

ARCOM

ASSOCIATION OF RESEARCHERS IN **CONSTRUCTION MANAGEMENT**

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**Joint EPOS and ARCOM Doctoral Symposium
23-24 June 2015
University of Edinburgh**

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Welcome from the Chair

31st ARCOM Annual Conference



"...the ARCOM committee have sought to increase the quality of the papers presented at the conference instead of expanding the conference and simply accepting more papers for publication."

Welcome to this conference edition of the ARCOM newsletter. Many exciting news to report!

Often opportunities and ideas for change arise in clusters and result in concentrated spell of activity. Over the past year, the ARCOM committee has certainly been very busy developing many international collaborations and new resources; we have enhanced the conference paper review process; new conference sessions have been introduced; the conference office has moved and there will also be quite a change in the ARCOM committee membership.

This newsletter reports on two major international events that build on the collaborative arrangements we have with partner institutions across the globe: in June, Chris Harty delivered the first ever ARCOM keynote at the ICSC'15, International Construction Specialty Conference in Vancouver, Canada, and very soon after, Paul Chan and Simon Smith organised a joint EPOC/ ARCOM PhD symposium in Edinburgh.

From our home base here in the UK, we continue to develop the provision of materials and resources to strengthen the

community. The ARCOM facebook and twitter feeds are increasingly popular engaging long standing members and new followers world-wide. I also hope that many will use the new 'live programme' during the conference. This is an interactive version of the conference programme, available via MyARCOM. We will provide real time information about the conference and give access to the papers being presented in Lincoln online.

As the ARCOM conference gets more and more popular, with year on year increase in the number of abstract and paper submissions, the ARCOM committee have sought to increase the quality of the papers presented at the conference instead of expanding the conference and simply accepting more papers for publication. We are implementing rigorous processes and developmental initiatives to support this:

1. ARCOM conference reviewing is now a three-stage double-blind review process.
2. After the conference we are planning to run a developmental academic writing workshop targeted at helping

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those whose work did not get accepted for publication at the conference. Christine Räisänen, well-known linguist within our community, from Chalmers University of Technology, Sweden, will facilitate this workshop.

3. We have revised the abstract and paper submission time scales for next year to allow more time for authors to work on the reviewers' feedback. More on this in the Call for Papers for the 32nd Annual ARCOM Conference.

We are also very proud to have developed a successful relationship with one of the leading journals in our field, Construction Management and Economics (CM&E). The second CM&E ARCOM conference issue is in production and we look forward to making the ARCOM conference issue a regular feature in the journal.

While we aim to enhance the quality of the papers at the conference, we also want to keep the programme interesting. Last year we saw the first "ARCOM fringe" event, and this year the ARCOM fringe will not disappoint; we open rather a different type of academic discussion: a 3 minute rant!

Finally, after many successful years at Reading, the ARCOM office has moved to Manchester. Chris Neilson is now the ARCOM secretary and has already shown outstanding attention to detail and commitment to friendly, professional service to our members and delegates. Chris will also be the conference secretary next year. We will of course miss Lucina Cruickshank and thank her for all her help over the years. Lucina has provided a continuous point of contact, often over the summer when many others are away, and kept our membership and conference fee records pristine. She has managed the registration desk with a smile, and been flexible and happy to help even at a short notice.

We also expect change in the committee membership as the vote for new committee members takes place late August. As I write this, on the 8th of August, the outcome is unknown but I have every confidence that the committee will be as great as ever. New people bring in new energy and enthusiasm; new ideas keep the discussion fresh. Each nominee has been proposed and seconded by an ARCOM member. We shall introduce the new committee during the AGM at the conference, on our website shortly afterwards and also in the next newsletter.

So a lot has changed over the past year or so, but we have also put much effort into maintaining what is wonderful about ARCOM. Doctoral workshops were held in Health, Safety and Wellbeing at the University of Edinburgh in February, and Research Methodology at the Dublin Institute of Technology, Eire, in April. In November there will also be a workshop on Construction Education in the New Digital Age at Birmingham City University. The CM abstracts database is continually updated with the full titles, authors, abstracts and keywords of articles from several leading Construction Management journals, from recent ARCOM Conference Proceedings, and from PhD theses in the field.

We look forward to engaging with our regulars over the coming year again and equally welcome new members to the community. ARCOM is much more than the annual conference; do get in touch with thoughts and ideas. ARCOM brings together all those interested in construction management research and aims to further the advancement of knowledge in all aspects of management in construction by supporting education, dissemination and research.

*Dr Ani Raiden
ARCOM Chair
2015 ARCOM Conference Chair*

Editor letter....

Welcome to this issue of ARCOM Newsletter!

