

## CV - Dr. Pernille Eskerod (January 2022)

**Date and place of birth:** 27 June 1966, Copenhagen, Denmark

**Citizenship:** Danish

**Country of residence:** Austria

**Affiliation:** Department of Business and Management, Webster Vienna Private University, Palais Wenkheim, Praterstrasse 23, A-1020 Vienna, Austria

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### Positions

- Since 2015: Full professor within management, Webster Vienna Private University, Austria  
Since 2008: Faculty member, WU Executive Academy, WU Vienna Uni. of Econ and Bus, Austria  
2008-2014: Full professor (MSO) within project management, University of Southern Denmark, Denmark  
1998-2008: Associate professor, University of Southern Denmark, Denmark  
1995-1998: Assistant professor, Southern Denmark Business School, Denmark

### Educations

- 1992-1996: Ph.D. (Mgmt), Southern Denmark Business School, Denmark  
1989-1992: M.Sc. (Econ & Bus Adm), Aarhus School of Business, Denmark  
1990: Three MBA courses, Oregon State University, USA  
1986-1989: BA (Econ & Bus Adm), Aarhus School of Business, Denmark

### Selected Research Grants

- 2019-2022: **Harnessing Social Capital with Community Stakeholders in Infrastructure Projects**, with Chung, K., University of Sydney, Australia. Project Management Institute.
- 2018-2022: **Stakeholder Engagement in Rural Tourism**, with Tomić, S. & Leković, K., University of Novi Sad, Serbia, & Zedlacher, E., Webster Vienna Private University, Austria. Austrian Agency for International Cooperation in Education and Research + Ministry of Education, Science and Technological Development in Serbia.
- 2012-2014: **Rethink!PSM Rethinking Project Stakeholder Management**, with Huemann, M. & Ringhofer, C., WU Vienna University of Economics and Business, Austria. Project Management Institute + company funds.
- 2011-2012: **Energy at Sea - Developing the offshore wind-energy sector**, with Madsen, S.O., Aagaard, A. & Madsen E.S., University of Southern Denmark, Denmark. The European Regional Development Fund + The Region of Southern Denmark.
- 2005-2006: **PMValue - Researching the Value of Project Management**, with Thomas, J. & Mullaly, M., Canada, Riis, E., University of Southern Denmark, Denmark and more. Project Management Institute.
- Earlier: A number of grants from Danish funding sources.

## Teaching (currently)

- Bachelor: **Introduction to Research Design and Methods; International Management; Managerial Policies and Strategies**, BA in Mgmt + B.Sc. in Bus Adm, Webster Vienna Private University, Austria.
- Graduate: **Value Creation; Market Analysis and Business Planning; Adding Value through Human Capital**, MBA, Webster Vienna Private University, Austria.
- Executive: **Project Stakeholder Engagement**, Prof. MBA in Project Mgmt, Executive Academy WU Vienna University of Bus and Econ, Austria.

