

# **A BIBLIOMETRIC ANALYSIS OF CRITICAL CONSTRUCTION MANAGEMENT STUDIES**

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**by  
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I dedicate my thesis to my lovely family and my other half.

# ABSTRACT

## A BIBLIOMETRIC ANALYSIS OF CRITICAL CONSTRUCTION MANAGEMENT STUDIES

Copernicus's revolution is a philosophical change that questions the existence of humanity in the universe, as opposed to the belief; he claims that the Sun is the center of the universe, not the Earth. Rather than questioning a different perspective, believing in a dogmatic knowledge is a simple way to escape. Critical Management Studies (CMS), like Copernicus's revolution, has an ambitious goal on management theory and practice. CMS offers a number of alternatives to the current system by expressing more than critical thinking. It focuses on the impacts of management on the traditional labor force and production factors and it focuses on organizing the differences between theory and practice. The aim of the research presented in this thesis is to explore the evolution of CMS and its diffusion in project management studies and construction management studies. Bibliometric analysis is chosen as the research method, in the citation networks that emerged using the VOSviewer program, 11 most cited articles from the 283 center documents underlie the basis of the study. In the study, the citation relations of the articles are examined in terms of author, document, country, and keyword. The results of the research indicate that (1) CMS is still in the process of embryotic stage of its development, (2) the diffusion of CMS in project management studies and construction management literature have been limited and (3) the calls for pluralistic approach in construction management studies have not been addressed in literature.

**Keywords:** Critical Management Studies, CMS, Critical Construction Management Studies, Critical Project Management Studies, CCMS, CPMS, VOSviewer.

## ÖZET

### ELEŞTİRİMSSEL YAPIM YÖNETİMİ ÇALIŞMALARININ BİR BİBLİYOMETRİK İNCELEMESİ

Kopernik'in devrimi inanılanın aksine Dünya'nın değil Güneş'in evrenin merkezi olduğunu ileri sürmesi ile insanlığın evrendeki varoluşunu sorgulatan bir felsefi değişim olduğu söylenir. Farklı bir bakış açısının peşinden giderek sorgulamaktansa Dogmatik bir bilgiye inanmak basit bir kaçış yoludur. Eleştirel Yönetim Çalışmaları da tıpkı Kopernik'in devrimi gibi yönetim teorisi ve pratiği üzerinde iddialı bir hedefe sahiptir. Eleştirel Yönetim Çalışmaları eleştirel düşünceden fazlasını ifade ederek mevcut sisteme bir dizi alternatif sunar. Yönetimin geleneksel iş gücü ve üretim faktörlerinin projelere yansıyan etkilerini, teori ve pratik arasında oluşan farklılıkları düzenlemeye odaklanır. Araştırmanın amacı ise Eleştirel Yönetim Çalışmalarının gelişimini ve bunun proje yönetimi ve inşaat yönetimi çalışmalarındaki yayılımını araştırmaktır. Araştırma yöntemi olarak, VOSviewer programı kullanılarak ortaya çıkan alıntı ağlarında, araştırmanın temelini oluşturan 283 merkez dokümandan en çok alıntılanan 11 makaleden oluşan bibliometrik analiz kullanılmıştır. Çalışmada, makalelerin atıf ilişkileri yazar, belge, ülke ve anahtar kelime açısından incelenmiştir. Araştırma sonuçları, (1) Eleştirel Yönetim Çalışmalarının gelişiminin hala embriyo aşamasında olduğu (2) proje yönetimi çalışmalarında ve inşaat yönetimi literatüründe Eleştirel Yönetim Çalışmalarının yayılmasının sınırlı olduğu ve (3) inşaat yönetimi çalışmalarında çoğulcu yaklaşım çağrıları literatürde ele alınmamıştır.

**Anahtar Kelimeler:** Eleştirel Yönetim Çalışmaları, Eleştirel Yapım Yönetimi Çalışmaları, Eleştirel Proje Yönetimi Çalışmaları, VOSviewer.

# TABLE OF CONTENTS

LIST OF FIGURES .....	x
LIST OF TABLES .....	xv
CHAPTER 1 INTRODUCTION .....	1
CHAPTER 2 CRITICAL MANAGEMENT STUDIES (CMS) .....	3
2.1. (Non) Performative Intent .....	5
2.2. Denaturalization .....	5
2.3. Reflexivity .....	5
CHAPTER 3 CRITICAL PROJECT MANAGEMENT STUDIES (CPMS) .....	6
CHAPTER 4 CRITICAL CONSTRUCTION .....	9
MANAGEMENT STUDIES (CCMS) .....	9
CHAPTER 5 RESEARCH METHODOLOGY .....	11
5.1. Data Collection .....	14
CHAPTER 6 RESULTS AND DISCUSSION .....	17
6.1. Critical Management Studies .....	26
6.1.1. Citation Analysis / Authors .....	26
6.1.2. Center Analysis by Authors with The Documents about “Critical Management Studies” (283 documents) .....	26
6.1.2.1. Periphery Analysis by Authors with Center Documents and The documents cited The Most-Cited 11 Documents .....	31
6.1.3. Citation Analysis / Documents .....	37
6.1.3.1. Center Analysis by Documents with The Documents About “Critical Management Studies” (283 documents) .....	37

6.1.3.2. Periphery Analysis by Documents with The Documents About “Critical Management Studies” (283 documents) and The documents cited The Most-Cited 11 Documents .....	39
6.1.4. Citation Analysis / Countries .....	44
6.1.4.1. Center Analysis by Countries with The Documents About “Critical Management Studies” (283 documents) .....	44
6.1.4.2. Periphery Analysis by Countries with The Documents About “Critical Management Studies” (283 documents) and The documents cited The Most-Cited 11 Documents .....	46
6.1.5. Co-occurrence Analysis / All Keywords.....	48
6.1.5.1. Center Analysis by All Keywords with The Documents About “Critical Management Studies” (283 documents) .....	48
6.1.5.2. Periphery Analysis by All Keywords with The Documents About “Critical Management Studies” (283 documents) and The documents cited The Most-Cited 11 Documents .....	50
6.1.6. Co-citation Analysis / Cited References: .....	55
6.2. Critical Project Management Studies.....	55
6.2.1. Citation Analysis / Authors .....	57
6.2.1.1. Citation Analysis by Authors with The Documents of Project Management among The Periphery Documents.....	57
6.2.1.2. Citation Analysis by Authors with The Documents of Project Management among The Periphery Documents and Center Documents (283 documents).....	58
6.2.2. Citation Analysis / Documents .....	67
6.2.2.1. Citation Analysis by Documents with The Documents of Project Management among The Periphery Documents .....	67
6.2.2.2. Citation Analysis by Documents with The Documents of Project Management among The Periphery Documents and Center Documents (283 documents).....	69

6.2.3. Co-occurrence Analysis / All Keywords: .....	75
6.2.3.1. Citation Analysis by All Keywords with The Documents of Project Management among The Periphery Documents.....	75
6.2.3.2. Citation Analysis by All Keywords with The Documents of Project Management among The Periphery Documents and Center Documents (283 documents) .....	76
6.2.4. Citation Analysis / Countries .....	81
6.2.4.1. Citation Analysis by Countries with The Documents of Project Management among The Periphery Documents.....	81
6.2.4.2. Citation Analysis by Countries with The Documents of Project Management among The Periphery Documents and Center Documents (283 documents) .....	82
6.3. Critical Construction Management Studies .....	85
6.3.1. Citation Analysis / Authors.....	85
6.3.1.1. Citation Analysis by Countries with The Documents of Construction Management among The Periphery Documents.....	85
6.3.1.2. Citation Analysis by Countries with The Documents of Construction Management among The Periphery Documents and Center Documents (283 documents).....	89
Citation Analysis / Documents .....	95
6.3.1.3. Citation Analysis by Documents with The Documents of Construction Management among The Periphery Documents.....	95
6.3.1.4. Citation Analysis by Documents with The Documents of Construction Management among The Periphery Documents and Center Documents (283 documents).....	98
6.3.2. Citation Analysis / Countries .....	101



6.3.2.1. Citation Analysis by Countries with The Documents of Construction Management among The Periphery Documents .....	102
6.3.2.2. Citation Analysis by Countries with The Documents of Construction Management among The Periphery Documents and Center Documents (283 documents).....	104
6.3.3. Co-occurrence Analysis / All Keywords.....	104
6.3.3.1. Co-occurrence Analysis by All Keywords with The Documents of Construction Management among The Periphery Documents.....	106
6.3.3.2. Citation Analysis by Countries with The Documents of Construction Management among The Periphery Documents and Center Documents (283 documents).....	107
6.4. Discussion .....	111
 CHAPTER 7 CONCLUSION .....	 114
 BIBLIOGRAPHY.....	 117

## **LIST OF FIGURES**

<b><u>Figure</u></b>	<b><u>Page</u></b>
Figure 6.1. The graph of the most cited 11 articles with at least 100 citations among the documents of “Critical Management Studies” .....	19
Figure 6.2. The graph of citation for Critical Management Studies eliminated the types of source and documents. ....	21
Figure 6.3. The graph of the Project Management Documents based on Critical Management Studies Documents.....	24
Figure 6.4. The graph of the Construction Management Documents based on Critical Management Studies Documents.....	26
Figure 6.5. The citation network analysis by center authors with center documents in VOSviewer. ....	28
Figure 6.6. The Total Link Strength analysis by center authors in VOSviewer.....	30
Figure 6.7. The citation network analysis by periphery authors in VOSviewer.....	32
Figure 6.8. The list of Total link strength by the citations of most cited authors with periphery documents in VOSviewer.....	35
Figure 6.9. The citation overlay analysis by periphery authors with average publication years in VOSviewer. ....	36
Figure 6.10. The citation network analysis by the link with center documents in VOSviewer. ....	38
Figure 6.11. The citation network analysis by periphery documents in VOSviewer. ....	41
Figure 6.12. The part of citation network analysis by periphery documents in VOSviewer. ....	42
Figure 6.13. The citation network analysis by the link with periphery documents in VOSviewer. ....	43
Figure 6.14. The citation network analysis by center countries in VOSviewer. ....	45
Figure 6.15. The citation network analysis by periphery countries in VOSviewer. ....	47
Figure 6.16. The co-occurrence network analysis by all keywords with center documents in VOSviewer. ....	49

<b><u>Figure</u></b>	<b><u>Page</u></b>
Figure 6.17. The co-occurrence network analysis by all keywords with periphery documents in VOSviewer.....	52
Figure 6.18. The part of co-occurrence network analysis belongs to “Critical Management Studies” in VOSviewer. ....	53
Figure 6.19. The co-occurrence overlay analysis by all keywords with average publication years in VOSviewer.....	54
Figure 6.20. The co-citation network analysis by cited references with the citation in VOSviewer.....	56
Figure 6.21. The citation network analysis by authors of “Project Management” in VOSviewer. ....	59
Figure 6.22. The part of a network map of authors connected each other in citation network analysis of “Project Management” .....	60
Figure 6.23. The citation network analysis by center authors with the documents about “Project Management” and the center documents about “Critical Management Studies” in VOSviewer. ....	62
Figure 6.24. The part of the citation network map (Fig.6.24) belongs to “Cicmil S.” in VOSviewer.....	63
Figure 6.25. The part of the citation network map (Fig.6.24) belongs to “Hodgson D.” in VOSviewer.....	63
Figure 6.26. The part of the citation network map (Fig.6.24) belongs to “Lindgren M.” in VOSviewer.....	64
Figure 6.27. The part of the citation network map (Fig.6.24) belongs to “Packendorff J.” in VOSviewer.....	64
Figure 6.28. The part of the citation network map (Fig.6.24) belongs to “Spicer A. and Alvesson M.” in VOSviewer.....	65
Figure 6.29. The part of the citation network map (Fig.6.30) belongs to the authors of “Project Management” in VOSviewer.....	65
Figure 6.30 The citation overlay analysis by center authors with the average publication year by the documents about “Project Management” and the center documents in VOSviewer.....	66
Figure 6.31. The citation network analysis by documents of “Project Management” in VOSviewer.....	70

<b><u>Figure</u></b>	<b><u>Page</u></b>
Figure 6.32. The part of the citation network map included Whittington R. (2011) and belongs to “Mantere S. (2008)” in VOSviewer. ....	71
Figure 6.33. The citation network analysis by documents with the documents of “Project Management” and center documents (283 documents) in VOSviewer .....	72
Figure 6.34. The part of the citation network map belongs to “Gond J.P. (2016)” in VOSviewer.....	73
Figure 6.35. The part of the citation network map belongs to “Hodgson D. (2008)” in VOSviewer.....	74
Figure 6.36. The citation network map belongs to “Lindgren M. (2014)” in VOSviewer. ....	74
Figure 6.37. The citation network map belongs to “Packendorff J. (2014)” in VOSviewer. ....	75
Figure 6.38. The co-occurrence network analysis by all keywords just among the documents of “Project Management” in VOSviewer .....	77
Figure 6.39. The co-occurrence network analysis by all keywords with the documents of “Project Management” and the documents of “Critical Management Studies” in VOSviewer .....	79
Figure 6.40. The co-occurrence network analysis by all keywords belongs to the keywords of “Critical Management Studies” in VOSviewer .....	80
Figure 6.41. The citation network analysis by countries with the documents of “Project Management” in VOSviewer.....	81
Figure 6.42. The citation network analysis by countries with the documents of “Project Management” and the center documents (283 doc.) in VOSviewer.....	83
Figure 6.43. The citation network analysis by countries with the documents of “Project Management” and the center documents (283 doc.) in VOSviewer.....	84
Figure 6.44. The citation network analysis by authors just among the documents of “Construction Management” in VOSviewer.....	87
Figure 6.45. The citation network map among the authors of “Construction Management”. ....	88

<b><u>Figure</u></b>	<b><u>Page</u></b>
Figure 6.46. The citation overlay analysis by authors with the average publication year of the documents of “Construction Management” in VOSviewer. ....	90
Figure 6. 47. The citation network map belongs to “Sage D.” in VOSviewer. ....	91
Figure 6.48. The citation network analysis by authors with the documents of “Construction Management” and the documents of “Critical Management Studies” in VOSviewer.....	92
Figure 6.49. The citation network map belongs to “Dainty A.” in VOSviewer. ....	93
Figure 6.50. The citation network map belongs to “Brookes N.” in VOSviewer. ....	93
Figure 6.51. The citation overlay analysis by authors with the average publication year of the documents of “Construction Management” and the documents “Critical Management Studies” in VOSviewer. ....	94
Figure 6.52. The part of citation network analysis of “Construction Management” by authors in VOSviewer .....	96
Figure 6.53. The citation network analysis by documents just among the documents of “Construction Management” in VOSviewer.....	97
Figure 6.54. The part of citation network analysis belongs to “Bresnen M. (2007)” in VOSviewer. ....	99
Figure 6.55. The part of citation network analysis belongs to “Daniel S. (2013)” in VOSviewer. ....	99
Figure 6.56. The citation network analysis by documents among the documents of “Construction Management” and center documents in VOSviewer .....	100
Figure 6.57. The part of citation network analysis belongs to “Ness K. (2010)” in VOSviewer. ....	101
Figure 6.58. The part of citation network analysis belongs to “Sage D. (2010)” in VOSviewer. ....	101
Figure 6.59. The part of citation network analysis of “Construction Management” by countries in VOSviewer .....	102
Figure 6.60. The citation network analysis by countries just among the documents of “Construction Management” in VOSviewer.....	103

<b><u>Figure</u></b>	<b><u>Page</u></b>
Figure 6.61. The citation network analysis by countries with the documents of “Construction Management” and the documents of “Critical Management Studies” in VOSviewer. ....	105
Figure 6.62. The co-occurrence network analysis by all keywords with the documents of “Construction Management” in VOSviewer.....	108
Figure 6.63. The co-occurrence network analysis by all keywords just among the documents “Construction Management” in VOSviewer .....	109
Figure 6.64. The part of network map belongs to the keyword “construction industry” in the main analysis. ....	110

