional.
- Lehto, I. & Rautiainen, K. (2009). Software development governance challenges of a middle-sized company in agile transition. In *Proceedings of the 2009 icse workshop on software development governance* (pp. 36–39).
- Lethbridge, T. (2000). What knowledge is important to a software professional? *Computer*, 33, 44–50. doi: <http://doi.ieeecomputersociety.org/10.1109/2.841783>
- Lethbridge, T., Singer, J. & Forward, A. (2003). How software engineers use documentation: The state of the practice. *IEEE Software*, 20(6), 35–39.
- Levi-Faur, D. (2012). *The oxford handbook of governance*. Oxford University Press.
- Levitt, B. & March, J. G. (1988). Organizational learning. *Annual review of sociology*, 319–340.
- Lévy, P. & Bonomo, R. (1999). *Collective intelligence: Mankind's emerging world in cyberspace*. Perseus Publishing.
- Lincoln, Y. S., Lynham, S. A. & Guba, E. G. (2011). Paradigmatic controversies, contradictions, and emerging confluences, revisited. *The Sage handbook of qualitative research*,

- 4, 97–128.
- Lindkvist, L. (2004). Governing project-based firms: promoting market-like processes within hierarchies. *Journal of Management and Governance*, 8(1), 3–25.
- Lipnack, J. & Stamps, J. (1997). *Virtual teams: Reaching across space, time, and organizations with technology*. John Wiley & Sons, Inc.
- Lycett, M., Rassau, A. & Danson, J. (2004). Programme management: a critical review. *International Journal of Project Management*, 22(4), 289–299.
- March, J. G. & Simon, H. A. (1993). *Organizations (2nd ed.)* [Book]. Cambridge, Massachusetts: Blackwell Publishers.
- Maric, J. (2014). *Web communities, immigration, and social capital*. Unpublished doctoral dissertation, Tilburg.
- Martinsuo, M. & Lehtonen, P. (2007). Role of single-project management in achieving portfolio management efficiency. *International Journal of Project Management*, 25(1), 56–65.
- Matta, N. F. & Ashkenas, R. N. (2003). Why good projects fail anyway. *Harvard Business Review*, 81(9), 109–116.
- McBreen, P. (2002). *Questioning extreme programming*. Boston, MA, USA: Addison-Wesley Longman Publishing Co., Inc.
- McLeod, L. & MacDonell, S. G. (2011). Factors that affect software systems development project outcomes: A survey of research. *ACM Computing Surveys (CSUR)*, 43(4), 24.
- Melnik, G. & Maurer, F. (2004). Direct verbal communication as a catalyst of agile knowledge sharing. In *Proceedings of the agile development conference* (pp. 21–31). Washington, DC, USA: IEEE Computer Society.
- Melnik, G. & Maurer, F. (2005). A cross-program investigation of students' perceptions of agile methods. In *Proceedings of the 27th international conference on software engineering* (pp. 481–488). New York, NY, USA: ACM.
- Memmel, T., Gundelsweiler, F. & Reiterer, H. (2007). Agile human-centered software engineering. In *Proceedings of the 21st british hci group annual conference on people and computers: Hci...but not as we know it - volume 1* (pp. 167–175). Swinton, UK, UK.
- Microsoft. (2005). *Digital Workstyle: The New World Of Work*. <https://www.microsoft.com/mscorp/execmail/2005/05-19newworldofwork.mspx>. ([Online; accessed 25-August-2014])
- Miles, M. & Huberman, A. (1994). *Qualitative data analysis : An expanded sourcebook* (2. ed.). Thousand Oaks: Sage.
- Miller, R. & Hobbs, J. B. (2005). Governance regimes for large complex projects. *International Journal of Project Management*, 36(3), 42–51.
- Mintzberg, H. (1979). The structuring of organizations: A synthesis of the research. *University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical*

- Research Reference in Entrepreneurship.*
- Mintzberg, H. (1993). *Structure in fives: Designing effective organizations*. Prentice-Hall, Inc.
- Mockus, A. & Weiss, D. M. (2001). Globalization by chunking: A quantitative approach. *IEEE Software*, 18(2).
- Moe, N. B. & Dingsøyr, T. (2008). Scrum and Team Effectiveness: Theory and Practice. *Agile Processes in Software Engineering and Extreme Programming*, 11–20. doi: 10.1007/978-3-540-68255-4_2
- Moe, N. B., Dingsøyr, T. & Dybå, T. (2010). A teamwork model for understanding an agile team: A case study of a scrum project. *Inf. Softw. Technol.*, 52, 480–491.