## Publications

### *Peer-reviewed journal articles*

- Nevstad, K., Madsen, T.K., Eskerod, P., Aarseth, W.K., Karlsen, A.S.T. & Andersen, B. (2021). Linking Partnering Success Factors to Project Performance - Findings from Two Nation-wide Surveys, *Project Leadership & Society*, [1:2], p. 100009 DOI: <https://doi.org/10.1016/j.plas.2021.100009>
- Tomić, S., Leković, K., Eskerod, P. & Zedlacher, E. (2020). Profile of rural tourism consumers in Serbia and Austria, *The Annals of the Faculty of Economics in Subotica*, 56(44), 081-095. DOI: <https://doi.org/10.5937/AnEkSub2044081T>
- Hollensen, S., Eskerod, P. & Ulrich, A.M.D. (2020). Relationship Building in IoT Platform Models - the Case of the Danfoss Group, *Journal of Business Models*, 8(2), 73-91. <http://journalofbusinessmodels.com/vol-8-no2-2020/vol-8-no-2-pp-73-91/>
- Eskerod, P., Hollensen, S., Morales-Contreras, M.F. & Arteaga-Ortiz, J. (2019). Drivers for Pursuing Sustainability through IoT Technology within High-End Hotels - An Exploratory Study, *Sustainability*, 11(19), 5372. DOI: [10.3390/su11195372](https://doi.org/10.3390/su11195372)
- Eskerod, P. & Djuric, J. (2018). Motivations for and Comparisons of Green Certificates within the Hotel Industry, *Universal Journal of Management*, 6(6), 179-189. DOI: [10.13189/ujm.2018.060601](https://doi.org/10.13189/ujm.2018.060601)
- Eskerod, P., Ang, K. & Andersen, E.S. (2018). Increasing Project Benefits by Project Opportunity Exploitation, *International Journal of Managing Projects in Business*, 11(1), 35-52. <https://www.emeraldinsight.com/doi/full/10.1108/IJMPB-07-2017-0089>
- Eskerod, P. & Larsen, T. (2018). Advancing Project Stakeholder Analysis by the Concept 'Shadows of the Context', *International Journal of Project Management*, 36(1), 161-169. <https://doi.org/10.1016/j.ijproman.2017.05.003>
- Eskerod, P. & Ang, K. (2017). Stakeholder Value Constructs in Megaprojects: A Long-Term Assessment Case Study, *Project Management Journal*, 48(6), 60-75. <https://www.pmi.org/learning/library/stakeholder-value-constructs-megaprojects-10989>
- Eskerod, P., Justesen, J.B. & Sjøgaard, G. (2017). Enriching Project Organizations with Formal Change Agents. Health Promotion Projects at the Workplace, *International Journal of Managing Projects in Business*, 10(3), 578-599. <http://dx.doi.org/10.1108/IJMPB-03-2016-0028>

- Justesen, J.B., Eskerod, P., Christensen, J.R. & Sjøgaard, G. (2017). Implementing Workplace Health Promotion - Role of Middle Managers, *International Journal of Workplace Health Management*, 10(2), 164-178. <http://www.emeraldinsight.com/doi/full/10.1108/IJWHM-04-2016-0030>
- Dupont, D.H. & Eskerod, P. (2016). Enhancing Project Benefit Realization through Integration of Line Managers as Project Benefits Managers, *International Journal of Project Management*, 34(4), 779-788. <http://dx.doi.org/10.1016/j.ijproman.2015.10.009>
- Dupont, D.H. & Eskerod, P. (2015/2016). Line Managers as Peer Change Agents, *Journal of Management and Change*, 1/2(34/35), 60-75. [https://www.ebs.ee/images/Teadus\\_ja\\_doktor/JMC/EBS\\_JournalOfManagementandChange.pdf](https://www.ebs.ee/images/Teadus_ja_doktor/JMC/EBS_JournalOfManagementandChange.pdf)
- Larsen, T. & Eskerod, P. (2015/2016). Using Change Management Principles in Projects - An Exploratory Case Study, *Journal of Management and Change*, 1/2(34/35), 44-59. [https://www.ebs.ee/images/Teadus\\_ja\\_doktor/JMC/EBS\\_JournalOfManagementandChange.pdf](https://www.ebs.ee/images/Teadus_ja_doktor/JMC/EBS_JournalOfManagementandChange.pdf)
- Eskerod, P., Huemann, M. & Savage, G. (2015). Project Stakeholder Management - Past and Present, *Project Management Journal*, 46(6), 6-14. <http://dx.doi.org/10.1002/pmj.21555>
- Eskerod, P., Huemann, M. & Ringhofer, C. (2015). Stakeholder Inclusiveness - Enriching Project Management with General Stakeholder Theory, *Project Management Journal*, 46(6), 42-53. <http://dx.doi.org/10.1002/pmj.21546>
- Aagaard, A., Eskerod, P. & Madsen, E.S. (2015). Key drivers for informal project coordination among sub-contractors: a case study of the offshore wind energy sector, *International Journal of Managing Projects in Business*, 8(2), 222-240. <http://dx.doi.org/10.1108/IJMPB-05-2014-0041>
- Eskerod, P. & Vaagaasar, A.L. (2014). Stakeholder Management Strategies and Practices during a Project Course, *Project Management Journal*, 45(5), 71-85. <http://dx.doi.org/10.1002/pmj.21447>
- Eskerod, P. & Huemann, M. (2013). Sustainable Development and Project Stakeholder Management: What Standards Say, *International Journal of Managing Projects in Business*, 6(1), 36-50. <http://dx.doi.org/10.1108/17538371311291017>
- Dietrich, P., Eskerod, P., Dalcher, D. & Sandhawalía, B. (2010). The Dynamics of Collaboration in Multi-partner Projects, *Project Management Journal*, 41(4), 59-78. <http://dx.doi.org/10.1002/pmj.20194>
- Eskerod, P. (2010). Action Learning for Further Developing Project Management Competencies: A Case Study from an Engineering Consultancy Company, *International Journal of Project Management*, 28(4), 352-360. <http://dx.doi.org/10.1016/j.ijproman.2010.01.010>
- Eskerod, P. & Riis, E. (2009). Value Creation by Building and Intraorganizational Common Frame of Reference Concerning Project Management, *Project Management Journal*, 40(3), 6-13. <http://dx.doi.org/10.1002/pmj.20123>
- Eskerod, P. & Riis, E. (2009). Project Management Models as Value Creators in Companies, *Project Management Journal*, 40(1), 4-18. <http://dx.doi.org/10.1002/pmj.20098>