## LIST OF TABLES

<u>Table</u>	<u>Page</u>
Table 6.1. The most cited 11 articles with at least 100 citations about “Critical Management Studies” within 283 articles and review.....	18
Table 6.2. The list of the most cited 11 documents about Critical Management Studies eliminated the types of source and documents.....	20
Table 6.3. The list of the Project Management Documents based on 11 most cited articles about “Critical Management Studies” .....	22
Table 6.4. The list of the number of Construction Management Documents based on 11 most cited articles about “Critical Management Studies”. .....	24
Table 6.5. The top five authors’ list, are in the subject of Critical Management Studies, with the citation analysis. ....	27
Table 6.6. The list of Total link strength by most cited authors with Citation Analysis in VOSviewer. ....	29
Table 6.7. The list of the first five authors with the Citation Analysis with periphery documents.....	31
Table 6.8. The Total Link Strength with periphery documents and center documents .....	34
Table 6.9. The list of most cited center documents with Citation Analysis in VOSviewer. ....	37
Table 6.10. The list of most cited periphery documents with Citation Analysis in VOSviewer. ....	39
Table 6.11. The list of most cited center countries with Citation Analysis in VOSviewer. ....	44
Table 6.12. The list of most cited periphery countries with Citation Analysis in VOSviewer. ....	46
Table 6.13. The list of most cited center keywords with co-occurrence analysis in VOSviewer. ....	48
Table 6.14. The list of most cited periphery keywords with co-occurrence analysis in VOSviewer. ....	50

<b><u>Table</u></b>	<b><u>Page</u></b>
Table 6.15. The list of cited references with co-citation analysis in VOSviewer. ....	55
Table 6.16. The list of authors of Project Management with the Citation Analysis in VOSviewer. ....	57
Table 6.17. The list of most cited center authors with the documents of Project Management and Center Documents (283 doc.) .....	60
Table 6.18. The list of most cited documents of Project Management with the citation analysis in VOSviewer.....	68
Table 6.19. The list of most cited center documents with the documents of Project Management and Center Documents (283 doc.) in VOSviewer. ....	69
Table 6.20. The list of most cited keywords of “Project Management” with the co-occurrence analysis in VOSviewer.....	76
Table 6.21. The list of most cited keywords with the documents of “Project Management” and center documents (283 doc.) .....	78
Table 6.22. The list of most cited countries with the documents of “Project Management”.....	81
Table 6.23. The list of most cited countries with the documents of “Project Management” and the center documents (283 documents). ....	82
Table 6.24. The list of most cited authors with the documents of “Construction Management” in VOSviewer. ....	85
Table 6.25 The list of most cited authors with the documents of “Construction Management” and center documents (283 doc.) .....	89
Table 6.26. The list of most cited documents with the documents of “Construction Management” .....	96
Table 6.27. The list of most cited documents with the documents of “Construction Management” and center documents (283 doc.) .....	98
Table 6.28. The list of most cited countries with the documents of “Construction Management” . ....	102



<b><u>Table</u></b>	<b><u>Page</u></b>
Table 6.29. The list of most cited countries with the documents of “Construction Management” and center documents (283 doc.).....	104
Table 6.30. The list of most cited keywords with the documents of “Construction Management”. .....	106
Table 6.31. The most cited keywords with the co-occurrence of “Construction Management” and “Critical Management Studies” in VOSviewer. ....	107

# CHAPTER 1

## INTRODUCTION

Critical management studies (CMS) is a relatively new research stream in organizational studies literature. The origin of CMS can be traced to Alvesson and Willmott's (1992) book titled "Critical Management Studies" (Fournier and Grey 2000). Fournier and Grey (2000) argue that the main impetus behind the emergence of CMS is globalized capitalism and management crisis. The core propositions of CSM are: de-naturalization, anti-performativity and reflexivity (Fournier V. and Grey C, 2000).

- De-naturalization – CMS attempts to show “why” organizational realities are not natural but socially constructed.
- Anti-performativity – CMS refuses that the means-ends chain in organizational practices and proposes that performance is an instrumental to shape social relationships or business life.
- Reflexivity – CMS acknowledges that the practices of social actors are just the reflections of their creators.

CMS addresses the dark side of organizations and management. It focuses negative and the problematic issues of organizations and their management such as work ethics, repression, social domination, gender issues and environmental issues. CMS brings these negative and problematic issues to the agenda of researchers and business practitioners. It stands against raising the restrictive formations of existing from class, gender, ethnic origin, etc.

The last two decades has witnessed the development CMS in organizational studies literature. The number of research articles and books published about CMS and conferences, workshops and seminars organized on the theme of CMS reveal that CMS is about to move a new stage in its development.

The influence of CMS is not limited to the organizational studies literature but it extends to sub-research areas of organizational studies literature such as marketing, strategic management, human resource management, project management and construction management.

The research presented in this thesis explores (1) the evolution of CMS in organizational studies literature and also in two sub-research areas of organizational studies of literature, namely “project management” and “construction management” literature. The main rationale behinds such an attempt is three fold. First one is to identifying the major milestones in development CMS in organizations studies literature. Second one is to explore the diffusion of CMS and its core propositions (i.e., de-naturalization, anti-performativity and reflexivity) in project management literature. Project management third one is exploring the diffusion of CMS and its core propositions (i.e., de-naturalization, anti-performativity and reflexivity) in construction management literature. Project management and construction management literature have been predominantly built on “unitarist” approach to address managerial problems. Yet CMS proposes an alternative way of studying organizations, namely “pluralist” approach, to address managerial problems. Some project management and construction management scholars emphasize the need for adopting the alternative way of studying organizations proposed by CMS, pluralist approach, to address the managerial problems which plague industries. It is a timely response to explore whether the calls for adopting the alternative way of studying organizations proposed by CMS have been answered or not.

The scope of any research is study is limited with availability of resources (i.e., time, man-power, finance). This study is based on the bibliometric analysis. The study covers 22 years (1997 – 2019).

## **CHAPTER 2**

### **CRITICAL MANAGEMENT STUDIES (CMS)**

Critical management studies (CMS) examines main stream management theories critically but this does not mean to fix “management system” (Fournier and Grey 2000). Critical is more than thinking critically or being marginal. Critical Management is a theory of criticism founded in Frankfurt in 1930 (Alvesson and Willmott 2003). Proponents of CMS are influenced form Frankfurt School. One of the objectives of Frankfurt Schools is to answer the question of “why the revolution which predicted by Marx does not happen?” Therefore, the central focus is to understand how the labor class is got weak by the cultural and technological pressures of modern capitalism (Alvesson and Willmott 2003). The primary task of management is regulating the labor and production factors in order to be more efficient and profitable. Marx argues that there are two main features of capitalist production relations: (1) the competition of producers in the market and (2) the labor classes who have to sell their labor power (Adler, Forbes, and Willmott 2007). Marx asserts that the presence of competition between demand and market side factors causes conflicts between labor and firms (Adler, Forbes, and Willmott 2007). Critical Management Studies uses “Marxist ideas” as a source of inspiration to develop its conceptual framework. Yet CMS argues that Marxist theories solely cannot regulate the market mechanisms and labor process alone (Adler, Forbes, and Willmott 2007).

Business schools were in the USA since the 19th century. After the Second World War, these business schools were reorganized and transformed to bring to meet the needs of industrial system. Furthermore, these business schools heavily influenced form positivism (Fournier and Grey 2000). In the 1950s, business schools are included in most of the universities. In Cold War periods, the contribution of business schools to the development of radical criticism was limited. After being placed in universities, business schools establish closer contact with the social science scholars. Therefore, because of merging two understanding, sense of positivism opens out in the late 1960s. These schools are expanding rapidly in terms of increasing demand for corporate management labor (Fournier and Grey 2000). In

the 1980s, most universities started to develop “business” and “management” schools and “management” emerged as a popular research subject (Fournier and Grey 2000). Moreover, the popularity of MBA programs has significantly increased and today MBA programs still maintain their popularity.

England has a more critical tradition of management than American management system but because of the New Right in England, which comes to exist with 1973 oil shock, there is no adequate funding for social science. After these conditions, in the 1980s, scholars of social science can have more business opportunities in business schools so existing management studies can match with critical oriented social sciences (Fournier and Grey 2000). Critical Management Studies is the strongest in the UK because there are a lot of scholars that study at management and business schools.

In the 1990s, “critical management studies” has emerged as a sub-discipline involved terms of “critical” and “management”. This is because “management” is exposed a large of criticism because of that it is social practices since eighteenth and the early nineteenth centuries. However, during the twentieth century, much interference begins in order to solve the problem of expanding the social power of management. At the same time, many of critical ideas are developed in order to question and complete the analyses about management which are collected under headings of “postmodernism” and “post-structuralism” (Fournier and Grey 2000). Critical Management Studies has attracted the attention of scholars from Canada, Australia, New Zealand, Scandinavia, and Brazil.

Critical Management Studies offer radical alternatives to transform the practice of management. Critical Management Studies focuses on justice as a whole of society, human development and ecological balance. The critical management theory adopts a critical and constructive position against the general management studies. CMS has a demanding goal about management theory and practice in terms of contributing to a progressive transformation. Besides, CMS is a political project which aims to remove the wrong power relations in organizational and social life. For that reason, critical management theory takes care of how institutes and government affect by mass media, how personal beliefs and preferences develop to meet the demands of mass consumption (Alvesson and Willmott 2003). CMS is not “anti-management”. On contrary its primary objective is to “promote less irrational

and socially divisive management theories and their practices” (Alvesson and Willmott 2003).

Today, CMS addresses a wide range of management problems like the subjects of strategy, industrial relations, marketing, and business information systems. CMS uses (1) the concepts of performative intent, (2) denaturalization, (3) reflexivity, and (4) realism to address management problems (Fournier and Grey 2000).

## **2.1. (Non) Performative Intent**

The non-performative intent in critical management studies challenges the traditional proposition - using minimum input and generating maximum output in a process. CMS calls for searching alternative ways of organizing a process.

## **2.2. Denaturalization**

Denaturalization refers “to what is crucial to any oppositional politics” (Fournier and Grey 2000). The thing which is a natural brings “denaturalization” and after that, the “denaturalization” thing is started to see as non-problematic and natural. In the twentieth century, the role of critical management studies is to destroy the customary truths by uncovering. Main stream, traditional management theories which have unitarist foundations predominantly assume that there are no alternatives. On contrary, CMS promotes the search for alternatives.

## **2.3. Reflexivity**

Reflexivity refers “to a capacity to recognize all accounts of organization and management as mediated by the particular tradition of their authors” (Fournier and Grey 2000). It creates a definite difference between critical and non-critical studies. Fournier V. and Grey C. (2000) discuss that CMS is not where the mainstream theory is positivistic. In these two studies, the discussion of methodology is limited to limited methods and statistical technical issues.

## **CHAPTER 3**

### **CRITICAL PROJECT MANAGEMENT STUDIES (CPMS)**

Project management has an important role in solving the complexities of the project by reducing to simplicity. It can be conceptualized as a process in which ends and means are defined, planned and implemented and controlled (Hodgson and Cicmil 2008). Projects have been a part of life (Cicmil et al., 2009). Some scholars claim that project management begins with the sharing of works such as gathering and hunting for the survival of first humans. The migrations, the construction of new cities, agricultural activities, pyramids, castles, and cathedrals, which they were mega projects in that time, include project management and even wars between civilizations can be viewed as project management. Each of these activities is a project and the concerns of scope, time, cost and performance are similar in the shared roles in these projects. In spite of all of the historical evolutions, the existence of project management has been around since the Second World War. Project management was developed in the USA during the Cold War period. At that time, project management in the USA played an important role in the development of areas such as industry, aerospace, science, and military. Project management was emerged as a profession and discipline after the 2nd World War with the developments in the technology and industry. In the 1960s and 1970s, project management moved to a new stage in its evolution (S. Cicmil and Hodgson 2006a). The developments in the computer and software technology in the 1980s and 1990s, has accelerated both project management accelerate and innovations come to exist in the field of project planning, cost, and preparation of time scale. The end of the 1990s witnessed the popularity of project management in the field of engineering, construction, business, and military. In the 1990s, project management is used as a management model in order to increase competitiveness and performance (S. Cicmil and Hodgson 2006a).

Critical Project Management Studies (CPMS) borrows the concepts from CMS to address some of the most challenging questions of Project Management such

as “What is project?”, “What is project management?”, “What is project success?” and “Why the use of project management is increasing?”.

Some CPMS claim that CMS has an eclectic basis (Hodgson and Cicmil 2008). CPMS uses this eclectic foundation of CMS which builds on Marxism, feminism, environmentalism, labor process theory and post-structuralism to analyze the project management practices and studies. It brings a pluralistic perspective to the project management studies. CPMS addresses the commonly neglected issues of project management such as performativity, denaturalization and reflexivity to the agenda of project management scholars and practitioners.

The main rational behind the emergence of CPMS is the limitations of unitarist approach in general project management studies which fails to address the rapidly changing social and economic process, markets and product diversity. Some scholars argue that the reality of project practitioners/ participants on (1) the use of project management techniques in practice, (2) complex social process in performing project management functions, (3) the way of dealing with uncertainty, ambiguity and equivocality, and (4) the knowledge and skills used and developed in projects differ the traditional project management practices (Cicmil et al., 2006). CPMS points out that the communication between project teams, the uncertainties of the project process or criteria, the uncertainty of the project’s success or failure, race in the process of the project and controlling in this race, experiencing the changes and coping with these changes are the main drivers for searching alternative ways of managing projects.

CPMS provides awareness against the exploitation of employees. It emphasizes that project managers are not the only controller in practice other project participants who involved in different stages, from the start to end of project, have responsibilities to employees. A project of team players involved in all project stages, the hierarchy of the team players with each other from the beginning to the end of the project. Hodgson and Cicmil (2008) argue that as a result of every work under the name of the project management, it is not possible for each project to achieve success despite the implementation of project management standards (Hodgson and Cicmil 2008). Although project management is presented as change and progress tool, this change tool is often the basis of project failures. Project managers are generally assigned as persons have responsibility for the control of the projects. However, if project management is reduced to an area such as



implementation control, project failure becomes unavoidable because projects cannot fit in a standard model. In project-based studies, when forced procedures are applied, all players involved in the project have lack of confidence and motivation because while there is management according to the project, project management is tried to put into standardization.

This means that it can be acceptable that describing project management as a methodology is the starting point of project failures. CPMS scholars argue that there are no universal factors in order to achieve the success of the project in the project management or the achievement of its goals. Another point is that the social segregation in project management or project-based work shows itself in society. Also, the distinction between project employees and project managers shows its impact on academic, organizations and implementation on society. For this reason, the impact of this distinction on institutions and employees negatively affects the performance and efficiency which project management defends to increase the pressure on people. However, this is the case, as the project fails, the institutions try to resolve the failure by interesting in techniques of project management.

The most important goal which CPMS is increased the awareness of project managers and participant social, moral and ethical issues. In other words, CPMS intends ensure the social balance between “employees in institutions” and “people in society”. Cicmil and Hodgson (2006) state that project management focuses on the performance by providing the balance of social power that is formed in the process of formation of projects and accepted as the nature of projects by ensuring effective operational control of team members involved in projects (S. Cicmil & Hodgson, 2006). Project management tries to emphasize the purpose of providing functionality to the project. Although project management is defined as the achievement of projects’ goals, interpreting the definition of the project success, making the concerns of the time, quality, performance, cost and ethical issues widespread are the pioneers of their purposes. CPMS aims to create alternative perspectives on projects and project management. It also targets that the existing project management is not satisfactory and the management will achieve social responsibility.

## **CHAPTER 4**

### **CRITICAL CONSTRUCTION MANAGEMENT STUDIES (CCMS)**

Construction management is a sub-research stream in organizational studies. It predominantly borrows concepts, models and methods from modernist view of organizations to address the challenges of the construction industry. The recent years witnessed a surge in the number of research studies heavily influenced from CMS in construction management studies. Morris (2016) argues that there are differences between “construction management in the 1950s” and “today’s construction management” (Morris 2016). Yet a closer look to the basic assumptions of “construction management in 1950s” and today’s construction management” reveals that basic assumption of construction management literature and practices is still based unitarist view of organizations. Morris (2016) argues that construction management is generally built on modernist view of organizations but modernist view organizations do not match with the nature of construction projects.

In no matter what type of project, the cooperation between architects and engineers and the participation of contractors in the design or project phases are the critical factors in project success (Li et al., 2011). Cost, time and performance should not be seen as the only success factor. Success factors affecting the project may be related to political, economic, social and environmental factors. Even the restrictions on personnel, information systems, and legal problems can be concerned. Technical performance is a measure of success for critical construction management. CMS proposes that the structure of construction industry is shaped by customer domination and delivering high quality in construction projects. Green (2001) suggests that a critical views should be used in applying modernist management practices such as process improvement, lean construction, partnering, and competitiveness in the construction industry (Green 2001). Green’s study builds on the conceptual foundations of CMS and focuses on the dark side of lean construction. The main objective of lean construction is to minimize waste. Minimizing time wasted on construction site and offices, extra spent materials, and wasted labor are

the positive side of lean construction. Lean construction focuses on the efficiency of construction operations and activities and customer needs but factors such as labor, social, and environmental issues are completely ignored.