- Moe, N. B., Dingsøyr, T. & Dybå, T. (2009). Overcoming barriers to self-management in software teams. *IEEE Software*, 26, 20–26.
- Moe, N. B., Dingsøyr, T. & Røyrvik, E. A. (2009). Putting agile teamwork to the test—an preliminary instrument for empirically assessing and improving agile software development. In *Agile processes in software engineering and extreme programming* (pp. 114–123). Springer.
- Morgan, G. (2007). *Images of organization*. Thousand Oaks: SAGE Publications.
- Mowshowitz, A. (2002). *Virtual organization: Toward a theory of societal transformation stimulated by information technology*. Greenwood Publishing Group.
- Müller, R., Pemsel, S. & Shao, J. (2014). Organizational enablers for governance and governmentality of projects: A literature review. *International Journal of Project Management*.
- Mulyar, N., Pesic, M., Van Der Aalst, W. M. & Peleg, M. (2008). Declarative and procedural approaches for modelling clinical guidelines: addressing flexibility issues. In *Business process management workshops* (pp. 335–346).
- Murray, A. et al. (2009). Managing successful projects with prince2.
- Naito, E. & Hirose, S. (2014). Efficient foot motor control by neymars brain. *Frontiers in Human Neuroscience*, 8, 594.
- Nerur, S. & Balijepally, V. (2007). Theoretical reflections on agile development methodologies. *Communications of the ACM*, 50, 79–83.
- Nerur, S., Mahapatra, R. & Mangalaraj, G. (2005). Challenges of migrating to agile methodologies. *Commun. ACM*, 48, 72–78.
- Neus, A. (2001). Managing information quality in virtual communities of practice. In *Iq* (pp. 119–131).
- Nonaka, I. & Takeuchi, H. (1995). *The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation*. Oxford University Press, USA. Hardcover.
- OECD. (2004). *Oecd principles of corporate governance 2004*. OECD Publishing.
- O’leary, M. B., Mortensen, M. & Woolley, A. W. (2011). Multiple team membership: A theoretical model of its effects on productivity and learning for individuals and teams.

- Academy of Management Review*, 36(3), 461–478.
- Ortega, J. (2001). Job rotation as a learning mechanism. *Management Science*, 47(10), 1361–1370.
- OConnor, R. V. & Duchonova, N. (2014). Assessing the value of an agile coach in agile method adoption. In *Systems, software and services process improvement* (pp. 135–146). Springer.
- Paasivaara, M. & Lassenius, C. (2011). How does an agile coaching team work? a case study. In *Proceedings of the 2011 international conference on software and systems process* (pp. 101–109). New York, NY, USA: ACM.
- Padula, A. (2009). Organically growing internal coaches. In *Proceedings of the 2009 agile conference* (pp. 237–242). Washington, DC, USA: IEEE Computer Society.
- Paulhus, D. L. (2002). The role of constructs in psychological and educational measurement. In (pp. 46–69). Mahwah NJ: Lawrence Erlbaum.
- Pearce, C. L. (2004). The Future of Leadership: Combining Vertical and Shared Leadership to Transform Knowledge Work. *Academy of Management Executive*, 18(1), 47–57.
- Peleg, M., Tu, S., Bury, J., Ciccurese, P., Fox, J., Greenes, R. A., ... others (2003). Comparing computer-interpretable guideline models: a case-study approach. *Journal of the American Medical Informatics Association*, 10(1), 52–68.
- Peleg, M. & Tu, S. W. (2009). Design patterns for clinical guidelines. *Artificial intelligence in medicine*, 47(1), 1–24.
- Pemsel, S. & Müller, R. (2012). The governance of knowledge in project-based organizations. *International Journal of Project Management*, 30(8), 865–876.
- Pentland, B. T. & Feldman, M. (2008). Designing routines: On the folly of designing artifacts, while hoping for patterns of action. *Information and Organization*, 18(4), 235–250.
- Pentland, B. T. & Feldman, M. S. (2007). Narrative networks: Patterns of technology and organization. *Organization Science*, 18(5), 781–795.
- Pentland, B. T. & Rueter, H. H. (1994). Organizational Routines as Grammars of Action. *Administrative Science Quarterly*, 39(3), 484–510.