This issue starts with a welcome piece from the ARCOM Chair, giving an update of ARCOM current activities and developments. It then features a summary of three recent doctoral workshops, namely the first ever joint EPOS-ARCOM doctoral symposium on novel methods, doctoral workshops on Health, Safety and Well-being at the University of Edinburgh and on research methodology at Dublin Institute of Technology. The readers will find a profile of an eminent researcher in construction, Professor Chimay J. Anumba. This is then followed by a personal reflection of a departing committee member, Professor Andrew Dainty. Andy has given ARCOM a long service of 17 years, and contributed to newsletter with key articles! I wish to thank to Andy and all contributors in this issue.

I would welcome any comments, and wish to invite your contributions to the newsletter. Please get in touch, by sending e-mail to R.Soetanto@lboro.ac.uk!!

*Dr Robby Soetanto
Loughborough University*

Joint Engineering Project Organization Society (EPOS) and Association of Researchers in Construction Management (ARCOM) Doctoral Symposium

On 23-24 June 2015, ARCOM combined forces with The Engineering Project Organization Society (EPOS) to run the first EPOS/ARCOM Doctoral Symposium, which focussed on **'Novel methods in growing the field of engineering project organization'**. The symposium built on ARCOM's track record in running doctoral research workshops and the successes of EPOS' PhD Days over the last two years. The PhD symposium brought together 12 PhD students from a diverse range of institutions, from Stanford in the USA to Tongji in Shanghai.

The symposium was borne out of the recognition that engineering project organization research has made tremendous progress in strengthening methodological rigour over the last few decades. Methodological debates within the field of construction management research in the 1990s have undoubtedly led to the broadening of the community's repertoire of methods used in solving problems of engineering project organization. Calls for embracing methodological pluralism have, for instance, promoted the growth of alternative approaches outside the confines of the positivistic traditions found in the natural sciences. As Professor Carrie Dossick from the University of Washington, one of the eight faculty members who facilitated the symposium, commented that when she started out in the civil engineering profession, there was little awareness of the plurality of methods, and terms such as ontology and epistemology were certainly not part of the everyday research vocabulary. Carrie added that the worldview for engineering was that the researcher created something in order to destroy it and analyse its failure modes. Such a way of knowing would be limited in studying the (social) complexities of delivering projects.

The symposium attracted eight faculty members – four men and four women – including Dr. Paul W Chan (The University of Manchester), Professor Andrew Dainty (Loughborough University), Professor Carrie Dossick (University of Washington), Dr. Rob Leicht (Penn State University), Dr. Ani Raidén (Nottingham Trent University), Professor Christine Räisänen (Chalmers University), Dr. Fred Sherratt (Anglia

Ruskin University), and Dr. Simon Smith (University of Edinburgh). The first day of the symposium comprised a series of workshops designed to get the PhD participants to refine their 'Pecha Kucha' type presentations for Day 2. These workshops steered participants to think about how they arrived at the selection of their methods, the novelty of what they were doing, the challenges encountered and the achievements made thus far. The workshops were punctuated by two panel discussions involving the faculty facilitators, centring on how theories and methods played a critical role in shaping their careers as an academic researcher. The workshops highlighted the importance of methods and theories in giving academic researchers credibility in what they did, and how knowledge in methods represented transferable skills for PhD students wishing to keep their career options open (and beyond the academic). After a stimulating and exhausting first day, the PhD participants and the faculty facilitators were able to unwind with a literary pub crawl across the old town of Edinburgh.

The second day of the symposium was organised over four thematic sessions, including (i) Qualitative Comparative Analysis (QCA); (ii) Ethnographies and Ethnoshadowing; (iii) Practice-based Studies, and; (iv) Novel Methods in Modelling Performance. In the QCA session, Dan Hall (Stanford University), Ritu Ahuja (Amity University, India) and Aaron Opdyke (University of Colorado Boulder) presented their ongoing studies to identify what constituted superior practices in

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Continued – EPOS-ARCOM...

driving innovation, the implementation of building information modelling (BIM), and post-disaster coordination respectively. Shaye Palagi (University of Colorado Boulder), Afroz Algiers (Stanford University) and David Oswald (University of Edinburgh) then turned to their experiences and challenges faced in undertaking ethnographic research to investigate post-disaster relocation strategies, trust and safety practices in construction respectively. The third session consisted of three theoretically-informed presentations on studying practices. Chris Monson (University of Washington) examined the use of scripts to study actions and contradictions; Dennis O'Keefe (Loughborough University) was inspired by Theodore Schatzki's praxiographical approach, and; Hiral Patel (University of Reading) applied the praxiographical approach to study the contradictions between the design and use of the library. In the final session, participants were treated to three presentations on modelling performance and relationships. Angelo Garcia (Michigan State University) talked about how individuals shaped integrated project delivery (IPD) teams; Viktor Sundholm (Åbo Akademi University) discussed ways of measuring performance for industrial solutions, and Zhao Zhai (Tongji University) presented case study and archival research on examining relational governance in megaprojects.