Jepsen, A.L. & Eskerod, P. (2009). Stakeholder Analysis in Projects: Challenges in Using Current Guidelines in the Real World, *International Journal of Project Management*, 27(4), 335-343.

<http://dx.doi.org/10.1016/j.ijproman.2008.04.002>

Blichfeldt, B.S. & Eskerod, P. (2008). Project Portfolio Management - There's More to it than What Management Enacts, *International Journal of Project Management*, 26(4), 357-365.

<http://dx.doi.org/10.1016/j.ijproman.2007.06.004>

Eskerod, P. & Skriver, H.J. (2007). Organizational Culture Restraining In-house Knowledge Transfer between Project Managers - a Case Study, *Project Management Journal*, 38(1), 110-122.

Eskerod, P. & Jepsen, A.L. (2005). Staffing Renewal Projects by Voluntary Enrolment, *International Journal of Project Management*, 23(6), 445-453. <http://dx.doi.org/10.1016/j.ijproman.2005.02.005>

Eskerod, P. & Blichfeldt, B.S. (2005). Managing Team Entrees and Withdrawals during the Project Life Cycle, *International Journal of Project Management*, 23(7), 495-503.

<http://dx.doi.org/10.1016/j.ijproman.2004.12.005>

Eskerod, P. & Östergren, K. (2000). Why Do Companies Standardize Project Work?, *Project Management*, 6(2), 34-39

Eskerod, P. (1996). Meaning and Action in a Multi-Project Environment. Understanding a Multi-Project Environment by Means of Metaphors and Basic Assumptions, *International Journal of Project Management*, 14(2), 61-65. [http://dx.doi.org/10.1016/0263-7863\(95\)00038-0](http://dx.doi.org/10.1016/0263-7863(95)00038-0)

Eskerod, P. (1998). Til- og afgang i projektgruppen, *Ledelse & Erhvervsøkonomi*, 62(4), 265-280. (in Danish)

Eskerod, P. (1995). Fleksibilitet og forankring i den projektorganiserede virksomhed, *Ledelse & Erhvervsøkonomi*, 59(3), 175-182. (in Danish)

### **Books**

Andersen, E.S. & Eskerod, P. (2017). Projektsucces - Hvad enhver leder bør vide om projekter og projektledelse, DJOF Forlag, Copenhagen, Denmark. ISBN 978-87-574-3779-9 (in Danish)

Eskerod, P. & Jepsen, A.L. (2016). Projektets interessenter – analyse og samspil, DJOF Forlaget, Copenhagen, Denmark. ISBN: 9788757433364 (in Danish)

Huemann M., Eskerod, P. & Ringhofer, C. (2016). *Rethink! Project Stakeholder Management*, Project Management Institute, New Square, PA, USA. ISBN-10: 1628250852; ISBN-13: 978-1628250855

Eskerod, P. & Jepsen, A.L. (2013). *Project Stakeholder Management*, Gower, United Kingdom. ISBN: 978-1-4094-0437-8

Eskerod, P. (1997). *Nye perspektiver på fordeling af menneskelige ressourcer i et projektorganiseret multiprojekt-miljø*, Ph.D. dissertation, Southern Denmark Business School, Sonderborg, Denmark. ISBN 8789087798 9788789087795 (in Danish)