Proposing a construction system, lean construction, which solely focuses on production efficiency, can be presented as a “natural process” with a performative intent”. Using the core propositions of CMS, it can be argued that the idea of lean construction is a logical approach in order to minimize waste, improve quality, complete operations on time, and reduce cost but such approach intensifies the level of competition in the construction industry and in turn exploitation of resources.

There are many stakeholders in the construction industry. Each stakeholder (e.g., customers, investors, contractors, and employees) has different but commonly conflicting objectives. The intensity of competition in the construction industry fueled by the demands of the customers creates pressure and stress between and among the stakeholders. Intensified competition can present opportunities for improving the sustainability of projects, introducing new technological developments and enabling diversity for projects but it leads the construction of an oppressive working environment.

The idea of critical management can be seen in the management of human resources as a part of construction management (Green, 2002). Man-power to be seen as cost-based and also gender discrimination in construction management are among the issues of critical management. Forcing employees to work in building projects with the idea of increasing productivity is the basis of stress-based management. This type of management adversely affects the development of the construction sector. CMS goes beyond the simple rejections of main stream management approaches (Green, 2002). The existence of such critical views in construction management also provides an emphasis on some important problems and being re-discussed some of the concepts. For this reason, it is important to improve a critical point of view by making accepted norms in construction management in a current issue.

The continuation of critical researches in construction management can provide deeper insights on how to reconcile or balance the conflicting demands of the stakeholder of construction industry.

## CHAPTER 5

### RESEARCH METHODOLOGY

Alan Pritchard proposes a new quantitative method called “bibliometric analysis” in statistical bibliography. The term “bibliometric” can be defined as an application of mathematical and statistical methods for journals, books or other communication tools. Bibliometric research helps to create new knowledge (Okubo 1997). The bibliometric analysis helps to examine evolving the history of scientific disciplines. It can analyze to measure scientifically the productivity of papers and it can help to present effective measurement with citations by preparing a visual presentation. There are two reasons for bibliometric research.

The first one is to provide an evaluation of scientific and research products in a specific field. The second one is to study an information generating system (Science 2008). Furthermore, bibliometric analysis is used for measuring the impact of certain authors or scientific journals. A reference or a citation means a confirmation of an article about a previously published article (Carvalho et al., 2014). Bibliographic references explain the theories and ideas of previous authors. Also, Citations can be seen as critical decisions about the authors and the articles researched. In this way, a connection occurs between a document which is cited and document which is citing. Bibliometric research stands for the quantitative side.

There are several options to create a bibliometric analysis; (1) co-citation, citation, (2) co-occurrence, (3) co-authorship and (4) bibliographic coupling (Okubo 1997).

- *Citation analysis* – reveals quantitative measurement of the citations on articles under-researched. Its purpose to find the main source or important document for any scientific area by examining the frequency of citation of documents about the scientific area. The connections among documents in citation analysis explain the relationship between them. For this reason, citation analysis is a lock part for bibliometric research. Citation analysis

consisted of both qualitative and quantitative approach is a type of bibliometric research.

- *Co-citation analysis* – evaluates the existence count of two articles together in the same article. This measurement shows the impact of authors in the field of a scientific subject. The maps and the clusters which are made with co-citation analysis show how the elements of analysis (like author, article or institution) develop in time. If the common two articles are mentioned in an article, it can be defined co-citation for the two documents mentioned. The more citation two documents have a stronger connection they have. The papers cited together too many are accepted as similar papers. These papers are considered as a main source for the field researched. Moreover, the development of the scientific area depends on documents which are accepted as co-citation continues to cite more.
- *Co-occurrence (co-words)* – analysis explains the relationship between terms in the specific texts (like abstract or full text) and keywords, also it tries to explain the density of usage of these terms. It evaluates the situation in which two words are used in the articles at the same time. Because of co-occurrence analysis, it can be examined the relationship between the frequency of the words used and research subject. Co-occurrence is about the interest among the terms so the smaller distance among terms, the stronger connection among terms (Eck and Waltman 2011).
- *Co-authorship analysis* – is an indicator of author cooperation in the national or international platform. This analysis shows the collaboration of at least two authors on the same paper. Co-authorship shows the studies or articles worked by more than one authors. This analysis can realize on the basis of authors, countries or institutions (Raaijmakers 2003).
- *Bibliographic Coupling* – is a bibliometric analysis to draw a comparison among scientific papers. It controls whether cited a common third paper or occurred a common subject by matching the bibliographic information. Bibliometric coupling works while looking at the intersection with the total reference lists of two papers.

The research presented in this thesis uses bibliometric analysis method to explore and analyze the evolution of CMS (Critical Management Studies), the diffusion of CMS in CPMS (Critical Project Management Studies), (3) the diffusion of CMS in and CCMS (Critical Construction Management Studies).

A research article published in academic journals is the unit of analysis used in this research. Co-citation, citation, co-occurrence and network analysis were used to explore the evolution of CMS and its diffusion in CPMS and CCMS. The numbers of citation are the base unit in citation analysis. However, the numbers of citation help to understand the connection among papers on the same scientific research field except to give the hypothetical results (Fetscherin and Heinrich 2015). Citation analysis is based on the conjecture that the authors cite the significant articles to develop their scientific researches. It means that more cited articles have the potential of more impact on searching the field, according to less cited articles. The citation is a measurement to show a general impact of articles or authors' influence on the scientific community (Okubo 1997). Co-citation analysis shows the frequency in which two articles are cited together in the same citation. Co-citation analysis identifies the connection among the references made in a different citation.

Network analysis is used for identifying this connection. The networks interconnect to several authors and articles with "edges" so this result is presented as a visual network (Chai and Xiao 2012). The new scientific papers collect data from previous papers and they add new knowledge in order to show an improvement in that scientific field. The relationship between two different papers shows occurring a new network which proves how scientific knowledge spreads out. In this way, a flow of information among different papers by citing and citation network is a multi-purpose map which shows the flow of information (Liang et al., 2016). Citation network can be analyzed by using bibliometric analysis. The wider the subject scope of the scientific field, the more intensive the citation network has.

A citation network consists of vertices and edges. Every vertex represents one article, the edges among two articles generate the relation of citation and the two units explain the whole citation network. There are four vertex types; source, sink, intermediate points, and isolates (Liang et al. 2016).

- *Sources* do not use citation but the other papers mostly cite this paper which is called source and they are accepted as a root of knowledge.

- *Sinks* cite the other articles but they are not cited by different papers so these types of vertices are accepted as the last point of information dissemination.
- *Intermediate points* not only cite other papers but also are cited by different papers. Because of that, intermediate points are defined as transition points to the spread of the knowledge.
- The last term of the network is *Isolate point*. They neither cite different papers nor are cited by other papers.

In that case, several flows of knowledge start sources, and they finish sinks by passing intermediate points, thereby, they can create a citation network.

## 5.1. Data Collection

There are large number databases for bibliometric analysis. These are widely used and highly diversified databases. While some of them can easily prepare a citation report, some of them can prepare detailed visuals about impact factor and some of them can analyze the publications according to author's name, research's countries, and subjects. The most commonly used databases in bibliometric analysis include Web of Science (WoS), Scopus, Scival, Journal Citation Reports (JCR), Publish or Perish, Publication Forum and Bibexcel. The research presented in this thesis uses Scopus which is one most comprehensive database for organizational studies.

Different software is available to visualize the bibliometric analysis in order to provide citation links. Commonly used software for this research are as follows; Pajek, HistCite, UCINET, Gephi, DIVA, CiteSpace, RefWorks and VOSviewer. The research presented herein uses VOSviewer to explore the evolution and diffusion of CMS. VOSviewer is a software tool for visualizing the citation network by using the bibliographic records obtained from SCOPUS. VOSviewer provided by Eck and Waltman is free software in order to create bibliometric maps. It is used to prepare citation, co-citation, co-authorship, co-occurrence or bibliographic coupling maps with information of authors, journals and keywords of articles. The technics of visualization in VOSviewer are presented such as density mapping and network mapping. Color, circles, text font and line thickness are used for explaining clearly

some parameters. When the parameters have the same features are the same color, line thickness and frequency of lines define numeric data in this research. Therefore, the size of circles and text fonts show the parameters which are most cited documents or most productive authors. There are two types of mapping in bibliometric researches such as a distance-based map and graph-based maps. Distance-based maps show the situation of the connection among elements by checking on the distance among elements. Graph-based maps define the power of connection among elements with lines that the other name is “edges”. In VOSviewer, two views have represented the explanation of bibliometric research’s results. These are label view and density view. Label view shows the result with a label and a circle and colors of elements mean the clusters which the elements belong to it. In density view, every point has a color depends on the density of elements and the density generally shows the highest cited document. In two views, interrelated documents and authors are located in the same cluster.

While searching for documents in SCOPUS, the documents are eliminated by using three different combinations of keywords. These keywords are determined by using the “article title, abstract, keywords” search in the Scopus database. The study period used in this thesis covers documents published among 1960 to 2019. The first keyword used for searching Scopus database is “Critical Management Studies” and all document types are selected. The result of this search provides 387 documents. After that, all of 387 papers are refined according to the types of source and types of documents. 283 documents relevant to management are eliminated by examining all references of these documents manually and the documents export as a CSV File format. In this study, these 283 documents are called as “center documents (or author, country, document, keyword)”. Then, the documents with at least 100 citations among the highest cited documents were confirmed. 11 top- highest cited documents are made a list and the articles citing 11 top-highest cited documents occur in order to export the bibliographic information as CSV File format. Also, in this study, we called “periphery documents (or author, country, document, keyword)” for analysis using the documents citing 11 top-highest cited documents. The two keywords (“Critical Management Studies” AND “Project Management”) are used to search Scopus database. The result of this search process provides 36 research papers. The bibliographic information of these documents is exported to VOSviewer from SCOPUS database.



Finally, three keywords (“Critical Management Studies” AND “Project Management” AND “Construction Management”) are used to search Scopus database. The result of this search process provided 6 research articles. The bibliographic information of these articles was exported to VOSviewer.

## CHAPTER 6

### RESULTS AND DISCUSSION

In the bibliometric analysis, the large vertex indicates the weight of the word is larger than the other vertices. The distance between the two vertices indicates that the strength of the connection between the two elements. When the vertices have a shorter distance, the relationship between the two elements becomes stronger. The links between the nodes, it means “edges”, shows that the two vertices appear together (Eck and Waltman 2011). If the edge is thick, the co-existence is much more, but the edge is too thin, the co-existence is so small. The items of analysis are classified by fields. The items with the same color represent that they belong to the same cluster. Examining “journal and review” is an effective method when examining the general structure of the subject.

Citing is a changing and evolving action for years. Cited represents shared knowledge. Co-authorship shows the common authorship and a common number of documents, it is classified authors by institution and country. Co-occurrence in the article shows the intensity of the use of terms and keywords. Citation represents the relationship between the authors’ citing each other and the relationship between the cited documents. Co-citation refers to the common citation numbers of authors in their work. Bibliographic coupling refers to the number of references and whether there are intersections in these references in the authors and their works (Eck and Waltman 2011). VOSviewer has several terms and numerical values describing the analysis. These are;

- *Weight* – the greater the weight of an item, the more important element in the analysis of that item is considered. The label size of an item or the size of the circle is determined by weight.
- *Link* – is the number of the links of an item with the other item.
- *Total Link* – Attribute: is the total power of items’ links with other items.
- *Kernel-Width* – is the neighbor number of an element. The items have a larger number of neighbor are the higher the density of the item in the analysis, if the neighbor weights are high.

When searching for “Critical Management Studies”, “All years” select in the Scopus database, these years start in this database from 1960 to 2019 (present). However, after the research starts, the total results of “Critical Management Studies” are 387 documents in all document types and source types from 1997 to 2019. Document type changes as “article and review”, source type changes as “journal” and the total results are 283 documents. The 283 results export to document settings file as CSV format which includes citation information, bibliographical information, abstract & keywords and also references. As in Table 6.1, among the most cited articles in the 283 results, the first 11 articles with at least 100 citations define one of the main sources for this bibliometric research. Table 6.1 presents the most cited research articles which received the highest citation with at least 100 citations when researching from Scopus Database. As illustrated in Fig. 6.1, the study of Fournier V, Grey C. is in the first place and the two documents of Banerjee S.B. are ranked at the 2nd and 3rd places. Behind these documents, the study of Spicer A., Alvesson M. in 4th rank and the study of Mantere S., Vaara E. in 5th rank follow at the list.

Table 6.1. The most cited 11 articles with at least 100 citations about “Critical Management Studies” within 283 articles and review

No	Authors	Title	Year	Source title	Cited by	Abbreviated Source Title	Document Type
1	Fournier V., Grey C.	At the critical moment: Conditions and prospects for critical management studies	2000	Human Relations	518	Hum. Relat.	Review
2	Banerjee S.B.	Corporate social responsibility: The good, the bad and the ugly	2008	Critical Sociology	424	Crit. Social.	Article
3	Banerjee S.B.	Who sustains whose development? Sustainable development and the reinvention of nature	2003	Organization Studies	304	Organ. Stud.	Article
4	Spicer A., Alvesson M., Kärreman D.	Critical performativity: The unfinished business of critical management studies	2009	Human Relations	238	Hum. Relat.	Article
5	Mantere S., Vaara E.	On the problem of participation in strategy: A critical discursive perspective	2008	Organization Science	173	Organ. Sci.	Article

(Continued on next page)

Table 6.1. (Continued)

6	Currie G., Kerrin M.	Human resource management and knowledge management: Enhancing	2003	International Journal of Human Resource Management	147	Int. J. Hum. Resour. Manage.	Article
7	Cunliffe A.L.	The philosopher leader: On relationalism, ethics and reflexivity-A critical perspective	2009	Management Learning	135	Manage. Learn.	Article
8	Banerjee S.B.	Whose land is it anyway? National interest, indigenous stakeholders, and colonial discourses:	2000	Organization and Environment	133	Organ. Environ.	Article
9	Alvesson M., Spicer A.	Critical leadership studies: The case for critical performativity	2012	Human Relations	132	Hum. Relat.	Article
10	Frenkel M., Shenhav Y.	From binarism back to hybridity: A postcolonial reading of management and organization studies	2006	Organization Studies	112	Organ. Stud.	Review
11	Thompson P.	The trouble with HRM	2011	Human Resource Management Journal	111	Hum. Resour. Manage. J.	Article

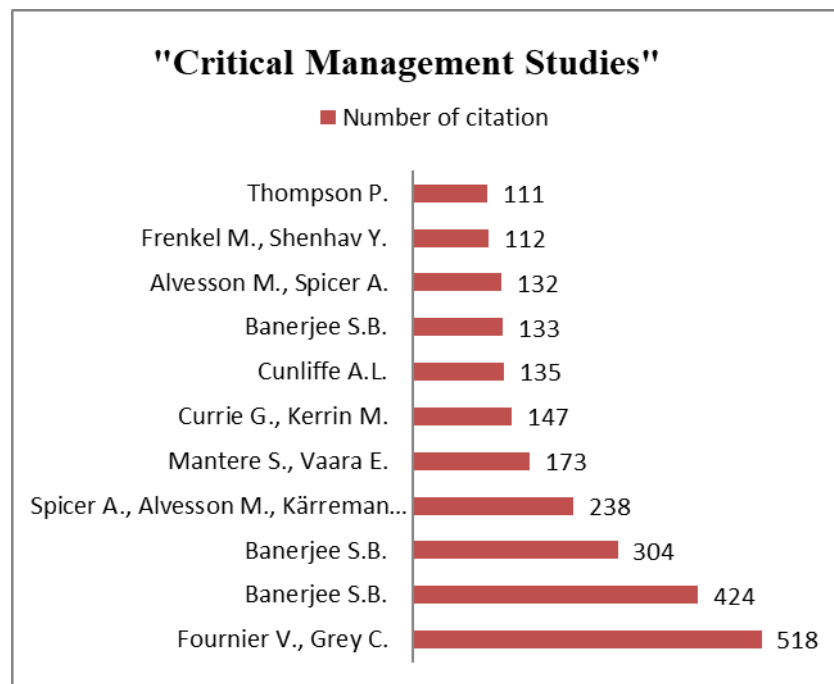


Figure 6.1. The graph of the most cited 11 articles with at least 100 citations among the documents of "Critical Management Studies"

All of these 11 articles and the articles have cited these 11 articles are exported to VOSviewer. This process repeats for all of 11 most cited articles. The changing which the document type and source type are eliminated is seen in Table 6.2. In Table 6.2, when limiting the documents as article and review, we can see the number of remaining documents for the research. For example, the study of “At The Critical Moment: Conditions and Prospects for Critical Management Studies” written by Fournier V., Grey C. has 518 citations at the first stage in Table 6.1, the same document has 344 citations in Table 6.2. This first stage by used “critical management studies” is only completed to create a data source for VOSviewer. In the second stage, we find the results of documents as source type is a journal and document type is article and review for the keyword “project management” with searching in a keyword, abstract and title among the 11 most cited studies. The results are eliminated by selecting studies related project management according to title, abstract or keyword. The results export with document settings as CSV format and then the data source is ready for VOSviewer.