- Petersen, K. & Wohlin, C. (2009). A comparison of issues and advantages in agile and incremental development between state of the art and an industrial case. *J. Syst. Softw.*, 82(9), 1479–1490.
- Piore, M. & Sabel, C. (1984). *The second industrial divide: Possibilities for prosperity*. New York, Basic Book.
- PMI. (2008). *The standard for portfolio management*. Project Management Institute.
- Polanyi, M. (1967). *The tacit dimension*.
- Prencipe, A. & Tell, F. (2001). Inter-project learning: processes and outcomes of knowledge codification in project-based firms. *Research policy*, 30(9), 1373–1394.
- Preston, C. (2000). Optimal number of response categories in rating scales: reliability, validity, discriminating power, and respondent preferences. *Acta Psychologica*, 104(1), 1–15.

- Prinz, W., Jeners, N., Ruland, R. & Villa, M. (2009). Supporting the change of cooperation patterns by integrated collaboration tools. In *Leveraging knowledge for innovation in collaborative networks* (pp. 651–658). Springer.
- Ramesh, B., Cao, L. & Baskerville, R. (2007). Agile requirements engineering practices and challenges: an empirical study. *Information Systems Journal*, 20(5), 449–480.
- Rautiainen, K., von Schantz, J. & Vahaniitty, J. (2011). Supporting scaling agile with portfolio management: Case paf.com. In (pp. 1–10). Washington, DC, USA: IEEE Computer Society.
- Reijers, H. A. & Mendling, J. (2011). A study into the factors that influence the understandability of business process models. *Systems, Man and Cybernetics, Part A: Systems and Humans, IEEE Transactions on*, 41(3), 449–462.
- Reyck, B., Grushka-Cockayne, Y., Lockett, M., Calderini, S., Moura, M. & Sloper, A. (2005). The impact of project portfolio management on information technology projects. *International Journal of Project Management*, 23(7), 524–537.
- Richards, D. (2009). Designing project-based courses with a focus on group formation and assessment. *Trans. Comput. Educ.*, 9, 2:1–2:40.
- Robinson, H. & Sharp, H. (2003). Xp culture: Why the twelve practices both are and are not the most significant thing. In *Agile development conference, 2003. adc 2003. proceedings of the* (pp. 12–21).
- Robson, C. (2002). *Real word research*. Oxford: Blackwell.
- Rosenberg, D. & Scott, K. (1999). *Use case driven object modeling with uml: a practical approach*. Boston, MA, USA: Addison-Wesley Longman Publishing Co., Inc.
- Rubin, E. & Rubin, H. (2011). Supporting agile software development through active documentation. *Requirements Engineering*, 16, 117–132.
- Rundle, P. J. & Dewar, R. G. (2006). Using return on investment to compare agile and plan-driven practices in undergraduate group projects. In *Proceedings of the 28th international conference on software engineering* (pp. 649–654). New York, NY, USA: ACM.
- Salas, E., Sims, D. & Burke, C. (2005). Is there a big five in teamwork? *Small Group Research*, 36(5), 555–599.
- Salvato, C. (2009). Capabilities unveiled: The role of ordinary activities in the evolution of product development processes. *Org. Science*, 20(2), 384–409.
- Sari, B., Loeh, H. & Katzy, B. R. (2010). Emerging collaboration routines in knowledge-intensive work processes: Insights from three case studies. *International Journal of e-Collaboration (IJeC)*, 6(1), 33–52.
- Schaffers, H., Brodt, T., Pallot, M. & Prinz, W. (2006). The future workplace-perspectives on mobile and collaborative working. *Telematica Instituut, The Netherlands*.
- Schurink, E. & Schurink, E. (1998). Deciding to use a qualitative research approach. *Research at grass roots*, 239–251.

- Schwaber, K. & Beedle, M. (2001). *Agile software development with scrum* (1st ed.). Upper Saddle River, NJ, USA: Prentice Hall PTR.
- Senapathi, M. & Srinivasan, A. (2014). An empirical investigation of the factors affecting agile usage. In *Proceedings of the 18th international conference on evaluation and assessment in software engineering* (p. 10).
- Shahar, Y., Miksch, S. & Johnson, P. (1998). The asgaard project: a task-specific framework for the application and critiquing of time-oriented clinical guidelines. *Artificial intelligence in medicine*, 14(1), 29–51.
- Sharp, H. & Robinson, H. (2004, December). An ethnographic study of xp practice. *Empirical Softw. Engg.*, 9(4), 353–375.