### **Book chapters**

- Eskerod, P. (2020). A Stakeholder Perspective: Origins and Core Concepts in Michael A. Hitt (Eds.): Oxford Research Encyclopedia of Business and Management, (pp. 1-33). Oxford University Press. DOI: <https://doi.org/10.1093/acrefore/9780190224851.013.3>
- Aaltonen, K., Huemann, M., Kier, C., Eskerod, P. & Walker, D. (2019). IPD from a Stakeholder Perspective. In D.H.T. Walker & S. Rowlinson (Eds.) *The Routledge Handbook of Integrated Project Delivery* (pp. 288-314), New York: Routledge, ISBN 9781138736689
- Eskerod, P. (2017). Stakeholders. In S. Sankaran, R. Müller & N. Drouin (Eds.), *Cambridge Handbook of Organizational Project Management*. (pp. 166-179) USA: Cambridge University Press. ISBN 1107157722
- Eskerod, P. (2015). Projekt-Stakeholdermanagement im Internationalen Kontext. In A. Nachbagauer & G. Ortner (Eds.), *Globale Projekte managen. Neue Wege für die weltweite Projektarbeit*. (pp. 145-154). Düsseldorf: Symposion Publishing, Germany. (in German) ISBN 9783863296711
- Eskerod, P. & Jepsen, A.L. (2014). What Does the Project Stakeholder Value?. In D. Dalcher (Ed.), *Advances in Project Management: Narrated Journeys in Uncharted Territory*. (pp. 115-118). UK: Gower Publishing Ltd. ISBN 9781472429131
- Eskerod, P. (2014). Stakeholder Understanding and Perception of Fairness: Enriching Project Management with Strategy Concepts. In R.A. Lundin, & M. Hällgren (Eds.), *Advancing Research on Projects and Temporary Organizations*. (pp. 39-51). Chapter 2. Copenhagen Business School Press. ISBN 9788763002486
- Eskerod, P. & Huemann, M. (2014). Managing for Stakeholders. In J.R. Turner (Ed.) *Gower Handbook of Project Management* (5th ed., pp. 217-232), UK: Gower Publishing Ltd. ISBN 9781472422965
- Eskerod, P. (2008). Latest Project Management Implementation. In J. Thomas, & M. Mullaly (Eds.), *Researching the Value of Project Management*. (pp. 86,146-150). Newtown Square, Pennsylvania, USA: Project Management Institute. ISBN: 9781933890494
- Jepsen, A.L. & Eskerod, P. (2008). Use of internal communication to market a project which nobody wants. In K. Podnar, & Z. Jancic (Eds.), *Corporate and Marketing Communications as a Strategic Resource: Response to Contemporary use, Challenges and Criticism*. (Vol. 13, pp. 100-101). Spon press.
- Eskerod, P. (2006). Managing Human Energy in the Project-Oriented Company. In C. Cleland, & R. Gareis (Eds.), *Global Project Management Handbook*. (2 ed., pp. -). New York: McGraw-Hill Companies. ISBN: 9780071460453
- Eskerod, P. (1998). Organising by Projects - Experiences from Oticon's Product Development Function, In M. Morsing (Ed.), *Managing the Unmanageable for a Decade*, Hellerup: Oticon.
- Eskerod, P. (1998). The Human Resource Allocation Process When Organizing by Projects. In R. A. Lundin & C. Midler (Eds.), *Projects as Arenas for Renewal and Learning Processes*. (pp. 125-131). UK: Kluwer Academic Publishers. ISBN: 9781461376057, [http://dx.doi.org/10.1007/978-1-4615-5691-6\\_12](http://dx.doi.org/10.1007/978-1-4615-5691-6_12)

Eskerod, P. & Darmer, P. (1994). Lecturer's Guide, In D. Adam-Smith & A. Peacock (Eds.), *Cases in Organizational Behaviour*, (pp. 43-46). London: FT Prentice Hall.

Eskerod, P. & Darmer, P. (1994). Oticon - Spaghetti for the Ears, In D. Adam-Smith & A. Peacock (Eds.), *Cases in Organizational Behaviour*, (pp. 43-46). London: FT Prentice Hall.