Reflecting on the symposium, I was struck by three critical themes. Firstly, the presentations from the PhD participants show a great methodological variety in their quest to find better ways of doing things in industry. There is certainly a more expansive repertoire of theories, methods, tools and data sources used in doctoral research projects than the types of approaches used when the facilitators were undertaking their PhD research. Secondly,



this expansive repertoire also highlighted how PhD researchers were becoming keener to delve into the depths of practices in their investigations. The presentations certainly demonstrated a great deal of engaged scholarship beyond the traditional questionnaire survey. Finally, the journeys presented by the PhD participants (and recounted by the faculty members during the panel discussions) also illustrated the importance of expectations. This not only related to the expectations of those who consumed the outputs of research (e.g. funding agencies, industrial partners, society at large), but also the expectations of the researchers themselves. In virtually all the presentations delivered by the PhD participants, there was acknowledgement of the transformative power of doing more engaged, more theoretically sophisticated research in terms of altering their prior assumptions about the world they seek to understand. The symposium was, therefore not simply the end-product of the transatlantic cooperation between EPOS and ARCOM, but the start of a reflexive journey that would, I am confident, follow the participants for a long time to come.

*Dr Paul Chan
University of Manchester*



ARCOM Doctoral Workshop on Health, Safety and Wellbeing, 11th February 2015, University of Edinburgh

This workshop attracted 20 abstracts, from which nine developmental papers were selected for presentation. The level of interest suggests a healthy growth in the area of researching health, safety and wellbeing in the sector. In his introduction to the session, Dr Simon Smith reflected on this growth to raise a number of aspects that are perhaps under-researched, including refocusing attention on health and wellbeing, comparisons between developing and developed countries, the role of and respect for the worker, and comparative analyses for example at the inter-sectorial and inter-firm levels. Simon also reiterated the purpose of doctoral workshops, which are designed to facilitate developmental discussions on work-in-progress by PhD students.

The first presentation was by David Oswald from the University of Edinburgh, reflecting on his journey midway through his PhD. David's research is investigating intentional unsafe acts in the sector, with a focus on the building of the new Forth Replacement Crossing involving over 30 nationalities. He identified a number of challenges he is confronting in his research, including understanding methodology and philosophy, difficulties of defining and measuring unsafe acts, and problems of studying a cross-cultural context.

Stephanie Eaves from Loughborough University talked about her research on improving health and wellbeing in the construction sector given an ageing workforce and society. Stephanie also reflected on the challenges she faced when undertaking the study, including the difficulties of staying focussed to the funded research programme, the problems of getting closer to the 'truth' in practice, and the trouble of the exclusion criteria.



Clara Man Cheung from the University of Maryland presented her conceptual model for exploring safety leadership. She stressed the importance of asking 'why' rather than 'how'. Her study is inspired by the question of figuring out why some companies are more 'successful' in developing a positive safety culture. This took her to the role of leadership. In developing her conceptual model, she stressed the crucial role played by psychological factors in influencing positive safety behaviours. She introduced the construct of psychological capital, including dimensions of self-efficacy, hope, optimism and resilience, and how this when combined with wellbeing elements (i.e. hedonic emotions, eudemonic or external interactions to meet basic psychological needs, and evaluative means by which people evaluate their lives) can drive the propensity to behave more safely.

Babajide Talabi from Loughborough University outlined his work reviewing the antecedents, current thinking and research directions on actor safety behaviour in construction. He presented a conceptual model that integrates more holistically how social, operant and classical conditioning (and the use of incentives and penalties) can help afford positive safety climate and culture. Babajide is also building on the work of Pybus to identify a variety of contexts to explore how these antecedents play out in practice, from traditional rule-based contexts to transitional controls to innovative contexts driven by new styles of management that emphasises team working and trust.

Robert Baughan from the University of Edinburgh talked about his work investigating competence management in the UK heritage railway industry. He gave an overview of the heritage railway industry,



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Continued – Doctoral Workshop...

emphasising the voluntary nature of the maintenance work and how this can create challenges for regularising the management of competence. He presented some preliminary comparative analysis into how the heritage railway industry differs from the mainline railway industry.

Gabriel Raviv from Technion Israel Institute of Technology outlined his work analysing near misses in crane-work environments. He discussed the challenges of capturing near misses, including working within a culture of underreporting. He also presented a framework for categorising and identifying the causes and consequences of near misses in crane work. His work was highly quantitative, and demonstrated how this academic approach can bring clear insights and conclusions that are highly relevant to industry, and have the potential to bring practical and beneficial changes.

Graham Hayne from Glasgow Caledonian University presented the final paper on connecting building information modelling (BIM) and health and safety. He distinguished between the philosophy of engineering and design; according to him, while engineering increasingly values professional knowledge as the basis of informing its craft, design is about trial-and-error approximation. He also discussed the implications of the digital world on



shaping professional sensemaking (and senselessness) to question whether automating digital models is necessarily a good thing.

