**Academic Domain Case Study Template**

**Title**

**The title should not end with a full stop but may end with a question mark. Do not use italic text. If there is a subtitle, it should be preceded with a colon [:]. Use capitals only for the first word and for proper nouns.**

**Example:** Covid-19: mitigating impacts on the local economy

**Example:** Enhancing student experience by developing new virtual tools for peer support

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| A New Research Field for Kingston University  |

**Impact Summary**

**A summary account of the impact generated by the activity and how the impact was achieved. No complicated text formatting is possible. Word limit: 200**

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| Project Management (PM) is my passion; it is only offered at Kingston University through my foresight and conviction that PM skills would recruit students. My plan to make Kingston University an academic centre of excellence in PM demanded a strong research group respected in the field. My enterprise has established a new and active research group that I co lead, with four internal researchers currently collaborating with 18 external researchers. Since the groups inception, we have produced in excess of 43 outputs including journal articles, books and conference papers. I led the development of practice-based research based on bottom-up approaches to portfolio project management that informs strategic implementation. For example, looking at the impact that stakeholder groups have on perceived success of projects has been influential in attracting collaborative researchers (e.g. PhD, DBA and publication output) wishing to contribute to this dynamic research agenda. |

**Authors/Creators**

List the key authors (contributors) to the case study. For each person, select the domain in which the case study is located (by checking the appropriate box or boxes); also, select the role that best describes each person's role in contributing to the case study. For each person, select the domain(s) in which the item is located (by checking the appropriate box(es); also, select the role as appropriate.

(T; Teaching, R: Research, B: Business & International, P: Professional Practice, L: Leadership & Management)

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| --- | --- | --- | --- |
|  |  |  | **Domain(s)** |
| **Name and email address**  | **Email address** | **Role e.g. Author** | **T** | **R** | **B** | **P** | **L** |
| *Kate Davis* | *Kate.davis@kingston.ac.uk* | *Author* | *X* | *X* |  | *X* |  |
|  |  |  |  |  |  |  |  |
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**Partners**

**Organizations that were involved in the development and/or achievements of the case study.**

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| --- | --- |
| 1. | Penn State, Black School of Business |
| 2. | Apsley Business School |
| 3. | Universidad Politécnica de Madrid |
| 4. | Capital University of Science and Technology, Islamabad |
| 5. | National Commission for Further and Higher Education, Malta |

**Faculty, school or research**

**The Faculties, Schools or Research Centres with which this item should be associated**

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| *Business and Social Sciences, Department of Management, Project Management Research Group* |

**Dates**

**For Domain Case Studies, enter today’s date.**

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| 2nd December 2020 |

**Key Achievements**

**Single-sentence summaries of the benefits produced by the work that is described in the case study. Enter up to 6 key achievements.**

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| 1. | 2018 - Supervised Francesco Di Maddaloni to successful PhD student completion in 2018 as a second supervisor. Title: Stakeholder Inclusiveness In Megaprojects: Managing The Locals For Sustainable Developments.From this, two papers were published:Di Maddaloni, F., Davis, K. 2018.  Project Manager's perception of the local communities' stakeholder in megaprojects. An empirical investigation in the UK. International Journal of Project Management 36, 542-565.Di Maddaloni, F., Davis, K. 2017. The influence of local community stakeholders in megaprojects: rethinking their inclusiveness to improve project performance. International Journal of Project Management 35 (8), 1537-1556. |
| 2. | My enterprise has established a new and active research group that I co lead, with four internal researchers currently collaborating with 18 external researchers. Since the project management research groups inception, we have produced in excess of 43 outputs including journal articles, books and conference papers. |
| 3. | Top cited paper (Davis, 2014) in the Business School with 130 citations (KBS Faculty Forum, 11/12/2019). Second top paper had 48 citations. |
| 4. | I have written two book chapters (publication dates: January 2021 and April 2021) and a joint paper with Professor Jeffrey Pinto, an international researcher in my field of stakeholder perception in PM, which is in reviewer stage at the Journal of Management Studies (ABS 4 star).  |
| 5. | I was appointed as an Editorial Board member to The Bottom Line: Information in Theory and Practice in May 2020 and a series of articles are planned for publication in November 2020 collaborating with PCubed (global management consulting firm).  |
| 6. | I have been the external examiner for five PhD students, one at the Universidad Politécnica de Madrid, one at Capital University of Science and Technology, Islamabad and three at the Apsley Business School, where I also have guest speaker commitments and have accepted an honorary Professorship for contributions to PM curriculum design. |

**Key Aims**

**Describe the purpose of the work and its intended significance. Word limit: 200**

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| Project Management (PM) is my passion; it is only offered at Kingston University through my foresight and conviction that PM skills would recruit students. My plan to make Kingston University an academic centre of excellence in PM demanded a strong research group respected in the field.  |