Table 6.2. The list of the most cited 11 documents about Critical Management Studies eliminated the types of source and documents.

No	Authors	Title	Year	Source title	Cited by
1	Fournier V., Grey C.	At the critical moment: Conditions and prospects for critical management studies	2000	Human Relations	344
2	Banerjee S.B.	Corporate social responsibility: The good, the bad and the ugly	2008	Critical Sociology	315
3	Banerjee S.B.	Who sustains whose development? Sustainable development and the reinvention of nature	2003	Organization Studies	188
4	Spicer A., Alvesson M., Kärreman D.	Critical performativity: The unfinished business of critical management studies	2009	Human Relations	159
5	Mantere S., Vaara E.	On the problem of participation in strategy: A critical discursive perspective	2008	Organization Science	126

(Continued on next page)

Table 6.2. (Continued)

6	Currie G., Kerrin M.	Human resource management and knowledge management: Enhancing knowledge sharing in a pharmaceutical company	2003	International Journal of Human Resource Management	119
7	Cunliffe A.L.	The philosopher leader: On relationalism, ethics and reflexivity-A critical perspective to teaching leadership	2009	Management Learning	104
8	Banerjee S.B.	Whose land is it anyway? National interest, indigenous stakeholders, and colonial discourses: The case of the	2000	Organization and Environment	92
9	Alvesson M., Spicer A.	Critical leadership studies: The case for critical performativity	2012	Human Relations	106
10	Frenkel M., Shenhav Y.	From binarism back to hybridity: A postcolonial reading of management and organization studies	2006	Organization Studies	82
11	Thompson P.	The trouble with HRM	2011	Human Resource Management Journal	76



Figure 6.2. The graph of citation for Critical Management Studies eliminated the types of source and documents.

In Table 6.3 and in Figure 6.3, you can see the rates of studies after eliminating according to the authors and numbers in the 11 most cited articles about project management. In Table 6.3, we find out the number of documents citing the most cited 11 studies and related to “Project Management”.

Fournier V, Grey C. is the first article among the other studies with cited by 14 documents about “Project Management” on the subject of “Critical Management Studies”. When we compare with the result in Table 6.2, the difference in Table 6.3 is that second rank belongs to the study of Spicer A., Alvesson M., Karreman D. The study of “Critical performativity: The unfinished business of critical management studies” by Spicer A., Alvesson M., Karreman D. (2009) is cited by 6 documents about “Project Management”. Then, the work of “On the problem of participation in strategy: A critical discursive perspective” by Mantere S., Vaara E. (2008) follows the ranking with cited by 5 documents. As we can see from Fig. 6.3, the ranking of the study of Fournier V., Grey C. (2000) does not change again but the study of Spicer A., Alvesson M., Karreman D. (2009) distinctly place as a 2nd most cited article on the list. The third stage is that the keyword is determined as “construction management”. While the same features are selected, the search completes among the 11 most cited articles.

Table 6.3. The list of the Project Management Documents based on 11 most cited articles about “Critical Management Studies”

No	Authors	Title	Year	Source title	Cited by
1	Fournier V., Grey C.	At the critical moment: Conditions and prospects for critical management studies	2000	Human Relations	14
2	Banerjee S.B.	Corporate social responsibility: The good, the bad and the ugly	2008	Critical Sociology	1
3	Banerjee S.B.	Who sustains whose development? Sustainable development and the reinvention of nature	2003	Organization Studies	2
4	Spicer A., Alvesson M., Kärreman D.	Critical performativity: The unfinished business of critical management studies	2009	Human Relations	6
5	Mantere S., Vaara E.	On the problem of participation in strategy: A critical discursive perspective	2008	Organization Science	5

(Continued on next page)

Table 6.3. (Continued)

6	Currie G., Kerrin M.	Human resource management and knowledge management: Enhancing knowledge sharing in a pharmaceutical company	2003	International Journal of Human Resource Management	2
7	Cunliffe A.L.	The philosopher leader: On relationalism, ethics and reflexivity-A critical perspective to teaching leadership	2009	Management Learning	1
8	Banerjee S.B.	Whose land is it anyway? National interest, indigenous stakeholders, and colonial discourses: The case of the Jabiluka	2000	Organization and Environment	1
9	Alvesson M., Spicer A.	Critical leadership studies: The case for critical performativity	2012	Human Relations	2
10	Frenkel M., Shenhav Y.	From binarism back to hybridity: A postcolonial reading of management and organization studies	2006	Organization Studies	0
11	Thompson P.	The trouble with HRM	2011	Human Resource Management Journal	2

The results are eliminated by selecting the studies related to “construction management” according to the content of “title, abstract and keyword”. The document settings of the results are exported as CSV format. Table 6.4 and Figure 6.4 show that the number of documents citing the 11 most cited articles from the Scopus database.

With these three steps, the data files with CSV file are used as a data set in VOSviewer program to create visualization and citation analysis. Creating a map based on bibliographic data in order to start bibliometric analysis in VOSviewer. This option provides analysis alternatives such as co-citation, citation, co-occurrence that are required in this study. We choose CSV format data sets in the Scopus database in order to get bibliometric results of studies based on “critical management studies” keyword. In all analyses, the counting method is selected as “full counting” because we expect that all links (citation, co-citation, co-occurrence, etc.) have the same weight.



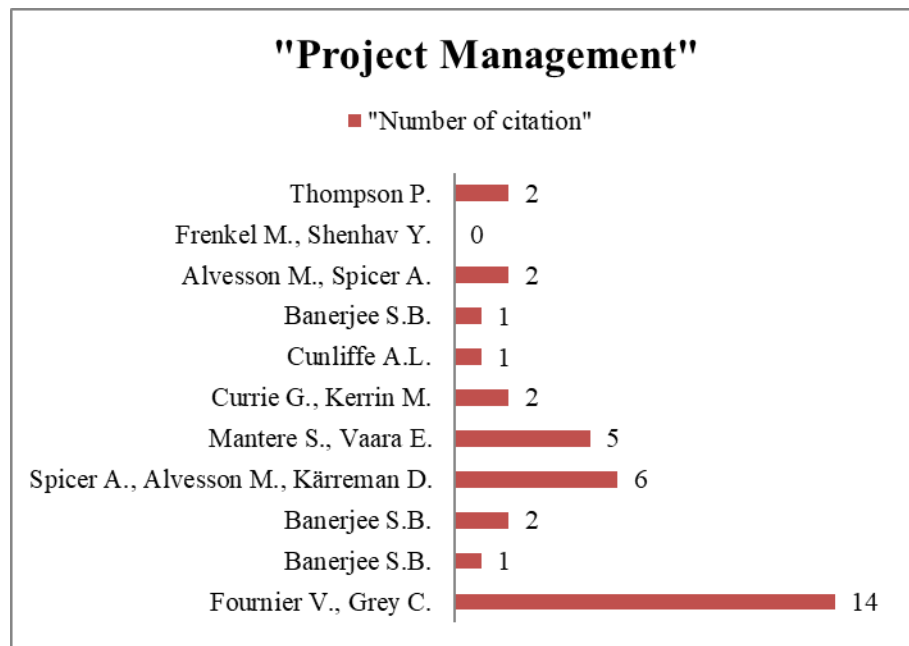


Figure 6.3. The graph of the Project Management Documents based on Critical Management Studies Documents.

Table 6.4. The list of the number of Construction Management Documents based on 11 most cited articles about "Critical Management Studies".

Number	Authors	Title	Year	Source title	Cited by
1	Fournier V., Grey C.	At the critical moment: Conditions and prospects for critical management studies	2000	Human Relations	8
2	Banerjee S.B.	Corporate social responsibility: The good, the bad and the ugly	2008	Critical Sociology	1
3	Banerjee S.B.	Who sustains whose development? Sustainable development and the reinvention of nature	2003	Organization Studies	1
4	Spicer A., Alvesson M., Kärreman D.	Critical performativity: The unfinished business of critical management studies	2009	Human Relations	2
5	Mantere S., Vaara E.	On the problem of participation in strategy: A critical discursive perspective	2008	Organization Science	2
6	Currie G., Kerrin M.	Human resource management and knowledge management: Enhancing knowledge sharing in a pharmaceutical company	2003	International Journal of Human Resource Management	0

(Continued on next page)

Table 6.4. (Continued)

7	Cunliffe A.L.	The philosopher leader: On relationalism, ethics and reflexivity-A critical perspective to teaching leadership	2009	Management Learning	1
8	Banerjee S.B.	Whose land is it anyway? National interest, indigenous stakeholders, and colonial discourses: The case of the Jabiluka uranium mine	2000	Organization and Environment	0
9	Alvesson M., Spicer A.	Critical leadership studies: The case for critical performativity	2012	Human Relations	0
10	Frenkel M., Shenhav Y.	From binarism back to hybridity: A postcolonial reading of management and organization studies	2006	Organization Studies	0
11	Thompson P.	The trouble with HRM	2011	Human Resource Management Journal	1

All analyzes are determined as maximum numbers of authors per documents 25 and are ignored documents with a large number of authors. As inferred from Table 6.4, we can recognize the number of documents which citing the most cited 11 documents among “Critical Management Studies” and studying on “Construction Management”. As seen in the Fig.6.4, 8 documents among the studies related to “Construction Management” under the subject of “Critical Management Studies” provides to have most citation for the study of “At The Critical Moment: Conditions and Prospects for Critical Management Studies” written by Fournier V., Grey C. The study of Spicer A., Alvesson M., Karreman D. (2009) and the study of Mantere S., Vaara E. (2008) have equally citation with 2 documents and they have 2nd place in the list of most cited studies. The total number of articles related to “Construction Management” under the subject of “Critical Management Studies” is less than the total number of articles related to “Project Management”. None of the studies related to “Construction Management” have been cited to the documents of Currie G., Kerrin M. (2003), Banerjee S.B. (2000), Alvesson M., Spicer A. (2012), Frenkel M., Shenhav Y. (2006). What is understood here is that these articles are not related to “Construction Management” in order not to cite by any articles.

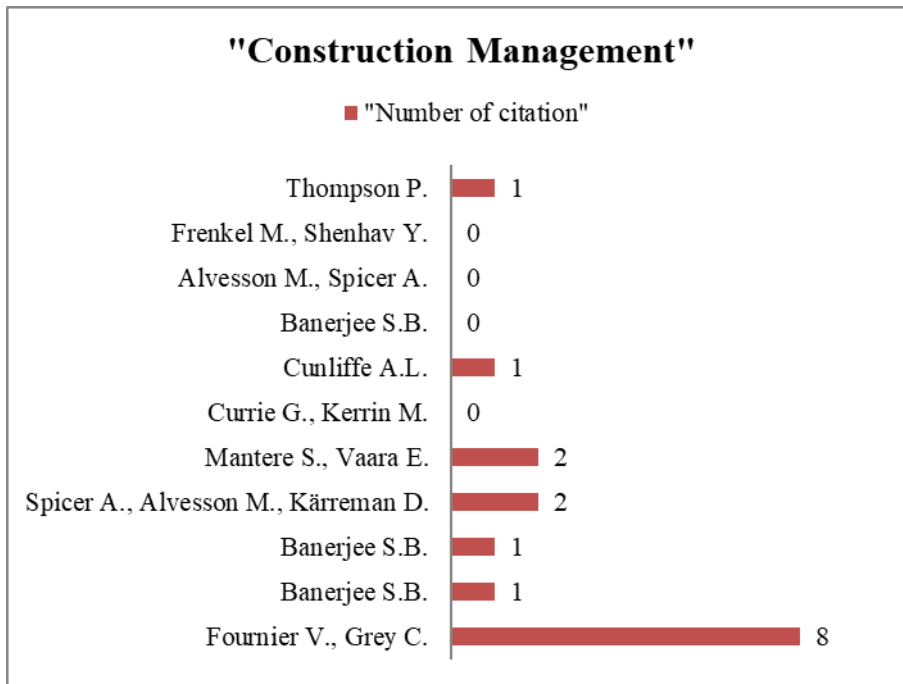


Figure 6.4. The graph of the Construction Management Documents based on Critical Management Studies Documents.

## 6.1. Critical Management Studies

### 6.1.1. Citation Analysis / Authors

### 6.1.2. Center Analysis by Authors with The Documents about “Critical Management Studies” (283 documents)

As inferred from Table 6.5, in terms of citation analysis by author, a minimum number of documents of an author is 1, and minimum number of citation of an author defines as 20 so 134 authors are eliminated from total 376 authors. According to this analysis which used 283 documents about “Critical Management Studies”, Banerjee S.B. is the most cited authors with 4 documents. We try to find out the starting point of Critical Management Studies and which the author defines as a center author by the studies about this subject. Therefore, we use the 283 documents related to “Critical Management Studies” obtained from Scopus database in order to reach the center analysis network. With these studies, citation analysis is performed and the list given by VOSviewer enables us to reach the center author according to the authors cited in all studies related to “Critical Management Studies”

in 283 documents. We start the analysis by exporting 283 studies with bibliographic information, and then all information is analyzed in VOSviewer.

Table 6.5. The top five authors' list, are in the subject of Critical Management Studies, with the citation analysis.

Number	Authors	Citation	Documents	Total Link Strength
1	Banerjee S.B.	921	4	30
2	Grey C.	640	4	101
3	Fournier V.	522	1	80
4	Spicer A.	434	4	105
5	Alvesson M.	405	3	100

In the visualization map provided by VOSviewer (Table 6.5) among 283 documents, we focus on that Banerjee S.B. is the first author which has the most citation. This list is followed by Grey C., Fournier V., Spicer A., and Alvesson M. respectively. The results in Table 6.5 of the analysis to find the center authors and the four authors of the most cited articles in Fig. 6.2 are matching. VOSviewer network analysis consists of edges and nodes. When we examine Fig.6.5, Banerjee S.B. has the largest node size and then the second largest node size belongs to Grey C. and Fournier V. after Banerjee S.B. In the network analysis, although the authors are in different clusters, we can see that the nodes of Banerjee S.B. (green), Grey C. and Fournier V. (red) are close to each other.

These three authors are closer to each other because we understand the reason due to the fact that Banerjee S.B., Fournier V., Grey C. have more citation than other authors and the center map just includes the bibliographic information of 283 documents related to “Critical Management Studies”. However, Spicer A. and Alvesson M. are in the purple cluster, and the Purple cluster is far away from the authors' nodes of Banerjee S.B., Fournier V., Grey C.