Fred Sherratt led a summative review of the papers, presentations and questions throughout the day, which enabled everyone to participate in a discussion of the key areas of contemporary health, safety and wellbeing research. This included consideration of the applicability of research to practice, the need to ensure rigour and applicability in both methodology and method, and also the emergence of new thinking around wellbeing and health. Most critically, we asked whether we are measuring safety or un-safety (with reference to Hollnagel's ideas of Safety -I and Safety-II), and if the ongoing inclusion of health and wellbeing alongside safety in a seemingly unbreakable amalgam is detrimental to both its research and improvements in practice.

To close the workshop, Emmanuel Aboagye-Nimo from the University of Brighton offered the final reflections of the day, outlining his doctoral research journey and the various hurdles he had encountered – but gave a very positive perspective from the finish line!

Workshop Convenors:

Dr Fred Sherratt (Anglia Ruskin University)

Dr Simon Smith (University of Edinburgh)



Future workshop.....

Construction Education in the New Digital Age, 4th November 2015,
Birmingham City University – Workshop convenors are Professor
David Boyd (david.boyd@bcu.ac.uk) and Dr Niraj Thurairajah
(niraj.thurairajah@bcu.ac.uk).

Researchers in Construction come together to share their 'methodological' experiences at the DIT/ARCOM doctoral workshop in Grangegorman

As part of the ARCOM doctoral workshop series the School of Surveying and Construction Management at DIT hosted a workshop on research methodology at the Grangegorman campus on Friday 10th April 2015.

The truly international workshop aim was to explore research methodologies and the theoretical underpinnings facing researchers within the construction and engineering sector. Although, research methodology forms a part of the research process early career researchers often struggle to come to terms with what appears to be a difficult part of the process. The workshop provided an opportunity for researchers to come together in an environment where support for their approach to the research was shared and discussed. There is evidence that there are a lot of PhD students who would benefit from a better understanding of what approaches are available to them, why they exist, the underpinning theories and of course when they are applicable and suitable for a research phenomenon and this workshop session will allow for discourse and interaction to enable 'learning to take place' together. This workshop certainly did that and the feedback from the participants certainly indicated that those elements were addressed.

The sharing of theoretical and empirical insights on research methodology and how the research community can contribute to the ongoing discourse around research methodology and its link to the construction industry was a real gain from the day.



Profession David Coghlan from Trinity College's Business School had a very interactive exchange with the participants



Belqais Allali (the University of Salford) making a defence of the use of case study methods

Seven final papers selected from some fifteen abstracts presented for review were presented at the workshop. The workshop was well attended by 24 including researchers, academics and academic support staff.

Omotayo and Kulatunga offer a defense of using Suander's Research Onion model to come to a position for their research strategy to develop a kaizen costing framework suitable for indigenous construction firms in Lagos, Nigeria. They take the reader through the systematic approach from research philosophy through research strategy and techniques and on to a suitable framework.

Flood and Scott consider and reflect on the challenges posed for an early career researcher and offer discourse around the thoughts, reflections and angst that confront the early career researcher given the context of very little exposure to research methodology in the more formative years of higher education. The authors propose the use of mind mapping as a technique to address the complexity of problem identification. They suggest the need for early immersion and reading around the philosophical underpinnings that the PhD researcher must come to terms with. Much can be learned from the preparation and publishing of the journey through the methodological minefields.

Mudaka, Udejaja and Greenwood explore and offer a framework that includes the use of exploratory research methods to addressing delivering sustainable retrofitted building projects. Their

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paper defends the position from the use of a more qualitative positioning and the authors defend this by proffering that a qualitative approach aids the researcher in gaining full understanding of the knowledge issues in sustainable construction. The choice of case study as the research strategy, they argue, was necessary to gain that understanding of the dynamics and contemporary phenomena present in the industry as regards to sustainable retrofitted building projects.

Taggart, Koskela and Rooke address the need and call to approach research from a more interpretivist stance as an alternative to the more traditional positivistic approaches. The methodological approach they advocate is action research and the context of their work is in the small and medium size contractor sector of the construction industry in the West of Ireland. They argue that the insights from the ongoing research work has allowed them conclude that different, but equally cogent, epistemological routes towards validity must be adopted in action research projects, especially when considering contributions to knowledge and theory development.

O' Keeffe explores the methodological considerations for project management within the hospital practice order network context. He advocates a practice theory theoretical framework as an approach to the more 'traditional' theoretical perspectives that have dominated the research landscape. He proposes the consideration of Schatzki's notion of site ontology as the research position suggesting that those topics that constitute social life should be addressed from this position. While the case is made for a more practice-theoretical positioning he makes the defense that it must be ontologically coherent and contextually

driven and include constant reflecting on the relationship between the particular practice theory used and the phenomenon being considered.

Allali and Kulatunga explore through the use of case study the effect organisational culture has on the process of knowledge sharing in business organisations including Information And Communication Technology firms. This Libyan case study presents both the qualitative and quantitative approaches to the study of between organisational culture and knowledge sharing allowing the authors to examine this phenomenon. A case is also proffered for the use of triangulation to verify and underpin the validity of the approach.