### **Conference papers**

Ulrich, A.M.D., Hollensen, S. & Eskerod, P. (2021). Platform Formation and Stickiness on B2B IoT Service Platforms - a Case Study. Paper presented at the *CBIM [Center for Business & Industrial Marketing] 2021 International Conference*, Georgia State University, (online) Atlanta, USA.

Eskerod, P., Zedlacher, E., Bustamante, M.O. & Vuletic, A. (2021). Changed Stakeholder Importance due to the COVID-19 Pandemic? - Rural Tourism Case Studies from Central Europe. Paper presented at the *2021 TTRA Annual International Conference*, (online) Texas, USA.

Ulrich, A.M.D., Hollensen, S. & Eskerod, P. (2019). IoT and Platform Stickiness in B2B markets - The case of Danfoss Group. Paper presented at the *Nordic Academy of Management meeting (NFF) 2019*, Vaasa, Finland.

Eskerod, P., Zedlacher, E. & Carmignani, M. (2019). "'Word-of-mouth' is still most important" – how rural tourism providers conceptualize stakeholder engagement strategies in a digitalized era. Paper for the *24th International Scientific Symposium on Strategic Management and Decision Support Systems in Strategic Management*, Subotica, Serbia.

Eskerod, P. & Onopriyenko, V. (2018). The Flowers and the Bees - Engaging Hotel Guests in Sustainable Tourism. Abstract presented at the *4th International Tourism and Hospitality Management Conference*, Budapest, Hungary.

Eskerod, P. & Djuric, J. (2018). Sustainable Growth through Green Certificates and Corporate Branding within the Hotel Industry. Paper presented at the *International Academic Conference on Management, Economics and Marketing*, Vienna, Austria.

Eskerod, P. & Djuric, J. (2017). Green Certifications within the Hotel Industry. Paper presented at the *3rd International Tourism and Hospitality Management Conference*, Belgrade, Serbia.

Eskerod, P., Ang, K. & Andersen, E.S. (2017). Increasing Project Benefits by Project Opportunity Exploitation – Investigating a Landmark Megaproject. Paper presented at the *17th Annual EURAM Conference: Making Knowledge Work*, European Academy of Management, Glasgow, Scotland.

Eskerod, P. & Andersen, E.S. (2017). Addressing the Who-Question within Project Opportunity Exploitation – A Concern for the Modern Project. Paper presented at *IRNOP 2017*, Boston, USA.

Larsen, T. & Eskerod, P. (2016). Change Agents or Preservation Agents – Choosing the Right Change Agency, Paper presented at the *11th EIASM Colloquium on Organizational Change & Development*, Vienna, Austria.

Eskerod, P. & Larsen, T. (2016). Advancing Theorizing about Project Stakeholders by the Concept 'Shadows of the Context'. Paper presented at the *16th Annual EURAM Conference: Manageable Cooperation?* European Academy of Management, Paris, France.

Eskerod, P., Justesen, J.B., & Sjøgaard, G. (2015). Enhancing Project Success by Means of Formal Change Agents - Implementing Health Promotion at the Workplace, Paper presented at the *10th EIASM Colloquium on Organizational Change & Development*, Larnaca, Cyprus.

Eskerod, P. & Larsen, T. (2015). Change Agents: Past, Present and Future – Addressing the WHO-question within Change Management, Paper presented at the *10th EIASM Colloquium on Organizational Change & Development*, Larnaca, Cyprus.

Eskerod, P. & Riis, E. (2015). The Theory of the Temporary Organization Revisited – a 20 Years Anniversary Tribute to Lundin and Söderholm. Paper presented at the *23rd Nordic Academy of Management Conference*, Copenhagen, Denmark.

Dupont, D.H. & Eskerod, P. (2014). Future Perspective: Line Managers as Peer Change Agents. Paper presented at *9th EIASM Colloquium on Organizational Change & Development*, Essen, Germany.

Eskerod, P. (2014). Synergies from International Research and Teaching Cooperation with the Same Partners. Presentation and participation in roundtable discussions within the theme of Fostering International Teaching and Research Collaborations at the *Academy of Management 2014 Annual Meeting*, 1-5 August, Philadelphia, Pennsylvania, United States.

Eskerod, P. & Huemann, M. (2014). *Advancing Project Stakeholder Analysis by Standing on the Shoulders of Giants*. Paper presented at *PMI Research and Education Conference 2014*, Portland, Oregon, United States.