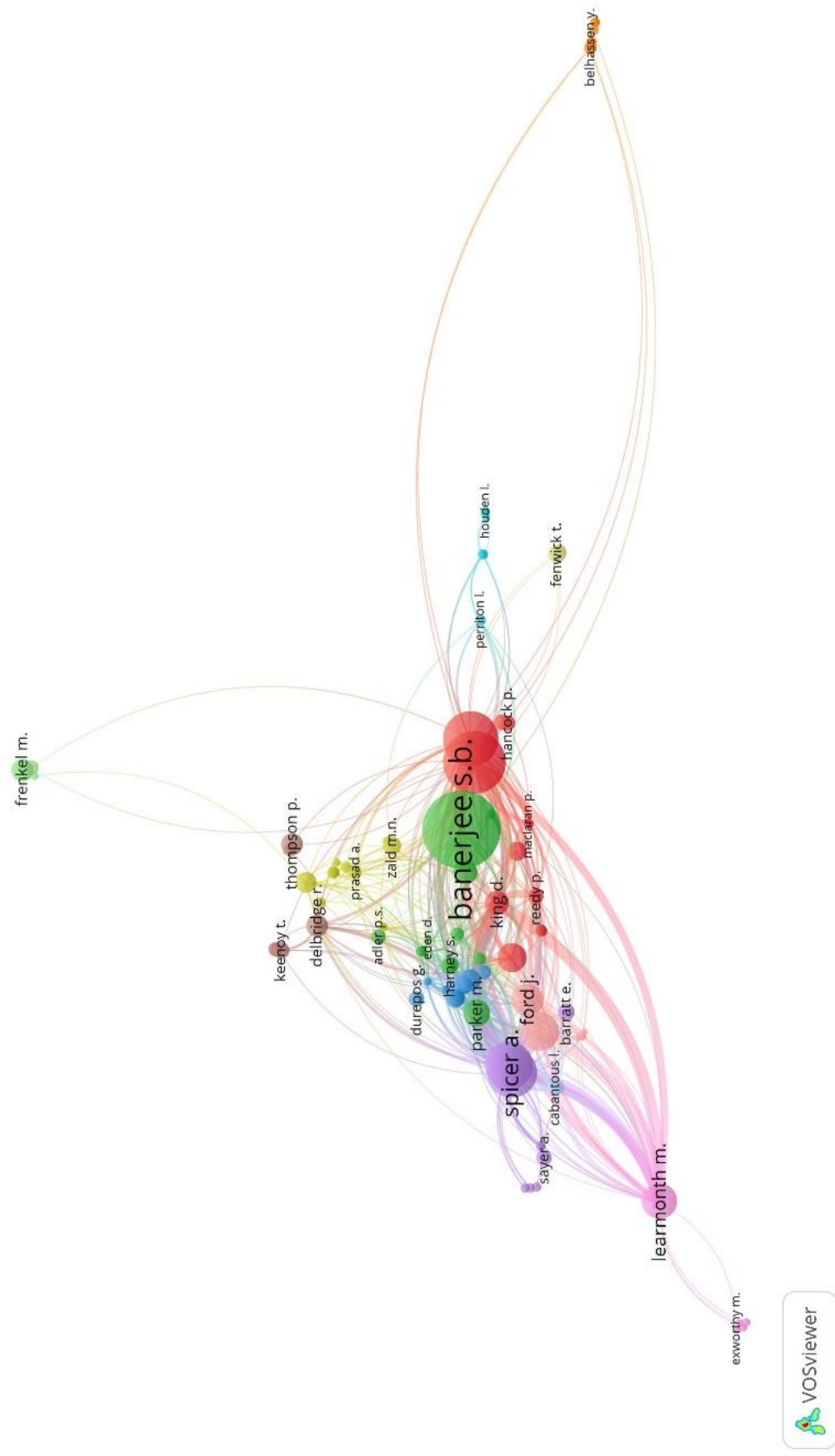


Figure 6.5. The citation network analysis by center authors with center documents in VOSviewer.



According to the result of Table 6.5, we focus on that Banerjee has the weakest link strength power among the top five authors despite he is the most cited author. The author with the strongest link among the most cited authors is Spicer A. with 105 links. According to the results of the total link strength analysis among the 134 authors related to each other, King D. has the strongest total link strength.

When a ranking is made according to total link strength, the situation is that King D. has strong link strength value than the others. Banerjee S.B. who has the most citation among authors is in a different cluster, Grey C. is the second author but Grey C. and King D. are in the same cluster although King D. has the strongest link strength. Grey C. is in the top five of total link strength list (Table 6.6). King D. made the most edge connection with Learmonth M. and he is in the 2nd place according to Table 6.6 but we realize that the most significant link strengths of King D. and Learmonth M. are not among the most cited authors in Fig.6.5. For this reason, King D. and Learmonth M.’s link forces are the strongest link between these two authors, except for the most cited authors in Fig.6.5.

Table 6.6. The list of Total link strength by most cited authors with Citation Analysis in VOSviewer.

	<b>Author</b>	<b>Total Link Strength</b>
1	King D.	112
2	Learmonth M.	107
3	Spicer A.	105
4	Grey C.	101
5	Alvesson M.	100

When King D. and Learmonth M. are ignored by the total link strength analysis in Fig.6.6, Spicer A. has the strongest total link strength among the authors related to “Critical Management Studies”. As inferred from Fig.6.6, Spicer A., Fournier V. and Grey C. have powerful connection forces among the authors and in general, we recognize in the map that most of the connection edges are collected in Learmonth M.

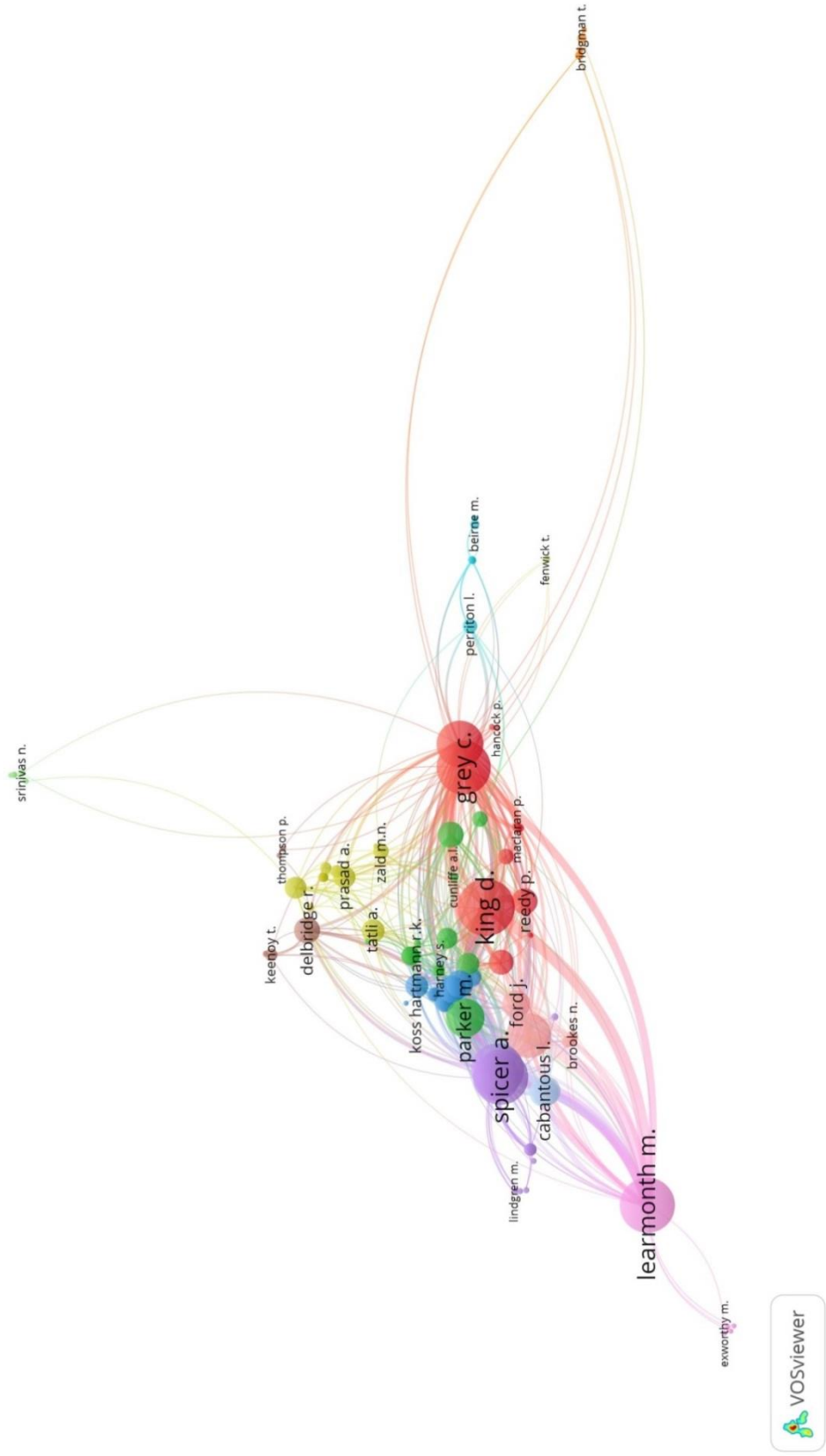


Figure 6.6. The Total Link Strength analysis by center authors in VOSviewer.

### 6.1.2.1. Periphery Analysis by Authors with Center Documents and The documents cited The Most-Cited 11 Documents:

In the citation analysis by using the 283 documents as the center about the keyword of “critical management studies” and the documents which cite the most cited 11 documents as the periphery; authors are selected as a unit of analysis. Minimum number of documents for an author of 2, the minimum number of citation of an author is determined for 20. From a total of 2611 authors, the analysis result is eliminated as 291 authors. In this citation of authors’ analysis, the most cited authors are shown with large nodes. These are followed in Table 6.7.

Table 6.7. The list of the first five authors with the Citation Analysis with periphery documents

Number	Authors	Citation	Documents	Total Link Strength
1	Banerjee S.B.	1823	20	393
2	Alvesson M.	878	10	365
3	Spicer A.	850	12	384
4	Grey C.	796	6	301
5	Palazzo G.	738	3	74

In this stage, we analyze the bibliographic information of the documents citing the 11 most cited articles and 283 documents about “Critical Management Studies”. The documents citing to the 11 most cited articles represent the periphery documents for network analysis. The aim here is to find the main authors in the Fig.6.5 by analyzing the center documents, In Fig.6.7, the aim is to understand where the center authors are located in periphery map by adding periphery authors citing the center authors studied about “Critical Management Studies” and by further expanding the scale of the network map.

In this analysis, “Critical Management Studies” is seen not only in the construction sector but in all areas. Therefore, there are 16 clusters for 291 items. In the image of analysis, the clusters are separated by 16 colors.



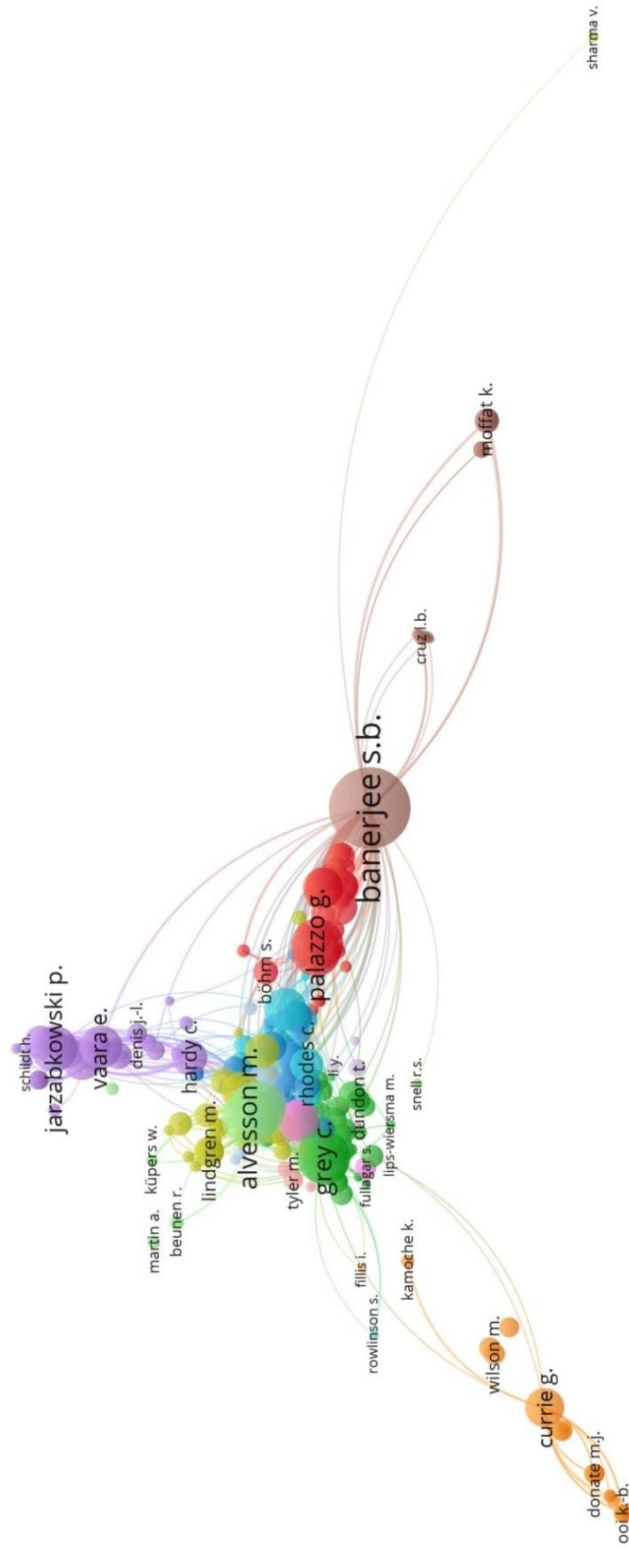


Figure 6.7. The citation network analysis by periphery authors in VOSviewer.

Banerjee S.B. in 8.cluster (brown) and Palazzo G. in 1.cluster (red) classified in the 2.cluster (green), Alvesson M. and Spicer A. in 11.cluster (light green), and Grey C. and Fournier V. in 2.cluster (dark green). VOSviewer does this classification according to being common studies areas. As seen as in the analysis, Alvesson M. and Spicer A., Fournier V. and Grey C. are in the same clusters, but the distance between their nodes is short. This means that they have a strong relationship in the subject of “Critical Management Studies”. As illustrated in Fig. 6.7, the citation number and the value of total link strength increase because of adding the periphery authors. Banerjee S.B. keeps his citation rank in the list. However, while Grey C. is the second author in Table 6.5, now, Alvesson M. is the second most cited author in Table 6.7. This means that Banerjee S.B. is again the most cited author, and thanks to more authors with periphery documents, Alvesson M. comes by taking more citation in the second rank of the list. For example, when Grey C. gets 640 citations with four documents in Table 6.5, in Table 6.7, he gets 796 citations with six documents. In fact, the citation and total links of authors are increasing with the number of documents. Therefore, as the number of authors on the periphery increases, we can see that Alvesson M. and Spicer A.’s number of citation go up.

In the analysis showing the center author, Fournier V. in Table 6.5, we do not see Fournier V. in table 6.7., when in Fig.6.5 analysis, the cluster with Alvesson M. and Spicer A.’s nodes and the cluster with Fournier V. and Grey C.’s nodes are distant from each other, in Fig.6.7, since the network is widened with the periphery authors, the center author’s nodes are close more and the intensity of edges increases. Among the authors in Table 6.5, Spicer A. had the strongest total link strength. When looking at Table 6.7, we can say that Banerjee S.B. has the strongest link between the authors in this table.

According to the total link analysis, the first five authors who have maximum links are seen. The total strength values of these authors indicate the citation index of “Critical Management Studies”. At the same time, the thick lines on the visualization of citation analysis show total link strength. In this analysis, it can be seen as a node. As inferred from Fig.6.8, while evaluating the total link strength in terms of an analysis, in this analysis, the authors occurred in Table 6.5 like Spicer A., Alvesson M. (yellow), and Fournier V., Grey C. (red). The authors’ nodes are closer to each other and in this periphery analysis, they are together but Banerjee S.B. is disconnected from the central authors.

Table 6.8. The Total Link Strength with periphery documents and center documents

<b>Total Link Strength</b>		
1	Banerjee S.B.	393
2	Spicer A.	384
3	Alvesson M.	365
4	Grey C.	301
5	Vaara E.	274

This shows us that when looking at the documents related to 283 studies about “Critical Management Studies” and the documents citing 283 studies, we can deduce that the main authors of “Critical Management Studies” are Fournier V., Grey C., Alvesson M., and Spicer A. (Table 6.8.).

At this point, Banerjee S.B. is moving away from this subject area under the research subject of “Critical Management Studies”. Although Banerjee S.B. is the most cited author in Fig.6.5, Figures of 6.7 and 6.8 show that Fournier V., Grey C., Alvesson M., and Spicer A. have more potential to be main authors in the area of “Critical Management Studies”.

In Fig.6.9, there is an overlay analysis with timeline between 2008 and 2016. This timeline shows that Alvesson M. and Spicer A. generate studies related CMS among 2012 and 2014 time period, Grey C., Fournier V. and Banerjee S.B. generate studies the previous period of 2010. On the other hand, these three authors are the oldest writers who have worked on this subject. Then comes Alvesson M. and Spicer A. This means that Banerjee S.B. has moved away from the center authors with the periphery authors’ analysis. We supposed that Fournier V. and Grey C. are among the center authors.

As a result of these analyses, it can be said that Fournier V. and Grey C. can be the main source of CMS when we think of overlay analysis and citation analysis together especially among the years of 2008 and 2016. Then, Alvesson M. and Spicer A. come as secondary source for the center area.