The final paper by Batra and Menz apply the more traditional research framework to research the potential in adopting a public private partnership (PPP) approach to the analysis of the economic performance factors in a project. They investigate the uncertainty and sensitivity affecting the economic performance in processes in PPP projects and attempt to understand the underlying benefits of this approach and bring into the forefront the possibility of its application on housing projects as. The authors defend a further aim of the research to establish a benchmarking system through developing improved/ new optimization risk-based models and thus improve project performance.

Further information on the event can be obtained by contacting:

Professor Lloyd Scott PhD
College of Engineering and Built Environment
Dublin Institute of Technology
Bolton Street Campus
Dublin 1
E-mail: lloyd.scott@dit.ie



Some of the participants gathered for a group photo

Profile: Professor Chimay J. Anumba

At ARCOM, we encourage and celebrate achievements of researchers in construction management. In this issue, we feature the profile of Professor Chimay J. Anumba. Many construction researchers around the world know Chimay. To my view, Chimay has a complete set of attributes for an outstanding researcher and a role model for young academics. At the time of writing (17th August 2015), he has obtained over 6,899 citations in Google Scholar. This is just a measure of publication achievements, and I am sure that there are a lot more significant and towering achievements, which are difficult to match. I hope this profile would be able to inspire new generation of researchers in construction management.



A professional Civil & Structural Engineer and Fellow of the Royal Academy of Engineering, Professor Chimay Anumba is Professor and Head of the Department of Architectural Engineering at Penn State University. He graduated at 18 with a First Class Honours degree in Building and worked as a Project Engineer and as a Design Engineer before undertaking postgraduate research in Civil Engineering at the University of Leeds, UK. On completion of his PhD, he joined Curtins Consulting Engineers plc in 1989, and was involved in a wide range of civil and structural engineering projects as an Engineer/Senior Engineer. This was followed by a period as a Senior Lecturer and Reader in Computer-Aided Engineering at the University of Teesside, UK. He moved to Loughborough University (UK) in 1998 and was founding Director of the Centre for Innovative and Collaborative Engineering (CICE) and full Professor in the Department of Civil and Building Engineering until December 2007. He is a past Chair of the European Group for Intelligent Computing in Engineering (EG-ICE) and has been on the governing Council of the Institution of Civil Engineers (ICE). His research interests are in the fields of construction engineering, advanced engineering informatics, concurrent engineering, knowledge management, collaborative communications, and project management. He has over 450 publications in these fields. Professor Anumba's research has received support worth over \$150m from industry, The National Science Foundation (NSF), the US Department of Energy (DOE), National Institutes for Health (NIH), the Engineering and Physical Sciences Research Council (EPSRC, UK), The Department of Trade and Industry (DTI, UK), and a variety of national and international agencies. In addition, he has supervised 45 doctoral graduates, advised numerous MS students, and mentored over 20 postdoctoral scholars. Professor Anumba also undertakes advisory and consultancy work for government departments and several firms, and is Editor-in-Chief of the ECAM (Engineering, Construction and Architectural Management) journal, Co-Editor of the Journal of IT in Construction (ITCon), Editor of Buildings - an Open Access journal, and Specialty Editor of the ASCE Journal of Computing in Civil Engineering. He has won several awards for his work and is (or has been) a Visiting Professor/Scholar at more than 10 universities in N. America, Europe, Asia and Africa - including MIT, Stanford and Tsinghua. In recognition of his substantial and sustained original contributions to the field of Construction Engineering and Informatics, Professor Anumba was awarded the higher doctorate degree of Doctor of Science, D.Sc., by Loughborough University in July 2006. In January 2007, he was also awarded an Honorary Doctorate (Dr.h.c.) by Delft University of Technology in The Netherlands for outstanding scientific contributions to Building and Construction Engineering.

Call for Proposals to run 'The ARCOM Seminar'

Building on the success of the ARCOM workshops, we are pleased to announce a new funding initiative, The ARCOM Seminar. The ARCOM Seminar is seen as a way to diversify existing provision of the ARCOM research/doctoral workshops and to raise the quality of the intellectual debate in the field of construction management research. The ARCOM Seminar should be distinctive from the established ARCOM research/doctoral workshops. To this end, the aim of the ARCOM Seminar is to sustain high-quality intellectual debates that would push the frontiers of knowledge in construction management research. The main objectives are:

1. To attract and engage leading scholars from the social science disciplines and fields of organisational and management studies who have an interest in, and can add value to, the field of construction management research;
2. To bring together a range of researchers (from early-career to established Professors) to actively discuss and debate on cutting-edge thinking and to provoke fresh agendas for construction management research, and;
3. To stimulate the production of scholarly outputs such as special journal issues and edited books.