Eskerod, P. & Huemann, M. (2014). Improved Project Stakeholder Analysis by Systemic Methods. Professional Development Workshop for the *Academy of Management 2014 Annual Meeting*, 1-5 August, Philadelphia, Pennsylvania, United States.

Eskerod, P., Huemann, M. & Weninger, C. (2014). Stakeholder Inclusiveness and Expectation Alignment: Enriching Project Management with General Stakeholder Theory. In *Proceeding of the 14th Annual EURAM Conference: Waves and Winds of Strategic Leadership for Sustainable Competitiveness*. European Academy of Management, Valencia, Spain.

Huemann, M. & Eskerod, P. (2014). Symposium: Bridging the research practice gap: The case of developing innovative project stakeholder methods with practitioners. Paper presented at *PMI Research and Education Conference 2014*, Portland, Oregon, United States.

Huemann, M., Weninger, C. & Eskerod, P. (2014). Bridging the Research Practice Gap: The research project Rethink!Project Stakeholder Management as an example. Extended abstract. Abstract from *IPMA 2014 28th World Congress*, Rotterdam, Netherlands.

Larsen, T. & Eskerod, P. (2014). Future Perspective: Using Change Management Principles in Projects. Abstract from *9th EIASM Colloquium on Organizational Change & Development*, Essen, Germany.

Vaagaasar, A.L. & Eskerod, P. (2014). Good Cop/Bad Cop Strategy: Collaboration Through Combinations of Distributive and Integrative Stakeholder Management Practices. In *Proceedings of the 14th European Academy of Management Annual Conference*, Valencia, Spain.

- Eskerod, P. (2013). Reciprocity and Perceptions of Justice in Public Participation Processes – a Case Study. *Proceedings for the 9th European Conference on Management Leadership and Governance*, Klagenfurt, Austria.
- Eskerod, P. & Huemann, M. (2013). Improved Decision Making by Systemic Stakeholder Analysis Methods in Projects. Abstract from *Decision Sciences Institute 2013 Annual Meeting*, Baltimore, Maryland, United States.
- Eskerod, P. & Huemann, M. (2013). *Stakeholder analysis eruptions – advancing project management with the method systemic constellation*. Paper presented at 22nd Nordic Academy of Management Conference, Reykjavik, Iceland.
- Eskerod, P. & Justesen, J.B. (2013). *Enhancing Project Success by Means of Formal Change Agents - Implementing Healthcare Activities at the Workplace*. Paper presented at 11th IRNOP, Oslo, Norway.
- Huemann, M. & Eskerod, P. (2013). Best practices in managing for project stakeholders. Abstract from *IPMA World Congress*, Dubrovnik, Croatia.
- Huemann, M. & Eskerod, P. (2013). Managing project stakeholders: Practices considering sustainable development principles on projects (poster presentation). Abstract from the *Autumn Meeting of the Section Sustainability Management of the German Academic Association for Business Research (VHB)*, Vienna, Austria.
- Huemann, M., Eskerod, P. & Savage, G.T. (2013). Managing Stakeholders of Projects and Project-oriented Organizations. Topic proposal for the *14th EURAM 2014 – European Academy of Management Annual Conference*, Valencia, Spain.
- Huemann, M., Eskerod, P., Weninger, C. & Wenche, A. (2013). *Towards a new project stakeholder management approach - considering contemporary stakeholder theory and social system theory*. Paper presented at 11th IRNOP, Oslo, Norway.
- Voergård-Olesen, R.K. & Eskerod, P. (2013). Non-heterosexual disclosure at the workplace: insights from an empirical study. *Proceedings for the 22nd Nordic Academy of Management Conference*, Reykjavik, Iceland.
- Eskerod, P. & Vaagaasar, A.L. (2012). Playing ‘Good Cop/Bad Cop’ - an Effective Project Stakeholder Management Strategy? Abstract from *3rd International Project Business Workshop*, Brighton, United Kingdom.
- Eskerod, P. & Vaagaasar, A.L. (2012). *Stakeholder management strategies and practices during a project course*. Paper presented at The 28th EGOS Colloquium 2012, Helsinki, Finland.
- Eskerod, P. & Huemann, M. (2011). Project Stakeholder Management Practices - in the Light of Modern Stakeholder Theory and Sustainability Principles. In *the Nordic Academy of Management (NFF) meeting*, Stockholm, Sweden.
- Eskerod, P. & Huemann, M. (2011). Managing Projects for Stakeholders from a Sustainability Perspective. *Proceedings for the EISAM 1st Interdisciplinary Conference on Stakeholders, Resources & Value Creation*, Barcelona, Spain.