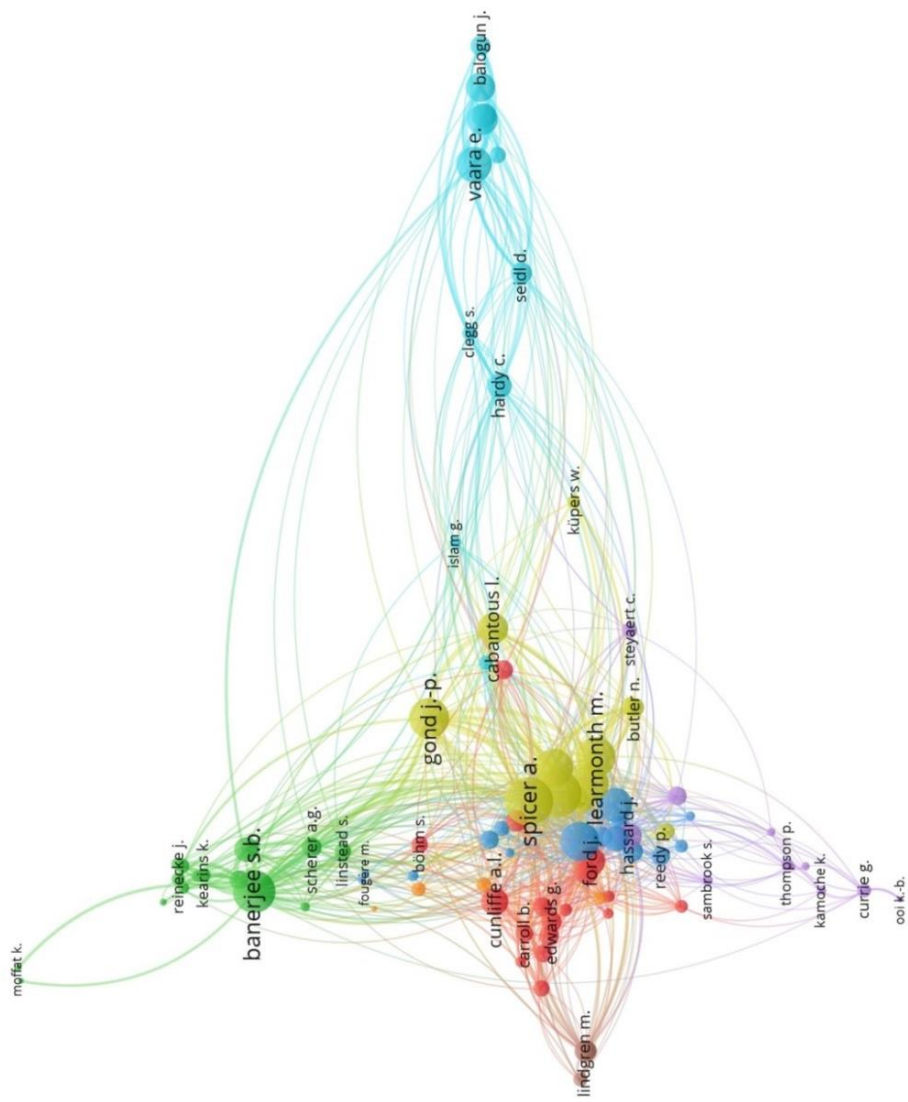


Figure 6.8. The list of Total link strength by the citations of most cited authors with periphery documents in VOSviewer.

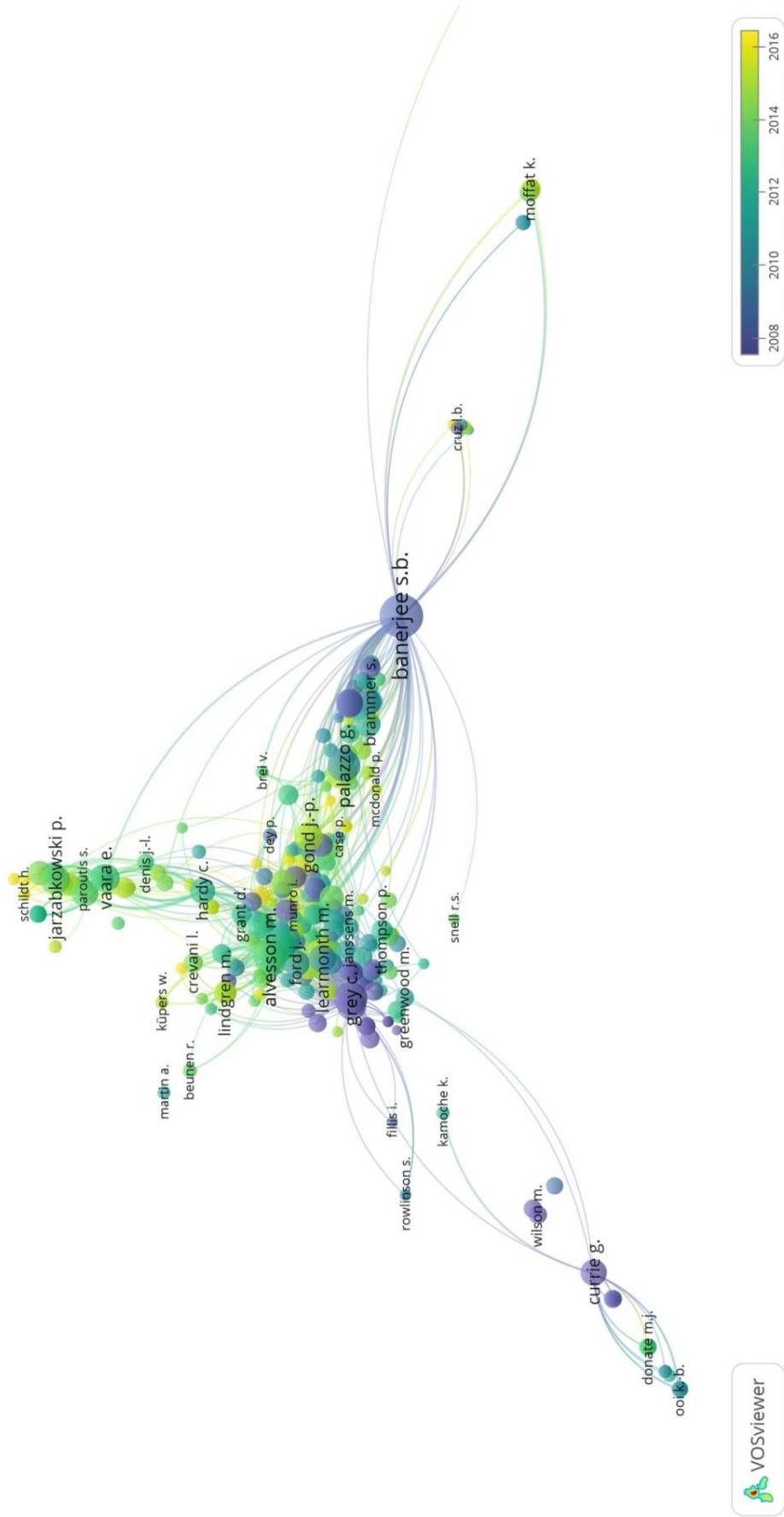


Figure 6.9. The citation overlay analysis by periphery authors with average publication years in VOSviewer.

### 6.1.3. Citation Analysis / Documents:

#### 6.1.3.1. Center Analysis by Documents with The Documents About “Critical Management Studies” (283 documents):

When analyzing 283 documents related to “Critical Management Studies”, the most cited documents are as follows in Table 6.9.

Table 6.9. The list of most cited center documents with Citation Analysis in VOSviewer.

Citation based on Unit of Documents		
1	Fournier V. (2000)	522
2	Banerjee S.B. (2008)	433
3	Banerjee S.B.(2003)	309
4	Spicer A.(2009)	241
5	Mantere S.(2008)	174

In the 283 documents, only 196 documents are in contact with each other. When we examine the most cited documents among 283 documents for CMS with VOSviewer list, Fournier V. (2000) is the first most cited document and the second and third documents belong to Banerjee S.B.’s studies (Table 6.9.). Beyond them, Spicer A. (2009) and Mantere S. (2008) follow the ranking of the list. This is the most cited article ranking with documents of these studies; only 196 studies have been linked. Mantere S. (2008) does not have any citation relation with any documents, but it is one of the top five of cited documents. Fournier V. (2000) is the most commonly cited document in the 25 clusters, Banerjee S.B. (2008), Banerjee S.B. (2003) and Spicer A. (2009) belong to different clusters. Fournier V. (2000) and Spicer A. (2009) have a strong bond with each other and are very close to each other. They have a common link in terms of the research area and the relation of documents with each other. Banerjee S.B. (2008) and Banerjee S.B. (2003) are in a different cluster and they are written about different research subject but there is a relation to each other also there is no citation relation with other documents (Fig.6.10.).



As illustrated in Fig.6.10, the node distance of the studies of Fournier V. (2000) and Banerjee S.B. (2008) and Banerjee S.B. (2003) cause that they are in different clusters for their studies in different areas. Yet, when we look at the relations with other documents, Fournier V. (2000) has a citation relation with each document and we see that Banerjee S.B. has less edge relation with Fournier V.

At the same time, Spicer A. (2009) is closer to Fournier V. (2000) in terms of distance of nodes. The nodes being closer together are indicative of stronger attribution of each other although they are in different clusters. As seen from the link analysis in Fig.6.11, it is understood that Banerjee S.B. who is the most cited author is very weak as a link and once more, Fournier V. (2000) and Spicer A. (2009) have a larger node in terms of connection among them. This means that Fournier V. (2000) and Spicer A. (2009) are related to each other. In particular, Fournier V. (2000) can be said to be the more cited main source of CMS

### **6.1.3.2. Periphery Analysis by Documents with The Documents**

#### **About “Critical Management Studies” (283 documents) and The documents cited The Most-Cited 11 Documents:**

In the analysis of Citation, Documents are selected as a unit of analysis. The minimum number of citation of an author is set to 30. From a total of 1668 documents, the analysis result is eliminated as 316 documents. The most cited documents about “critical management studies” are as follows in Table.6.10.

Table 6.10. The list of most cited periphery documents with Citation Analysis in VOSviewer.

<b>Citation based on Unit of Documents</b>		
1	Scherer A.G. (2011)	641
2	Fournier V. (2000)	522
3	Feldman M.S. (2011)	510
4	Chen C.J. (2009)	448
5	Banerjee S.B. (2008)	433



In the analysis of these most cited documents, we understand that the nodes are far from each other so the five most cited documents are not close to each other. When analyzing the documents citing to 11 most cited articles and 283 center documents together in VOSviewer, the result is that the first five authors are very different from each other and have different fields unlike center analysis in Table 6.9 because of adding periphery documents to expanding the scale of the map. In Fig.6.12, we can see the clusters in network map like Scherer A.G. (2001) (orange), Fournier V. (2000) (pink), Feldman M.S. (2011) (green) and Banerjee S.B. (2008) (light green).

In the center documents analysis (Fig.6.10), Scherer A.G. (2001), Feldman M.S. (2011), Chen C.J. (2009) and Banerjee S.B. (2008) have less citation but when adding periphery documents (Fig.6.12), we can recognize that Table 6.10 becomes different from Table 6.9 in this way. Yet, the only remaining document is Fournier V. (2000) which still remains the same with 522 citations. However, in Table 6.9, Banerjee S.B. (2003), Spicer A. (2009) and Mantere S. (2008) reveals that documents are not among the most cited documents when the periphery articles are added.

In this comparison, Fournier V. (2000) is the common name of the lists and it can be the main source for both center and periphery documents. When focusing on Fournier V. (2000) in the network analysis (Fig.6.13) in the part of the analysis of Fig.6.12 have many relationships with edges and nodes. The network analysis includes that Alvesson M. (2012) and Spicer A. (2009) have more connection with Fournier V. (2000), unlike the other documents. It is clear that Alvesson M. (2012) and Spicer A. (2009) make benefit of Fournier V. (2000) because it is the main source.

The map with citation analysis in Fig.6.14. shows that the document with the most links is given by Banerjee S.B. (2008) as “Corporate Social Responsibility: the good, the bad and the ugly and Fournier V. (2000) as “At the critical moment: Conditions and prospects for critical management studies” but Banerjee S.B. (2008) is not in Table 6.1 so the citations of Banerjee S.B. (2008) reflects to link analysis because it is due to the connection power in its fields. The number of nodes belongs to Fournier V. (2000) are more than the number of nodes by Banerjee S.B. (2008) in which it has contacts and relationship of edge with other documents (Fig.6.13.).



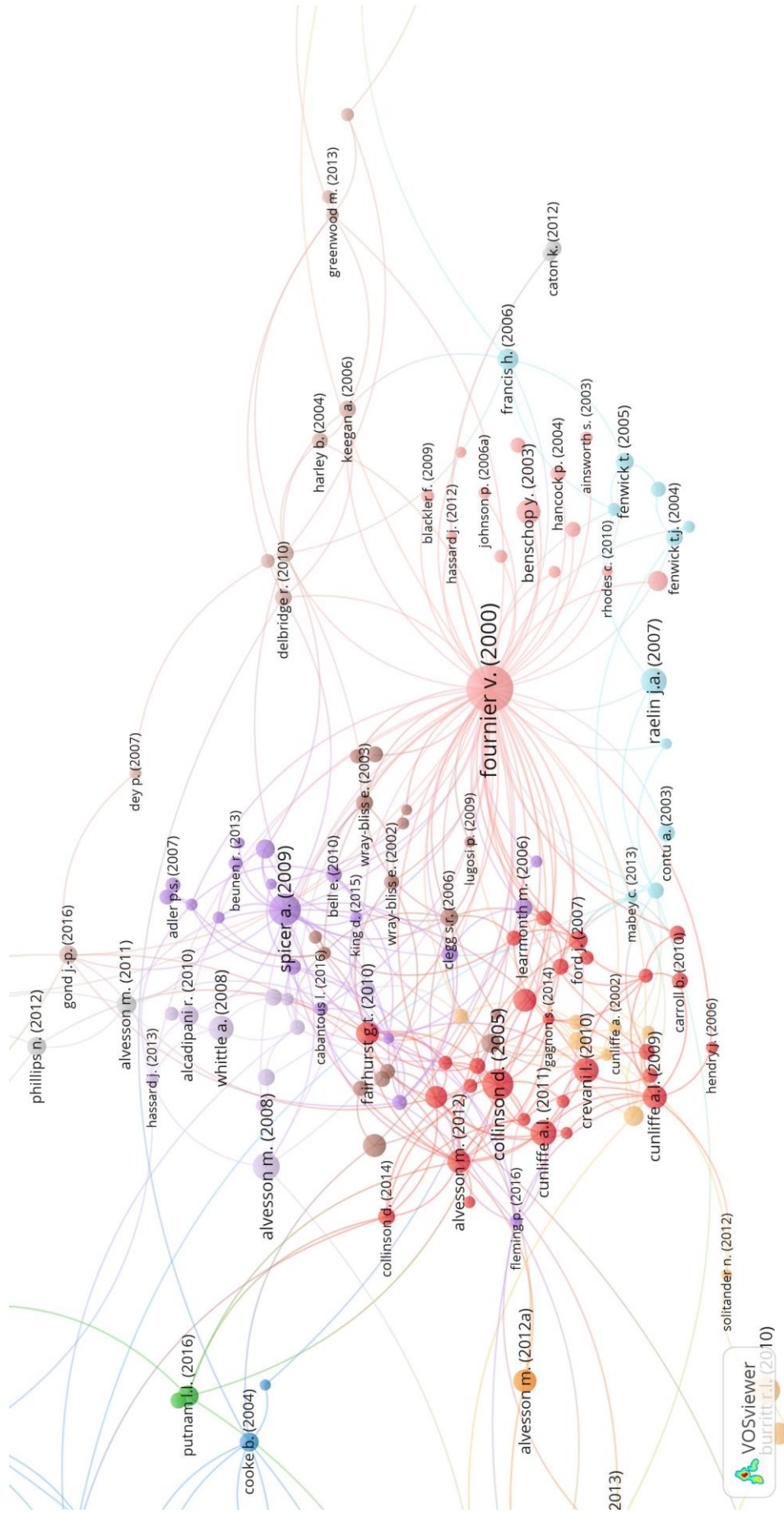


Figure 6.12. The part of citation network analysis by periphery documents in VOSviewer.