If you are interested in hosting The ARCOM Seminar, you will need to complete an [application form](#) and email the completed form to info@arcom.ac.uk. It is important that you take note of a number of key principles of running the ARCOM Seminar. Participation in an ARCOM Seminar should be by invitation only. This does not preclude an open call, but prospective participants have to demonstrate the potential to actively contribute to the seminar discussion. Selection is typically made on the basis of an email application, with prospective participants stating their area of expertise, how their research interests and current work connect with the seminar theme, and what they hope to get out of the seminar.

Unlike the ARCOM research/doctoral workshop

where presenters have to prepare a six-page article for inclusion in a set of workshop proceedings, presenters at the ARCOM Seminar need not produce a full paper. Presenters may choose to produce an outline of their thoughts in a range of formats for the seminar (e.g. an extended abstract, a full paper, presentation slides, poster etc.), but the emphasis is on producing a coherent set of outputs after the seminar. Thus, the ARCOM Seminar should be viewed as a vehicle for stimulating further collaborative work (e.g. joint publications, special issue/edited book, research network etc.) after the event. **However, any output that is subsequently produced as a consequence of discussions at an ARCOM Seminar must acknowledge the financial support provided by ARCOM.** As the ARCOM Seminar is designed to encourage active participation of attendees, it is desirable to maintain a lower number of participants (i.e. maximum of around 20 participants). There is no fixed format for the ARCOM Seminar. A seminar can take place over a day or a residential weekend depending on interest and number of participants. A seminar can also be stand-alone or part of a coherent series.

Approval for the running of an ARCOM Seminar will be sanctioned by the ARCOM Seminar Working Group, based on (a) the contemporary nature of the proposal, **and** (b) its theoretical **and** provocative content. Proposers should also identify possible contributors, both within and outside of the construction management research community. Leading international scholars should also be invited where appropriate. Proposers should also work with the ARCOM Seminar Working Group member(s), who will play an active role in the organisation of the approved seminar. Finally, proposers should indicate intended outputs that can be developed after the seminar. In return for support of an ARCOM Seminar, proposers (who would normally be, but not restricted to, ARCOM members) must provide a summary/record of the event(s) for publication on the ARCOM website and/or newsletter. Please email info@arcom.ac.uk for informal queries about the ARCOM Seminar.

ARCOM Membership 2015



Membership Secretary Dr Shu-Ling Lu provides an update:

ARCOM has 450 individual members and 17 institutional members! The number of individual and institutional members remains very healthy. Figure 1 shows that the number of individual members increased rapidly from 88 in 2010 to 450 this year. Similarly, Figure 2 shows that the number of institutional members has increased from 14 in

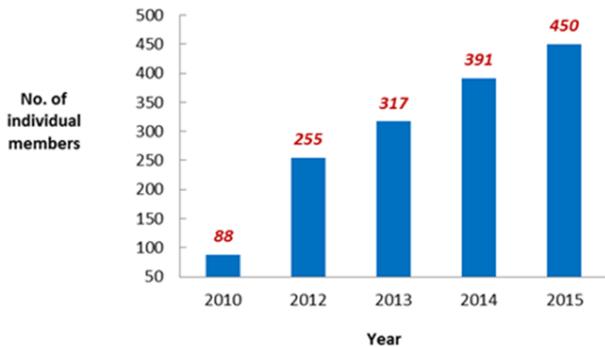


Figure 1 Number of individual members between 2010 and 2015

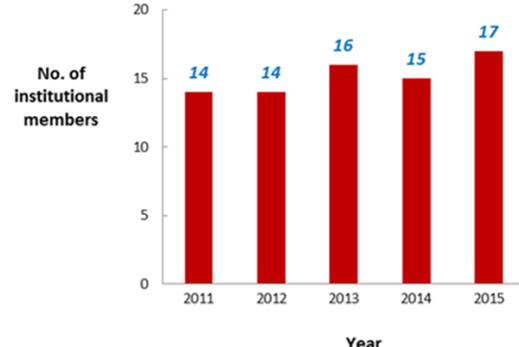


Figure 2 Number of institutional members between 2011 and 2015

The geographic breakdown of the individual membership from 2012 to 2015 is shown in Figure 3.

- In 2015, over 90% of the members originate from the Europe (37%), Sub-Saharan Africa (29%) and Asia Pacific (26%).
- There is a slight decrease in both Europe and Sub-Saharan Africa regions in 2015 compared to 2014 level: Europe (37% in 2015 compared to 40% in 2014, 42% in 2013 and 41% in 2012), Sub-Saharan Africa (29% in 2015 compared to 30% in 2014, 26% in 2013 and 29% in 2012).
- There is a slight increase in the Asia Pacific region in 2015 compared to 2014 level (26% in 2015 compared to 22% in 2014, 23% in 2013 and 22% in 2012).
- In Europe the majority of the members come from the UK (74% in 2015 compared to 73% in 2014, 71% in 2013 and 76% in 2012), followed by Ireland (no change of 10%).
- In Sub-Saharan Africa region, the majority of the members originate from Nigeria (65% in 2015 compared to 65% in 2014, 63% in 2013 and 62% in 2012), followed by Ghana (15% in 2015 compared to 23% in 2013 and 16% in 2012).
- In the Asia Pacific region the membership is more equally distributed between five countries: India (23% in 2015 compared to 28% in 2014, 26% in 2013 and 23% in 2012), Malaysia (19% in 2015% compared to 19% in 2014, 19% in 2013 and 14% in 2012), Sir Lanka (13% in 2015 compared to 14% in 2014, 13% in 2013 and 19% in 2012), China (11% in 2015 compared to 5% in 2014; 9% in 2013 and 7% in 2012), and Australia (8% in 2015 compared to 9% in 2014, 9% in 2013 and 12% in 2012).