- Sharp, H. & Robinson, H. (2010). Three cs of agile practice: collaboration, co-ordination and communication. In *Agile software development* (pp. 61–85). Springer.
- Sharp, H., Robinson, H. & Petre, M. (2009, January). The role of physical artefacts in agile software development: Two complementary perspectives. *Interacting with Computers*, 21, 108–116.
- Shea, G. & Guzzo, R. (1987). Group effectiveness: What really matters? *Sloan Management Review*, 28, 25–31.
- Shea, S., DuMouchel, W. & Bahamonde, L. (1996). A meta-analysis of 16 randomized controlled trials to evaluate computer-based clinical reminder systems for preventive care in the ambulatory setting. *Journal of the American Medical Informatics Association*, 3(6), 399–409.
- Sheppard, J. & Young, W. (2006). Agility literature review: classifications, training and testing. *Journal of sports sciences*, 24(9), 919–932.
- Sillitti, A., Ceschi, M., Russo, B. & Succi, G. (2005). Managing uncertainty in requirements: A survey in documentation-driven and agile companies. In *Proceedings of the 11th ieee international software metrics symposium*. Washington, DC, USA: IEEE Computer Society.
- Silva, K. & Doss, C. (2007). The growth of an agile coach community at a fortune 200 company. In *Proceedings of the agile 2007* (pp. 225–228). Washington, DC, USA: IEEE Computer Society.
- Smith, L., Mann, S. & Buissink-Smith, N. (2001). Crashing a bus full of empowered software engineering students. *New Zealand Journal of Applied Computing and Information Technology*, 5, 69–74.
- Snowden, D. J. (2005). Multi-ontology sense making: a new simplicity in decision making. *Informatics in Primary Care*, 13(1), 45–54.
- Sonnenberg, F. & Hagerty, C. (2006). Computer-interpretable clinical practice guidelines. *Where are we and where are we going*, 145–158.
- SPS. (2010). *Stiftung Produktive Schweiz: The future world of work*. <http://www.produktive-schweiz.ch/Publikationen/NWOW.aspx?lang=en-US>. ([Online;

- accessed 25-August-2014])
- Stettina, C. J. & Heijstek, W. (2011a). Five agile factors: Helping self-management to self-reflect. In *Proceedings of european software process improvement conference (eurospi 2011)*. Roskilde, Denmark.
- Stettina, C. J. & Heijstek, W. (2011b). Necessary and neglected? An empirical study of internal documentation in agile software development teams. In *Proceedings of the 29th acm international conference on design of communication* (pp. 159–166). New York, NY, USA: ACM.
- Stettina, C. J., Heijstek, W. & Fægri, T. E. (2012). Documentation work in agile teams: The role of documentation formalism in achieving a sustainable practice. In (pp. 31–40). Washington, DC, USA: IEEE.
- Stokes, D. (1997). *Pasteur's quadrant: Basic science and technological innovation*. Brookings Institution Press.
- Strauss, A. & Corbin, J. M. (1990). *Basics of qualitative research: Grounded theory procedures and techniques*. Sage Publications, Inc.
- Stray, V. G., Moe, N. B. & Aurum, A. (2012). Investigating daily team meetings in agile software projects. *2010 36th EUROMICRO Conference on Software Engineering and Advanced Applications*, 0, 274–281. doi: <http://doi.ieeecomputersociety.org/10.1109/SEAA.2012.16>
- Sykes, H. B. & Dunham, D. (1995). Critical assumption planning: A practical tool for managing business development risk. *Journal of Business Venturing*, 10(6), 413–424.
- Takeuchi, H. & Nonaka, I. (1986). The new new product development game. *Harvard Business Review*.
- Talby, D. & Dubinsky, Y. (2009). Governance of an agile software project. In *Software development governance, 2009. sdg'09. icse workshop on* (pp. 40–45).
- Tata, J. & Prasad, S. (2004). Team Self-Management, Organizational Structure and Judgments of Team Effectiveness. *Journal of Managerial Issues*, 16(2), 248+.
- Taylor, F. W. (1911). *The principles of scientific management*. New York: Harper and Brothers.
- Taylor, H. (1999). Role-play cases for teaching interviewing skills in information systems analysis. In *Proceedings of herdsa annual international conference* (pp. 1–9).
- Thomas, J. C. & Baker, S. W. (2008). Establishing an agile portfolio to align it investments with business needs. In *Proceedings of the agile 2008* (pp. 252–258). Washington, DC, USA: IEEE Computer Society.