## 6.1.4. Citation Analysis / Countries:

### 6.1.4.1. Center Analysis by Countries with The Documents About “Critical Management Studies” (283 documents):

Among the 42 countries that have CMS related documents, the top five countries with the highest number of citations are as follows in Table 6.11.

Table 6.11. The list of most cited center countries with Citation Analysis in VOSviewer.

Citation based on Unit of Countries		
1	United Kingdom	3953
2	Australia	1310
3	Sweden	656
4	Canada	453
5	Finland	291

Only 30 countries from these 42 countries have relations with each other. 30 countries divided into 10 clusters. The strongest relationship is between the United Kingdom and Sweden. Although the United States and Sweden are independent of each other as research subjects, they have the same citation number and citation value (Fig.6.14).

We examined the top five countries on the map which the center documents are analyzed within the 283 articles related to CMS. The United Kingdom has the greatest share of publications with 3953 citations among the top five productive countries. Beyond this, the United Kingdom is the only country, which produces studies about CMS in Europe.

The next country is Australia is located in second place with 1310 citations. Based on map (Fig.6.14), the United Kingdom is more connected with Sweden and Australia. As can be seen from network analysis, United Kingdom (purple cluster) establishes more connections with the blue cluster (Sweden, Denmark) and the green cluster (United States, Canada, Netherlands).

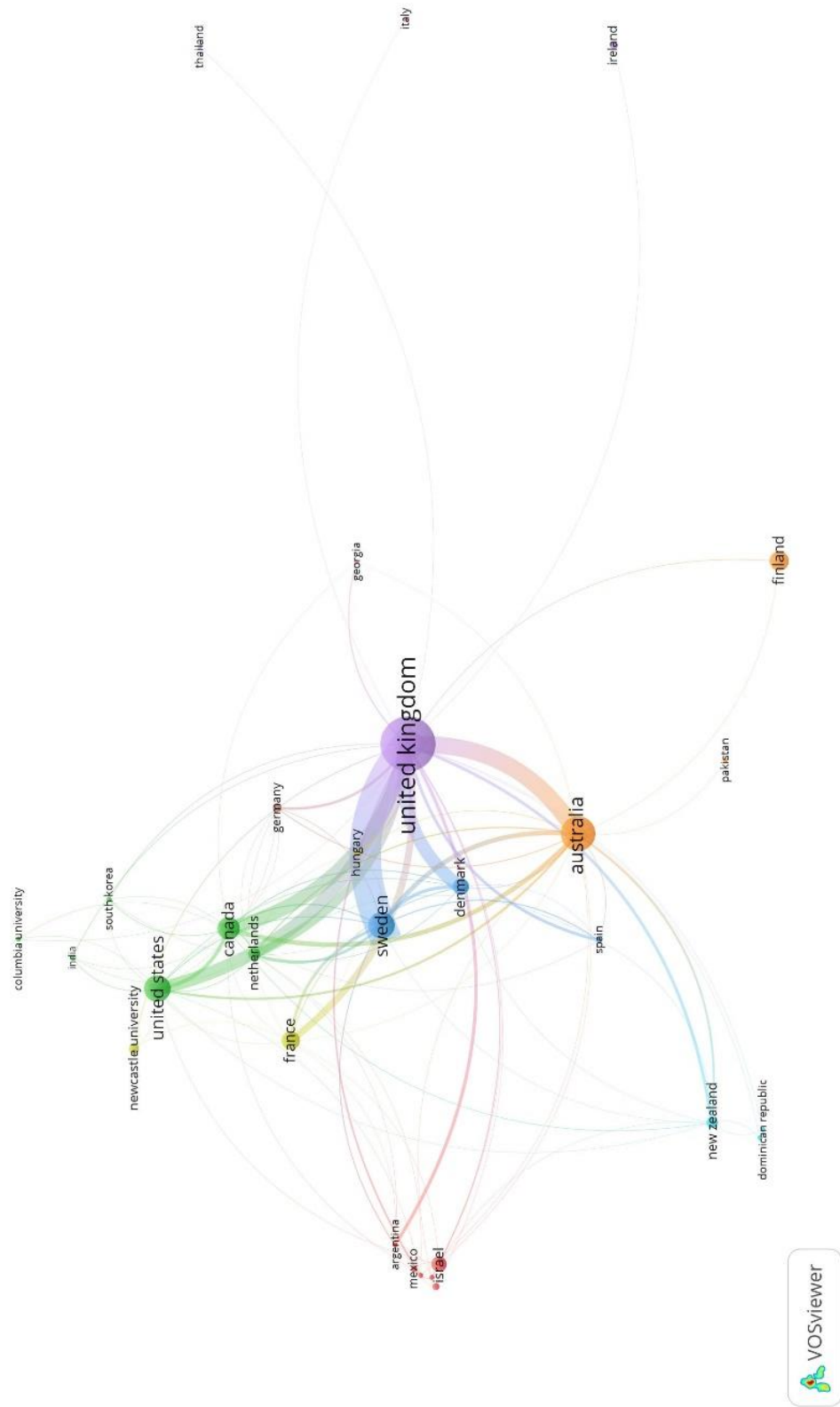


Figure 6.14. The citation network analysis by center countries in VOSviewer.

### 6.1.4.2. Periphery Analysis by Countries with The Documents About “Critical Management Studies” (283 documents) and The documents cited The Most-Cited 11 Documents:

When we analyze citation analysis in countries, the minimum number of a citation for the country is 30. From a total of 98 countries, the analysis results in 40 countries meet the thresholds. Among the most cited countries in CMS in Table.6.12.

Table 6.12. The list of most cited periphery countries with Citation Analysis in VOSviewer.

Citation based on Unit of Countries		
1	United Kingdom	13713
2	Australia	5728
3	United States	5302
4	Canada	3389
5	Sweden	2088

When examining the 11 articles that cited most about CMS and 283 center documents together by counties in VOSviewer, the results of 98 countries occur, and they are actually the results that arise with the periphery countries.

In Fig.6.15., Countries are divided into 6 clusters by subject fields. Although the most cited countries are the United Kingdom and Australia and they belong to different clusters, the distances between the nodes are very close to each other, and the connection between them is strong. It is closely related to the citation relation in the documents by the United States and Sweden. As inferred in Table 6.12, the most cited country is again the United Kingdom with 13713 citations. The first country is the same in the center and periphery network maps. In Fig.6.16, when the number of countries belonging to the study increases and the scale of map grows, unlike the first analysis, even though the United Kingdom and the United States have different clusters, we can see that the edge forces are increasing and the nodes are much closer.

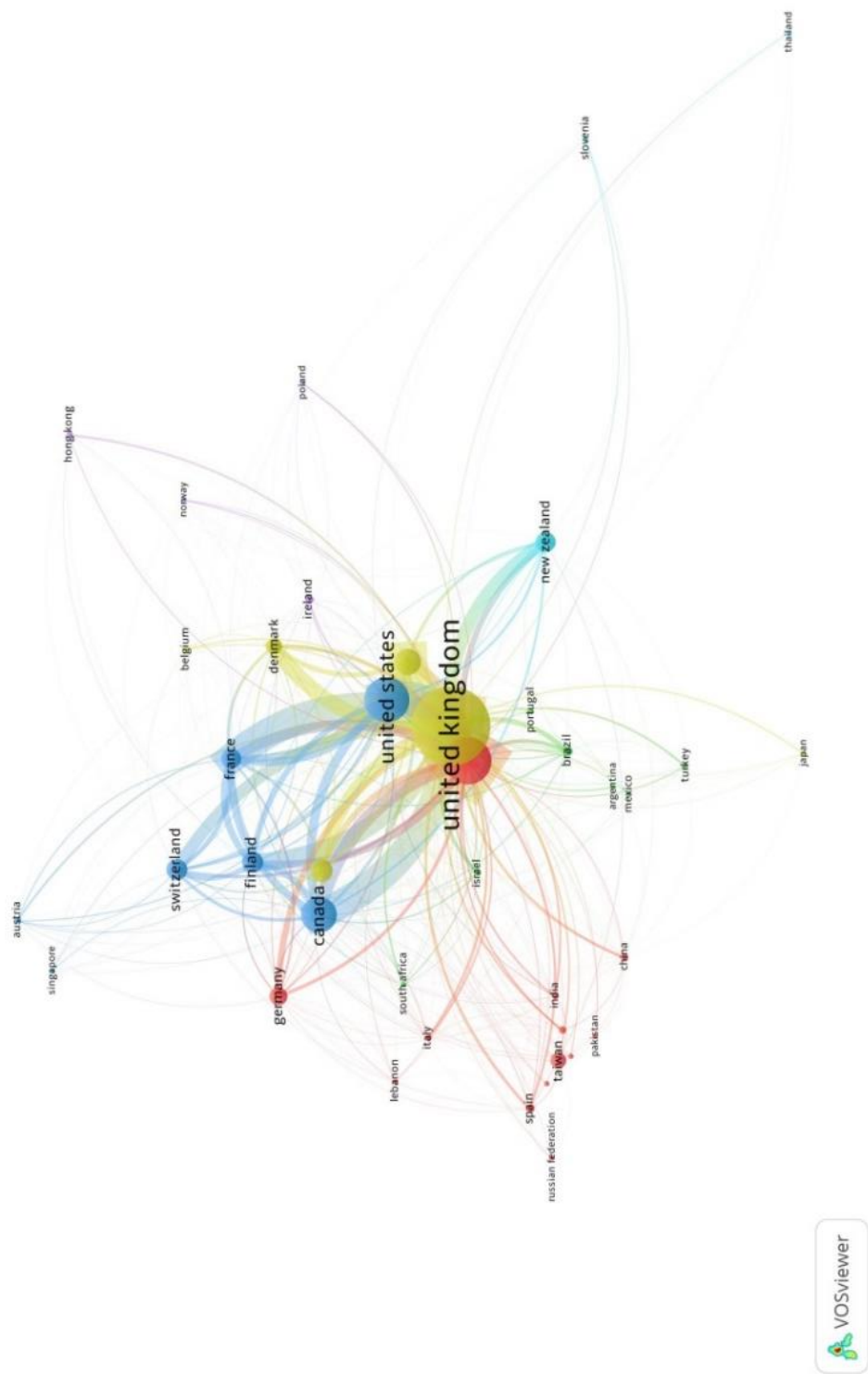


Figure 6.15. The citation network analysis by periphery countries in VOSviewer.





However, other European countries, except the United Kingdom, are far away from the United Kingdom. The United Kingdom has several numbers of edges with blue cluster (Canada, United States, Switzerland, France) so it has more attributional relations with the studies produced in countries of the blue cluster.

### **6.1.5. Co-occurrence Analysis / All Keywords:**

#### **6.1.5.1. Center Analysis by All Keywords with The Documents**

##### **About “Critical Management Studies” (283 documents):**

In co-occurrence analysis for documents of “Critical Management Studies”, a minimum number of occurrences of a keyword define as 2 and the results are 202 keywords from total 995 keywords. In this case, the top of five keyword occurrences order is like in Table 6.13.

Table 6.13. The list of most cited center keywords with co-occurrence analysis in VOSviewer.

<b>Co-occurrence based on Unit of All Keywords</b>		
1	Critical Management Studies	153
2	Power	18
3	Critical Management	17
4	Performativity	12
5	Reflexivity	11

202 keywords have a citation network with each other when we do analysis with 283 center documents about CMS.

In that co-occurrence network analysis, keywords are divided into 16 clusters. “Power” and “Critical Management Studies” are in cluster 1 (red), “Performativity” is in cluster 5 (purple), “Reflexivity” is in cluster 8 (brown) and “Critical Management” is in cluster 3 (blue). “Critical Management Studies”, “Power” and “Reflexivity” are closely related and close to each other based on occurrences of keywords (Fig 6.16.).



This means that these three keywords are used more in CMS. However, when we look at the link strength between the two keywords, we can see that “Critical Management Studies” and “Power” have the strongest link than the other links.

“Critical Management Studies”, “Power”, “Critical Management”, “Performativity” and “Reflexivity” are among the top five of the most used keywords (Table 6.13). These keywords are terms mentioned by “Critical Management Theory”. We can understand that the Critical Management Theory uses the terms advocated with center documents.

In Fig.6.16, Critical Management Studies take place in the red cluster which also includes keywords such as “Gender”, “Identity”, “Postcolonosim”, “Knowledge work”, and “Laboratory Process Theory”.

**6.1.5.2. Periphery Analysis by All Keywords with The Documents About “Critical Management Studies” (283 documents) and The documents cited The Most-Cited 11 Documents:**

In the co-occurrence analysis based on all keywords, a minimum number of occurrences for a keyword are 5. From total 4952 keywords, analysis result meets the 338 occurrence thresholds. The most commonly used keywords in CMS are as follows in Table 6.14.

Table 6.14. The list of most cited periphery keywords with co-occurrence analysis in VOSviewer.

Co-occurrence based on Unit of All Keywords		
1	Critical Management Studies	153
2	Corporate Social Responsibility	152
3	Sustainability	102
4	Sustainable Development	81
5	Leadership	70

With 283 studies dealing with CMS, we analyze the keywords used by the documents citing the 11 most cited articles. In this analysis, since the keywords used by the center and the periphery documents are analyzed together, we get a different result from the Fig.6.17. The scale of the network map grows and more words enter into the analysis. As we have seen in Table 6.14, Critical Management Studies with 153 citations maintain its own order and it is again the most occurred keyword because this keyword is the keyword of the research subject.

The other keywords are respectively “Corporate Social Responsibility”, “Sustainability”, “Sustainable Development” and “Leadership”. These keywords are social-themed keywords. In fact, with the addition of the 11 most cited articles, we see that network analysis is mostly focused on social keywords.

In point of fact that the most commonly used keywords in Table 6.13 are “Power”, “Reflexivity”, “Performativity”. In Fig.6.18, we recognize that they are included in the same cluster (red) with the main keyword of “Critical Management Studies” and the nodes are closer to each other.

Except for CMS, the first four words (Table 6.14) have a greater connection force between them and have much more the affinity among the nodes. Nevertheless, CMS and the keywords that are in the CMS’s cluster and have entered the top five keyword lists in Table 6.13 represent the center keywords and they have a strong relationship with Critical Management Studies (Fig.6.19).

In the co-occurrence overlay analysis, the time period among 2012-2015, the keyword of “Critical Management Studies” coincided with the previous period of 2012, and the terms of critical management theory such as power, performativity, reflexivity, leadership, etc. are from the period between 2012 and 2014, which are related to each other and strong words.

The terms such as “Corporate Social Responsibility”, “Sustainability” and “Sustainable Development” appear until 2014 to the present with the other used keywords. We can see that the keywords are evolving from critical management and its related words to corporate social responsibility and its associated terms at the present time.

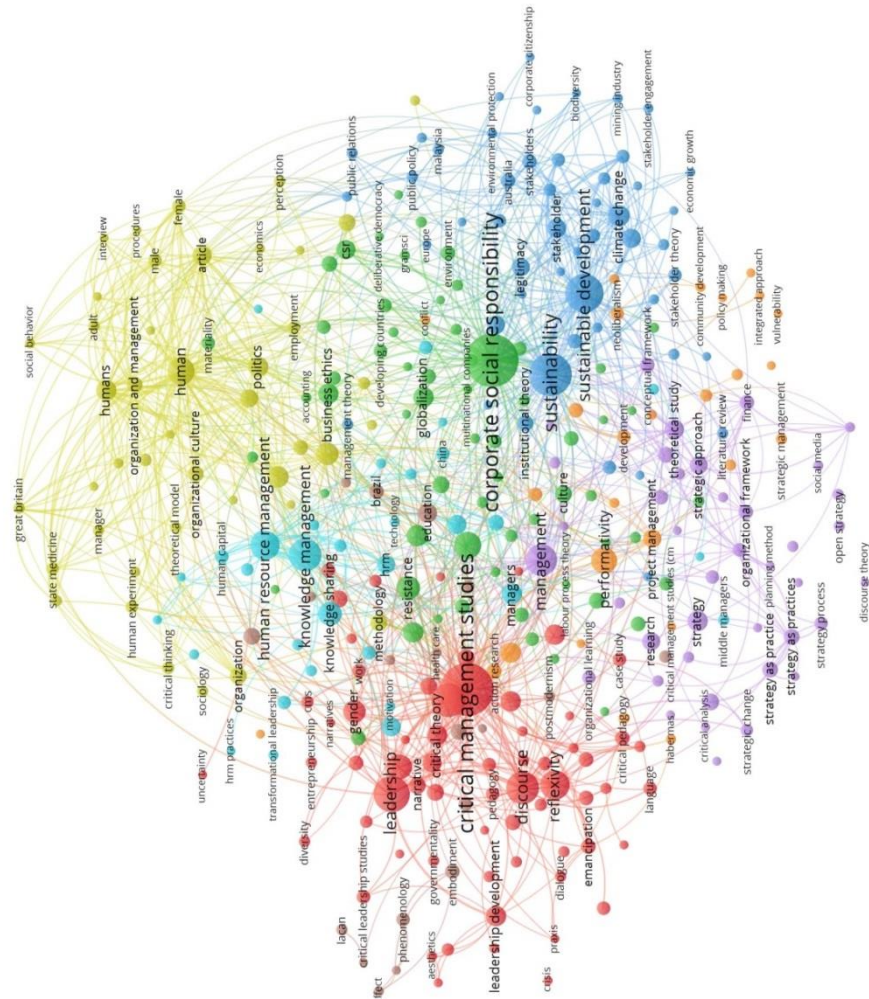


Figure 6.17. The co-occurrence network analysis by all keywords with periphery documents in VOSviewer.