ARCOM currently has 17 institutional members:

- 15 institutions from the UK - Birmingham City University, Glasgow Caledonian University, Leeds Beckett University, Liverpool John Moores University, Loughborough University, Northumbria University, University of Brighton, University of Manchester, University of Reading, University of Salford, University of Wolverhampton, University of the West of England, University of Central Lancashire, London South Bank University and the University of Huddersfield.
- 2 institutions from Sweden - Chalmers University of Technology and Luleå University of Technology.

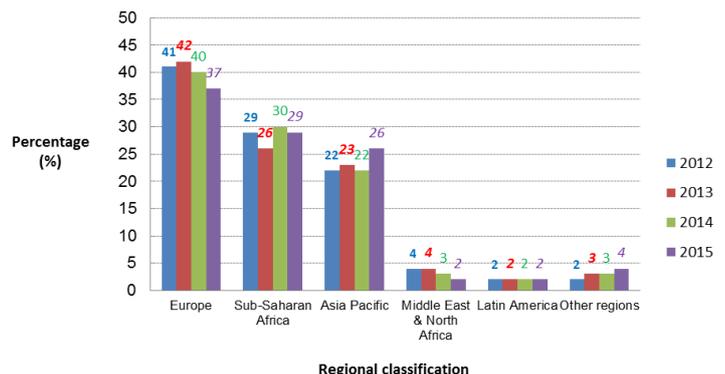


Fig. 3 Geographic breakdown of the individual membership (2012 to 2015)

17 years a Slave (to ARCOM)!

Reflections of a departing committee member....

This year, after 17 years of unbroken service, I (Andy Dainty) have reluctantly resigned my position as an ARCOM committee member. With my time as a committee member at an end I thought that I would reflect briefly on my time with ARCOM and share a few thoughts and reflections on the important role that I think it could – and should – play in the future.

A brief history of my association with the Association

My association with ARCOM goes back 21 years. In fact, I have attended every ARCOM conference since it was held at Loughborough in 1994. At this time I was a fresh faced PhD student relishing the opportunity to rub shoulders with the likes of Richard Fellows and Dave Langford. Back then ARCOM was a relatively new fixture on the conference calendar (it was in its 10th year) and was for the most part a low-key affair with a modest number of papers and delegates and paper-based review systems, but even then I could see what an important role it was playing in helping to shape the nascent field of construction management. My association with the Association has lasted ever since, and after joining the committee in 1998 I have taken on roles such as workshops convenor, treasurer, vice chair and most significantly chair between 2008 and 2010. Over this period I have worked with

some wonderful committee members, each of whom has contributed to the success of ARCOM and its standing as the leading conference of its type.

Committee work and ARCOM values

I was delighted to be nominated by Professor (then Dr) Will Hughes and the late Dr Paul Townsend to join the committee during the Reading Conference AGM in 1998. A few weeks later I hopped on a train to my first committee meeting at Liverpool John Moores University which was to be hosted by the then ARCOM secretary Professor (then Mr) Chris Fortune. I will never forget walking into the room and sitting down with Professors Dave Langford, David Boyd, David Greenwood, Will Hughes et al., but I was quickly made to feel part of the friendly community that was – and indeed still is – the ARCOM committee. What struck me in these early days was the sense in which the committee sought to promote the collective capability of the construction management research community. I remember, for example, helping to craft our response to the 1998 Egan Report where we pooled our perspectives on the reform programme and the research implications that stemmed from it. Another highlight was a Dave Langford-led initiative to build a network

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Myself with ARCOM friends new and old at our 25th anniversary conference in Nottingham, 2009 (yellow circle)

Continued—17 years a Slave...

of creativity clubs using EPSRC funding under the auspices of ARCOM. This wonderful initiative helped galvanise the community around our collective research endeavours.

There has always been a strong sense of the committee members wishing to move the Association forward, whether this be improving what we already do, or introducing new initiatives at the conferences and workshops. However, it is also important to note that we have never thrown any babies out with the bathwater; the conference retains its friendly, warm and relaxed atmosphere even though we have more than doubled in size since my first conference. Indeed, what strikes me as I write this and reflect on my time on the committee is that not once have I ever felt that the Association has become self-serving; it has always been of the community and for the community it serves.