**Approach**

**Describe the methods or modes of working that you adopted in order to address the aims of the case study. Word limit: 200**

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| Networking and collaborating with internal and external researchers.  |

**Key Outcomes**

**Describe the main outcomes that arose from the case study. Explain what has changed as a result of the work; Identify the benefits and the beneficiaries. Word limit: 300**

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| I have been named as the most cited author in the Business School in 2019 and my research activity provides a rich and diverse source of projects for undergraduate and postgraduate degrees. Applications from students to study for PhDs under my supervision outnumber the places and funding available. I have been successful in engaging with the outside world in a national and international context to assure the sustainability and academic reputation of the group. I have written a joint paper with Professor Jeffrey Pinto, an international researcher in my field of stakeholder perception, which is in reviewer stage at the Journal of Management Studies (ABS 4 star). I have also written two book chapters with Professor Pinto in Innovation and Project Management. Professor Pinto has extended his relationship with Kingston University through my introduction to Dr Di Maddaloni from the research group and together we have written a chapter on ‘Routledge Handbook of Planning and Management of Global Strategic Projects’ (expected publication date: January 2021). I was appointed as an Editorial Board member to The Bottom Line: Information in Theory and Practice in May 2020 and a series of articles are planned for publication in January 2021 collaborating with PCubed (global management consulting firm). I pursue funding for research in addition to other academic activities and to date have received funding from Kingston University in 2020 (£3,600) and have bid for funding from the Association of Project Managers Research Fund for £5,000. I have been the external examiner for five PhD students, one at the Universidad Politécnica de Madrid, one at Capital University of Science and Technology, Islamabad and three at Apsley Business School, where I also have guest speaker commitments and have accepted an honorary Professorship for contributions to PM curriculum design. |

**Key Outputs in repository**

**Please provide details of any other related records already available in the repository.**

|  |
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| **Full name of output held in repository (copied from repository page)** |
| *Full name of output held in repository* |
| Davis, K., Pinto, J., DiMaddaloni, F. (2021) Routledge Handbook of Planning and Management of Global Strategic Infrastructure Projects – Chapter 2: Significance: The need for better benefits realisation in megaprojects. Taylor and Francis. ISBN 9780367477486. https://www.routledge.com/Routledge-Handbook-of-Planning-and-Management-of-Global-Strategic-Infrastructure/Ochieng-Zuofa-Badi/p/book/9780367477486 |
| Shahzad, Muhammad Usman, [Davis, Kate](https://eprints.kingston.ac.uk/view/creators/2782.html) and Ahmad, Muhammad Shakil (2020) [Knowledge oriented leadership and open innovation : the mediating role of knowledge process and infrastructure capability.](http://eprints.kingston.ac.uk/id/eprint/45528/) International Journal of Innovation Management (IJIM), ISSN (print) 1363-9196 (Epub Ahead of Print) |
| [Parker, Pauline](https://eprints.kingston.ac.uk/view/creators/24818.html) and [Davis, Kate](https://eprints.kingston.ac.uk/view/creators/2782.html) (2019) [Dynamic capabilities : their effect on performance mediated by product integration in the highly acquisitive software industry.](http://eprints.kingston.ac.uk/id/eprint/43917/) European Journal of Workplace Innovation, 5(1), pp. 97-117. ISSN (online) 2387-4570 |
| [Davis, Kate](https://eprints.kingston.ac.uk/view/creators/2782.html) (2018) [Reconciling views of project success : a multiple stakeholder model.](http://eprints.kingston.ac.uk/id/eprint/39797/) Project Management Journal, 49(5), pp. 38-47. ISSN (print) 8756-9728 |
| [Di Maddaloni, Francesco](https://eprints.kingston.ac.uk/view/creators/21201.html) and [Davis, Kate](https://eprints.kingston.ac.uk/view/creators/2782.html) (2018) [Project manager's perception of the local communities' stakeholder in megaprojects : an empirical investigation in the UK.](http://eprints.kingston.ac.uk/id/eprint/40105/) International Journal of Project Management, 36(3), pp. 542-565. ISSN (print) 0263-7863 |
| [Di Maddaloni, Francesco](https://eprints.kingston.ac.uk/view/creators/21201.html) and [Davis, Kate](https://eprints.kingston.ac.uk/view/creators/2782.html) (2017) [The influence of local community stakeholders in megaprojects : rethinking their inclusiveness to improve project performance.](http://eprints.kingston.ac.uk/id/eprint/39197/) International Journal of Project Management, 35(8), pp. 1537-1556. ISSN (print) 0263-7863 |
| [Davis, Kate](https://eprints.kingston.ac.uk/view/creators/2782.html) (2017) [An empirical investigation into different stakeholder groups perception of project success.](http://eprints.kingston.ac.uk/id/eprint/37616/) International Journal of Project Management, 35(4), pp. 604-617. ISSN (print) 0263-7863 |
| [Davis, Kate](https://eprints.kingston.ac.uk/view/creators/2782.html) (2016) [A method to measure success dimensions relating to individual stakeholder groups.](http://eprints.kingston.ac.uk/id/eprint/33787/) International Journal of Project Management, 34(3), pp. 480-493. ISSN (print) 0263-7863 |
| [Davis, Katherine](https://eprints.kingston.ac.uk/view/creators/2782.html) (2016) [Reconciling views of project success : a multiple stakeholder model.](http://eprints.kingston.ac.uk/id/eprint/35755/) (PhD thesis), Kingston University. |
| [Davis, Kate](https://eprints.kingston.ac.uk/view/creators/2782.html) (2014) [Different stakeholder groups and their perceptions of project success.](http://eprints.kingston.ac.uk/id/eprint/25962/) International Journal of Project Management, 32(2), pp. 189-201. ISSN (print) 0263-7863 |
| [Davis, Kate](https://eprints.kingston.ac.uk/view/creators/2782.html) [Compiler] (2014) [Project management.](http://eprints.kingston.ac.uk/id/eprint/33506/) 2nd ed. Harlow, U.K. : Pearson Education Limited. 631p. ISBN 9781783992843 |
| [Davis, Kate](https://eprints.kingston.ac.uk/view/creators/2782.html) [Compiler] (2011) [Project management.](http://eprints.kingston.ac.uk/id/eprint/33508/) Harlow, U.K. : Pearson Education Limited. ISBN 9781849599764 |
| [Davis, Kate](https://eprints.kingston.ac.uk/view/creators/2782.html) [Compiler] (2010) [Business information systems.](http://eprints.kingston.ac.uk/id/eprint/6513/) 3rd ed. Harlow : Pearson Education Limited. ISBN 9781849591461 |
| [Benson, Vladlena](https://eprints.kingston.ac.uk/view/creators/124.html) and [Davis, Kate](https://eprints.kingston.ac.uk/view/creators/2782.html) (2008) [Business Information Management.](http://eprints.kingston.ac.uk/id/eprint/4110/) Ventus Publishing ApS. 83p. ISBN 9788776814137 |
| [Benson, Vladlena](https://eprints.kingston.ac.uk/view/creators/124.html) and [Davis, Kate](https://eprints.kingston.ac.uk/view/creators/2782.html) (2008) [Business Information Management: Exercise Book.](http://eprints.kingston.ac.uk/id/eprint/4111/) Ventus Publishing ApS. 39p. ISBN 9788776814144 |