Vaagaasar, A.L., Eskerod, P. & Nikolaisen, H. (2011). Project Stakeholder Management as Continuous Processes for Re-Creating and Improving Relationships. *Proceedings for the EISAM 1st Interdisciplinary Conference on Stakeholders, Resources & Value Creation*, Barcelona, Spain.

Dietrich, P., Eskerod, P., Dalcher, D. & Sandhawalia, B. (2010). The Role of Project Collaboration Quality and Knowledge Integration Capability in Multi-Partner Projects. *Proceedings for the PMI Research and Education Conference*, Washington D.C., United States.

Eskerod, P. & Mosavi, A. (2008). Challenges in Developing Project Portfolio Management - a Case Study. *Proceedings for the 22nd IPMA World Congress Project: Management to Run*. Rom, Italy.

Eskerod, P. & Riis, E. (2008). Creating Value by Building an Intra-Organizational Common Frame of Reference for Project Management. In PMI Research Conference 2008: Proceedings, Project Management Institute, Warsaw, Poland.

Blichfeldt, B.S. & Eskerod, P. (2005). Project portfolios: there is more to it than what management enacts. In J. K. Christiansen, & E. al. (Eds.), *Proceedings 12th International Product Development Management Conference (pp. 133-144)*, Copenhagen, Denmark.

Eskerod, P. & Blichfeldt, B.S. (2004). Too Many Good Projects: Managing Emotions regarding 'Project Overload'. In R. Gareis, & M. Huemann (Eds.), *Proceedings for the Conference Project Management Tage 04*, Vienna, Austria.

Eskerod, P. & Blichfeldt, B.S. (2004). Do Implicit Core Assumptions of the Project Management Community Culture Restrain Intra-Organisational Learning across Project Managers?. In K. Wikström, & K. Artto (Eds.), *Proceedings for the IRNOP VI Conference*. Akademi University, Åbo, Finland.

Eskerod, P., Blichfeldt, B.S. & Toft, A.S. (2004). Questioning the Rational Assumption Underlying Decision-Making within Project Portfolio Management Literature. In D.P. Slevin, D.I. Cleland, & J.K. Pinto (Eds.), *Proceedings of the PMI Research Conference 2004*. Project Management Institute, London, United Kingdom.

Eskerod, P. & Jepsen, A.L. (2003). Manning Renewal Projects by Internal Advertising and Voluntary Enrolment. In R. Gareis, & M. Huemann (Eds.), *Proceedings for the conference pm days'03*, Vienna, Austria.

Eskerod, P. & Blichfeldt, B.S. (2002). Managing Team Entries and Withdrawals during the Project Life Cycle. In M. Huemann (Ed.), *Proceedings for the conference pm days'02*, Vienna, Austria.

Eskerod, P. & Blichfeldt, B.S. (2002). Redefining the Role of the Project Owner/Sponsor in Product Development Projects. In J.R. Turner (Ed.), *Proceedings for the IRNOP V conference*, Renesse, Netherlands.

Blichfeldt, B.S. & Eskerod, P. (2001). Market Orientation and Management of Product Development Projects. In R. Gareis, & M. Huemann (Eds.), *Proceedings for the EUROConference II*, University of Economics and Business Administration, Vienna, Austria.

Eskerod, P. & Skriver, H.J. (2001). Creative ways to enhance knowledge transfer/learning between project managers. *Proceedings for the IPMA International Symposium "Project Management Creativity" (pp. 169-183)*, Stockholm, Sweden.

Eskerod, P. (2000). Managing Virtual Projects in the Project-oriented Society. *Proceedings for the EUROConference I*, University of Economics and Business Administration, Vienna, Austria.

Damgaard, T. & Eskerod, P. (1998). *Enhancing the Competencies in SME's through Networking. Proceedings for the conference RENT XII: Research in Entrepreneurship and Small Business*, Lyon, France.

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