Highs and lows

In my time as a committee member I have experienced many highs – especially the 25th anniversary conference in my home city of Nottingham which was a celebration of all that we have achieved, with great papers, stimulating debates, plenty of wine and lots of fun! Another achievement during my chairmanship of ARCOM was our internationalisation effort, an agenda that I wanted to pursue given the increasingly diverse nature of our conference delegates. Dr Stephen Gruneberg grasped this initiative with both hands, opening up collaborative opportunities with a host of like-

minded associations the world over. I think this work has helped to establish ARCOM's presence on the global research stage.

But of course being an ARCOM committee member hasn't all been fun. We have lost several dear friends during my time as a committee member including the member who nominated me for membership Paul Townsend, and our founding chairman Rod Howes. Both were wonderful colleagues and had profound effects on shaping what the Association has achieved. However, my saddest responsibility as ARCOM chair was to give the obituary to our dear friend and colleague Professor Dave Langford. Dave was an intellectual giant, a mentor to many of us, and the most generous and gregarious character you could ever wish to meet. The contribution that Dave made to ARCOM and to the understanding of construction management more widely is immeasurable. He selflessly devoted his academic life to championing all that was good in construction management education and research and I still miss his presence at our committee meetings. Probably my happiest memory as an ARCOM committee member was a soiree that Dave organised to celebrate his appointment as honorary life president at his house in Glasgow. It was quite a night!

And so, to the future!

So where should ARCOM go from here? Let me start with some positives – we are a vibrant, interdisciplinary research community. Our industry connectivity is remarkable – I know collaborators in other disciplines that would walk over hot coals for the access that we have. Yes, the research funding landscape is challenging at present, but we have grown our conference, the amount of doctoral research that we undertake and the impact of our work consistently over the last 21 years. So ARCOM is in good health, but we must not be complacent. Scanning through my 21 volumes of conference proceedings it is noticeable that our papers are beginning to connect to wider debates within the mainstream business and management research fields. This is a welcome and necessary development and the



Taking over as chair from David Boyd in Cardiff, 2008

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Continued—17 years a Slave...

Association must work to continue this trajectory. It is vital that our work has purchase within the broader organisation and management studies arenas, as well as in the other disciplines from which we draw, such as information science and economics. Our work, and the empirical opportunities that we benefit from, provide us with the possibility to develop and even question theories within these fields, and it is these kinds of contributions that will enable us to continue our growth and development.



At Dave Langford's House in Glasgow on his appointment as honorary life president of the Association

And finally

Sadly, the burden of University administration is such that I have to make some difficult decisions about the external responsibilities that I hold and so I have reluctantly tendered my resignation from the committee. This does, however, free up a space for a new committee member to join of course and I would encourage anyone with an interest in the future growth and development of our community to do so. I can honestly say that I have not regretted a single minute of my 17 years on the committee, and indeed, I owe much of what I have achieved in my own career to the associations and friendships that membership has afforded me over the years. So, if you are not a committee member, what are you waiting for?

*Professor Andrew Dainty
Loughborough University*

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31st Annual Conference and General Meeting, Lincoln, UK – Mon 7th – Wed 9th September 2015

Highlights.....

- We are pleased to introduce a new Spotlight session. Theme this year is ‘Comparative Studies’ and will be chaired by Chris Harty, University of Reading, and Henrik Linderoth, Jönköping University, Sweden.
- There is an opportunity to engage in a different type of academic discussion during the 3 minute rant!
- Our keynote speakers are Professors John Connaughton, University of Reading, and Alan Penn, The Bartlett, University College London.
- John Connaughton and Alan Penn will join Professors Martin Loosemore, The University of New South Wales, Australia, and Deborah Pullen, Building Research Establishment, as panellists on our debate. The debate will address: ‘This house believes that the widespread insistence on justifying investment in research with reference to the ‘business case’ inevitably perpetuates current modes of working and hence hinders innovation.’
- The 2015 Langford Lecture -set up in 2011 in memory of Professor David Langford, former Honorary President of ARCOM- is delivered by Jemma Bridgeman from Construction Youth Trust, Cymru.
- 127 papers have been accepted for inclusion in the proceedings and for presentation at the conference. Authors come from 33 different countries.
- The papers have been double-blind reviewed by the Scientific Committee (including the 20 members of the ARCOM Committee) on five criteria:
 - ⇒ Innovation and Creativity: To what extent is this article presenting fresh perspectives and insights? This could be related to theoretical perspectives, the research process or the application of the research.
 - ⇒ Thoroughness and Criticality of the Literature: To what extent have the authors critically considered the breadth and depth of existing literature and presented arguments?
 - ⇒ Contribution to the Field of Study: To what extent does this paper advance construction management? Theoretically or practically.
 - ⇒ Rigor and Robustness of Methodology: To what extent have the author(s) demonstrated rigor and robustness in their explanation, justification and application of research methodology and methods?
 - ⇒ Coherence: Does the paper tell an interesting and well-presented story?
- Nine Paper Prizes will be awarded, each attracting a monetary prize of £250.