- Thompson, E. R. & Phua, F. T. T. (2005). Reliability among senior managers of the marlowe-crowne short-form social desirability scale. *Journal of Business and Psychology*, 19(4), 541–554.
- Thompson, L. (2002). *Making the team. ch. 2 and ch. 4*. New York: Prentice-Hall.
- Thummadi, B. V., Shiv, O. & Lyytinen, K. (2011). Enacted routines in agile and waterfall

- processes. In *Agile* (p. 67-76). IEEE Computer Society.
- Tierney, W. & Holley, K. (2008). Inside pasteur's quadrant: knowledge production in a profession. *Educational Studies*, 34(4), 289-297.
- Tiwana, A. & Keil, M. (2004). The one-minute risk assessment tool. *Communications of the ACM*, 47(11), 73–77.
- Too, E. G. & Weaver, P. (2013). The management of project management: a conceptual framework for project governance. *International Journal of Project Management*.
- Tu, S. W., Campbell, J. & Musen, M. A. (2004). The sage guideline modeling: motivation and methodology. *Studies in health technology and informatics*, 167–171.
- Tuckman, B. W. & Jensen, M. A. C. (1977). Stages of small-group development revisited. *Group & Organization Management*, 2(4), 419–427.
- Turner, J. R. & Keegan, A. (1999). The versatile project-based organization: governance and operational control. *European Management Journal*, 17(3), 296–309.
- Turner, J. R. & Müller, R. (2003). On the nature of the project as a temporary organization. *International Journal of Project Management*, 21(1), 1–8.
- Vähäniitty, J. (2012). *Towards agile product and portfolio management*. Unpublished doctoral dissertation, Aalto University.
- Van Den Bosch, F. A., Volberda, H. W. & De Boer, M. (1999). Coevolution of firm absorptive capacity and knowledge environment: Organizational forms and combinative capabilities. *Organization Science*, 10(5), 551–568.
- van Oosterhout, M. P. A. (2010). *Business agility and information technology in service organizations* (No. EPS-2010-198-LIS). Erasmus Research Institute of Management (ERIM).
- Venkatagiri, S. (2011). Teach project management, pack an agile punch. In *Proceedings of the 2011 24th IEEE-CS conference on software engineering education and training* (pp. 351–360). Washington, DC, USA: IEEE Computer Society.
- Vlietland, J. & van Vliet, H. (2014). Towards a governance framework for chains of scrum teams. *Information and Software Technology*.
- von Nordenflycht, A. (2010). What is a professional service firm? Toward a theory and taxonomy of knowledge-intensive firms. *Academy of Management Review*, 35(1), 155–174.
- Walton, R. E. & Hackman, J. R. (1986). *Designing effective work groups*. San Francisco: Jossey-Bass Publishers.
- Wang, X. (2000). Performance measurement in budgeting: a study of county governments. *Public Budgeting & Finance*, 20(3), 102–118.
- Waterman Jr, R. H., Peters, T. J. & Phillips, J. R. (1980). Structure is not organization. *Business Horizons*, 23(3), 14–26.
- Weick, K. E., Sutcliffe, K. M. & Obstfeld, D. (2008). Organizing for high reliability: Processes of collective mindfulness. *Crisis management*, 3, 81–123.

- Weiss, P. (1960). Knowledge: a growth process. *Proceedings of the American Philosophical Society*, 242–247.
- Wenger, E. (1998). *Communities of practice: Learning, meaning, and identity*. Cambridge university press.
- Whittington, R., Pettigrew, A., Peck, S., Fenton, E. & Conyon, M. (1999). Change and complementarities in the new competitive landscape: A european panel study, 1992–1996. *Organization Science*, 10(5), 583–600.
- Williams, L. (2012). What agile teams think of agile principles. *Commun. ACM*, 55(4), 71–76.
- Wilson, J. Q. (2000). *Bureaucracy: What government agencies do and why they do it*. Basic Books.
- Woolley, A. W., Chabris, C. F., Pentland, A., Hashmi, N. & Malone, T. W. (2010). Evidence for a collective intelligence factor in the performance of human groups. *science*, 330(6004), 686–688.
- Yin, R. K. (2009). *Case study research: Design and methods (applied social research methods)* (Fourth Edition. ed.). Sage Publications.
- Young, R. & Jordan, E. (2008). Top management support: Mantra or necessity? *International Journal of Project Management*, 26(7), 713–725.