**Other Key Outputs**

**If there are outputs relevant to the case study that are not currently held on the repository, but which may be accessible elsewhere, then please add links to them here (e.g. a project website).**

**URL Types: Artist, author, collaborator, Conference, Demonstration, Exhibition, Funder, IP, Organisation (beneficiary), Organisation (impact enabler), Organisation (policy), Performance, Project site, Publisher, PubMed, Research Dataset, Venue.**

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| **URL** | **URL Type**  |
| *URL* |  |
| Davis, K., Di Maddaloni, F., Pinto, J., Cheong, B. C. (2020) Drawing new cards or standing pat: Antecedents, dynamics, and consequences of project manager replacement. *Accepted to* *EURAM conference, 4-6 December 2020.*  |  |
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**Key Data**

**List any metrics or quantifiable evidence that is associated with the case study, for example: percentage change in income; increase in audience size; number of journal articles arising from the project; increase in stakeholder satisfaction ratings; financial savings achieved.**

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| **No.** | **Key Data Title** | **Key Data Value** |
| **1** | Funding to assist research | £600 |
| **2** | Funding to assist research | £3000 |
| **3** | Funding to embed PM into teaching | £24000 |
| **4** |  |  |

**Funders**

**Identify any organization(s) that provided resources to support the activity described in the case study. Where available, include the funder's reference identifier for the project, and a link to the funder's website.**

|  |  |  |  |
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| **No.** | **Funder Name** | **Funder ID** | **Funder Type**  |
| 1 | **2019** Awarding Body: Kingston University. Title of Project*: Textual Analysis in Accounting, Finance and Management.* Value of Application: £600 (successful – awarded £600). | *Completed on entry to system* |  |
| 2 | **2019** Awarding Body: Kingston University. Title of Project: *Drawing new cards or standing pat: Antecedents, dynamics, and consequences of project manager replacement.* Value of Application: £3,000 (successful – awarded £3,000). |  |  |
| 3 | **2011- 2019** Secured original and repeat funding to set up and run a scheme for staff development in project management qualifications such as; PRINCE2, ITIL, AGILE, PMBoK, driving down the costs of an Enterprise license from £38K for 1500 licenses to £24K for unlimited licenses to be used across the University. |  |  |
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**Additional information**

**Any other information related to the case study which is not covered by the other fields. This information will appear on the public summary page for this item. Word limit: 200 words.**

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| 2020 - External assessor for National Commission for Further and Higher Education, Malta2020 - PhD First Supervisor – Kingston University. Title: ‘Integration of Project Management and Human Dimensions of Change Management to Achieve Project Success in the Pharmaceutical Sector’? 2020 - External PhD First Supervisor - Apsley Business School. Title: Orchestration and Service Innovation: Examining the Moderating Effect of Competitor Orientation2020 - External First Supervisor - Apsley Business School. Title: Optimising social impact analysis: the observer effect and trauma informed practice2020 - External PhD Examiner – Capital University of Science and Technology, Islamabad. Title: Impact of Organizational Dehumanization on Employee Perceptions of Mistreatment and Their Work Outcomes2020 - External PhD Examiner - Apsley Business School. Title: The Use of Chatbot Technology for Employee Recruitment Processes2020 - External PhD Examiner - Apsley Business School. Title: Management of the Automotive Sector with Implementation of the Kanban System2019 - External PhD Examiner - Universidad Politécnica de Madrid. Title: Opening the Black Box of Local Communities; Exploring their Perception and Judgment2018 - Supervised Francesco Di Maddaloni to successful PhD student completion in 2018 as a second supervisor. Title: Stakeholder Inclusiveness in Megaprojects: Managing The Locals For Sustainable Developments.From this, two papers were published:Di Maddaloni, F., Davis, K. 2018.  Project Manager's perception of the local communities' stakeholder in megaprojects. An empirical investigation in the UK. International Journal of Project Management 36, 542-565.Di Maddaloni, F., Davis, K. 2017. The influence of local community stakeholders in megaprojects: rethinking their inclusiveness to improve project performance. International Journal of Project Management 35 (8), 1537-1556.2015-2018 - External examiner for Postgraduate Business Management Programmes, Apsley Business SchoolFUNDING APPLICATIONS 2020 Awarding Body: Association of Project Managers - APM Stakeholder Engagement Focus Group, 2020 APM Research Fund. Title of Project: Drawing new cards or standing pat: Antecedents, dynamics, and consequences of project manager replacement. Value of Application: £5,000 (awaiting outcome). 2019 Awarding Body: Kingston University. Title of Project: Textual Analysis in Accounting, Finance and Management. Value of Application: £600 (successful – awarded £600).2019 Awarding Body: Kingston University. Title of Project: Drawing new cards or standing pat: Antecedents, dynamics, and consequences of project manager replacement. Value of Application: £3,000 (successful – awarded £3,000).2019 Awarding Body: PMI® Sponsored Research Program 2020. Title of Project: Drawing new cards or standing pat: Antecedents, dynamics, and consequences of project manager replacement. Value of Application: £100,000 (unsuccessful). 2019 Awarding Body: APM Ibis House. Title of Project: Drawing new cards or standing pat: Antecedents, dynamics, and consequences of project manager replacement. Value of Application: £5,000 (unsuccessful). 2012 Awarding Body: Project Management Institute. Title of Project: The leadership competencies of portfolio managers and their comparison to those of project and program managers: £50,000 (unsuccessful)2011- 2019 Secured original and repeat funding to set up and run a scheme for staff development in project management qualifications such as; PRINCE2, ITIL, AGILE, PMBoK, driving down the costs of an Enterprise license from £38K for 1500 licenses to £24K for unlimited licenses to be used across the University. |

**Key words**

**Enter key words/short phrases that characterise key features of the case study. Use widely-recognised terms as far as possible. Separate the keywords by means of a semi-colon [;]. Example: Alcohol; Problem drinking; Drug abuse; Pavlovian conditioning; Cue exposure therapy;**

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| *Project management; consulting; stakeholders* |

**Research Areas**

**Please select the appropriate option(s) from the "Domains Case Studies" list below**

**Domains Case Studies: Business, Career Development, Civic Engagement, Conference, Doctoral Training, Impact, Income Generation, International Development, International Partnerships, Knowledge Exchange, Knowledge Transfer, Mentoring, Pedagogy, Peer Review, Practice Research, Professional Practice, Research, Research Methods, Staff Development, Teaching & Learning, Training.**

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| --- |
| *Practice Research, Professional Practice, Research* |

**Public Gallery**

**Images of project, films, sound files and interviews, data, graphs and tables. This may include links to media and press and social media where relevant (Some may be in ‘Other key outputs’ above, some here). Embed links in the document where this is possible and attach relevant appendices of succinct evidence not included elsewhere in the case.**

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| --- |
| *Links:* |

**List of appendices (attachments):**