### 6.1.6. Co-citation Analysis / Cited References:

When we examined the co-citation analysis in terms of cited references, the minimum number of citation of cited references is 15. Total results are 115421 cited references and the documents of 68 meet the thresholds. It is divided into 6 clusters. Fournier V., Grey C., Alvesson M., and Spicer A. are located in the same cluster while Banerjee is located in different clusters in Fig.6.20.

Table 6.15. The list of cited references with co-citation analysis in VOSviewer.

Co-citation based on Unit of Cited References				
1	Fournier V., Grey C.	At the critical moment: Conditions and prospects for critical management studies	2000	187
2	Banerjee S.B.	Corporate social responsibility: The good, the bad and the ugly	2008	147
3	Spicer A., Alvesson M., Kärreman D.	Critical performativity: The unfinished business of critical management studies	2009	103
4	Banerjee S.B.	Who sustains whose development? Sustainable development and the reinvention of nature	2003	67
5	Alvesson M., Spicer A.	Critical leadership studies: The case for critical performativity	2012	63

## 6.2. Critical Project Management Studies

The purpose of this phase of the research is to find out the main source of the study related to “project management” based on the subject of “critical management studies” and we would like to understand this project management author uses which the document of critical management studies as the main source. We research this analysis in two stages. In the first phase of the research, we examine the studies related to “Project Management” among the documents citing the 11 most cited documents based on “Critical Management Studies”, which we are called as periphery documents. In the second stage of research, we analyze the 283 documents which we describe as a center document written on the basis subject of “Critical Management Studies” and the documents written about “project management” among the 11 most cited documents based on CMS together.



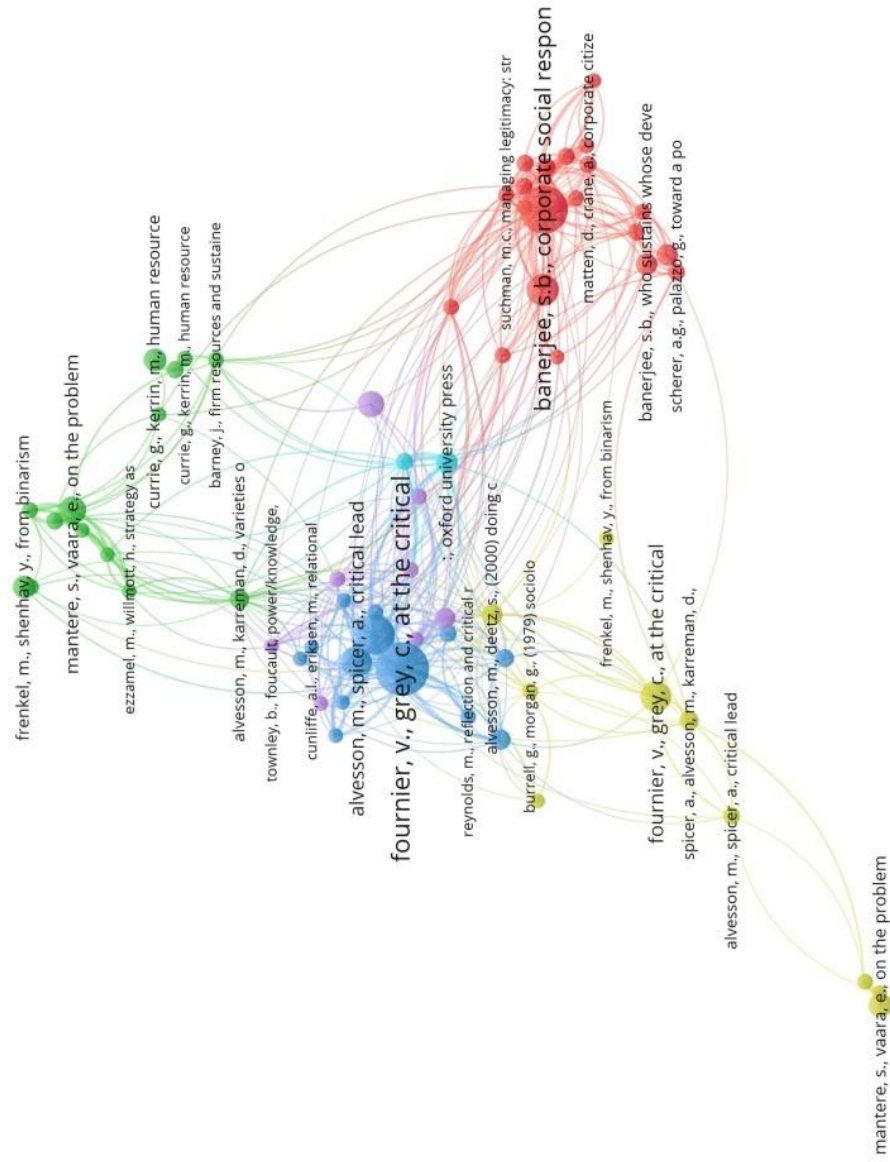


Figure 6.20. The co-citation network analysis by cited references with the citation in VOSviewer.

## 6.2.1. Citation Analysis / Authors:

### 6.2.1.1. Citation Analysis by Authors with The Documents of Project Management among The Periphery Documents:

In citation analysis with authors as a unit of analysis, the articles about the field of “project management” related to “critical management studies” on abstract, title or keyword, the minimum number of documents of an author is 1, the minimum number of citation of an author is 20. From a total of 436 authors, the analysis result is eliminated as 22 authors. The list of the most cited authors is as follows in Table 6.16. and Fig 6.21.

Table 6.16. The list of authors of Project Management with the Citation Analysis in VOSviewer.

	<b>Author</b>	<b>Documents</b>	<b>Citations</b>	<b>Total Link Strength</b>
1	Whittington R.	1	88	0
2	Cailluet L.	1	88	0
3	Yakis Douglas B.	1	88	0
4	Learmonth M.	1	74	0
5	Harding N.	1	74	0
6	Gond J.P.	1	74	0
7	Cabantous I.	1	74	0
8	Lindgren M.	3	69	11
9	Packendorff J.	3	69	11
10	Cimil S.	4	43	16
11	Dainty A.	2	38	0
12	Hodgson D.	2	34	6
13	Tuuli M.M.	2	27	6
14	Rowlinson S.	2	27	6
15	Lehtonen M.	1	26	4
16	Ness K.	1	26	0
17	Nieminen A.	1	26	4
18	Sergi V.	1	29	6
19	Brookes n.	1	21	0
20	Sage D.	1	21	0
21	Bellini E.	1	20	0
22	Canonico P.	1	20	0

Table 6.16. in VOSviewer shows that the 22 most cited authors from 436 total authors related to “Project Management”. Among these authors, Whittington R., Cailluet L., Yakis Douglas B. in the citation analysis with 88 citations is placed on the top of the author list. The common characteristics of these authors have been analyzed with a single document and there is no citation relation with any other author, so it means that their total link strengths are zero value.

In the analysis among the authors of project management, Lindgren M., Packendorff J., Cicmil S., Hodgson D., and Sergi V. are only connected to each other and they are in the same cluster. Other authors do not have a link between each other and each of them study in different research fields.

Lindgren M., Packendorff J., Cicmil S., Hodgson D. and Sergi V., who are one of the most cited authors in Table 6.16 and their total link strengths are different from zero, have a citation network with each other in Fig.6.22. This means that the authors who produced a research study about Project Management and supported by Critical Management Theory are in network relationship. Consequently, in other stages, we can interpret the analysis based on the author's results in Fig.6.23.

As illustrated in Fig.6.22, 7 authors whose their total link strengths are zero and who have been most cited in the analysis are separated from each other in analysis, so they are not in a connection with each other in terms of citation.

#### **6.2.1.2. Citation Analysis by Authors with The Documents of Project Management among The Periphery Documents and Center Documents (283 documents)**

When we add the documents about “Project Management” and the most cited documents about “Critical Management Studies” (283 documents), from a total of 436 authors, the result of the analysis is eliminated as 121 authors by defining minimum number of documents of an author as 1 and minimum number of citations of an author as 20. There are only 109 authors that have a network connection with each other. The list of the most cited authors is as follows in Table.6.17.

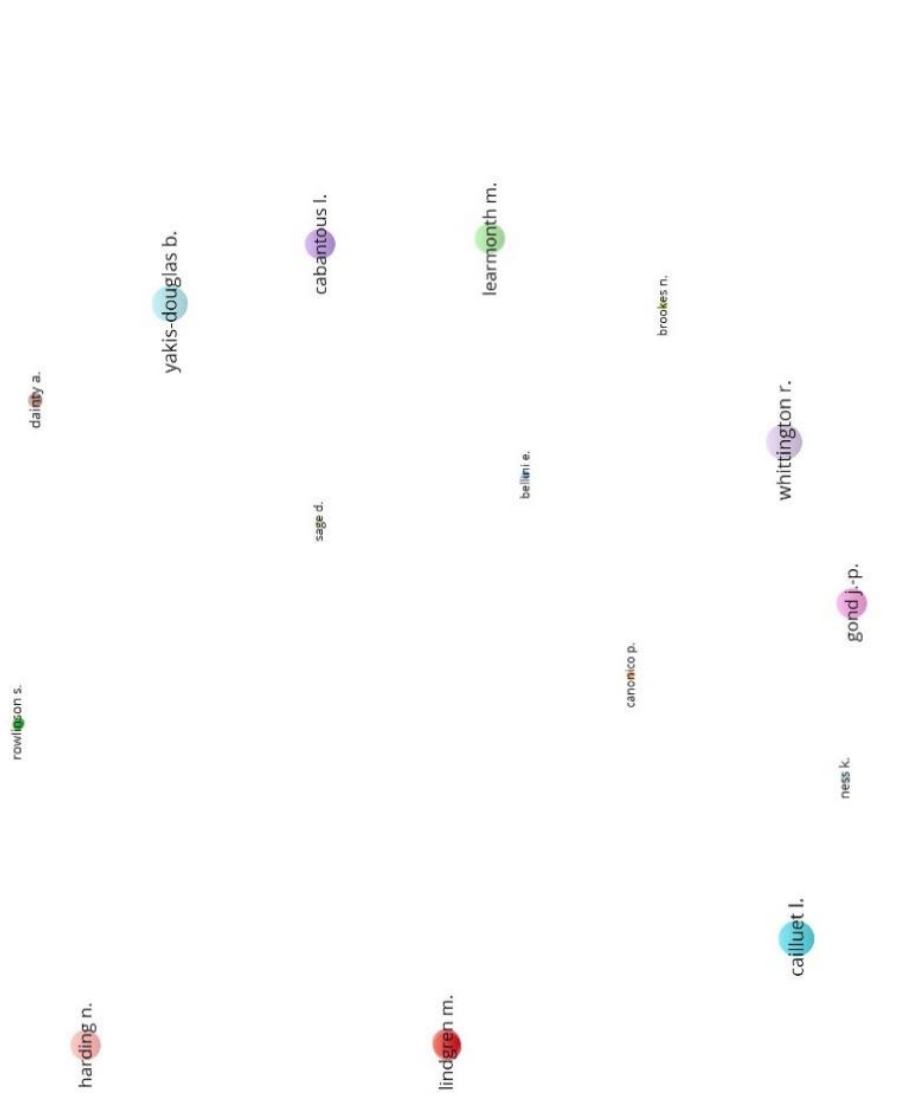


Figure 6.21. The citation network analysis by authors of “Project Management” in VOSviewer.



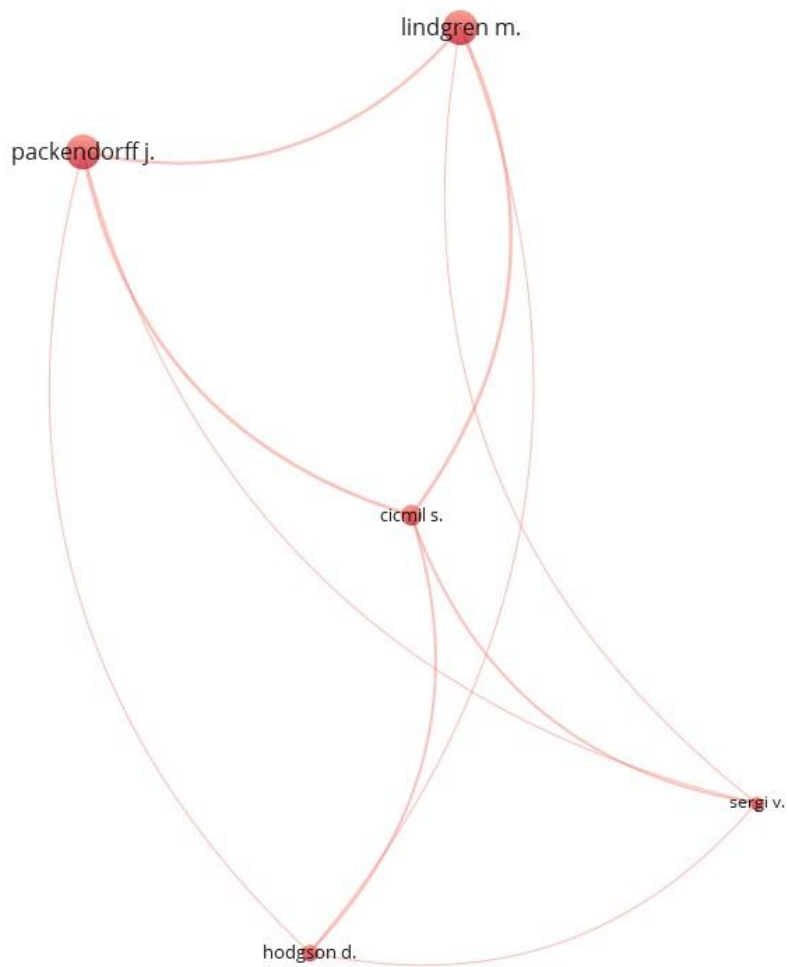


Figure 6.22. The part of a network map of authors connected each other in citation network analysis of “Project Management”

Table 6.17. The list of most cited center authors with the documents of Project Management and Center Documents (283 doc.)

	<b>Author</b>	<b>Citations</b>
1	Banerjee S.B.	921
2	Grey C.	640
3	Fournier V.	522
4	Spicer A.	434
5	Alvesson M.	405

The relationship of the project management authors in Fig.6.23 with the authors in Table 6.17 leads to the answer to the question of which project management author determines the author of CMS. The analysis of Fig.6.24 consists of 14 clusters with 109 authors. In Fig.6.24, the center authors have larger node sizes because they have more citation numbers than project management authors. The authors we considered as project management authors in Fig.6.23 belong to cluster 10 (light pink) in Fig.6.24 and they are represented by small size nodes because their citation numbers are less than the center authors. When analyzing the authors of Lindgren M., Packendorff J., Cicmil S., Hodgson D. who has the citation network in the author analysis of “Project Management”. For this reason, in Fig.6.24, we focus on the part of the citation network of project management authors and recognize which center author is cited by project management authors. As illustrated by Fig.6.24, Cicmil S. cites all of the center authors in Table.6.17, but also with the exception of the Table, she cites Learmonth M. and King D. As inferred from Fig.6.25, Hodgson D. compose a citation network from the center authors only with Spicer A. and Alvesson M., Fournier V. and Grey C. At the same time, like Cicmil S., Learmonth M. is the exceptional author from the list. In Fig.6.26, Lindgren M. is only associated with Spicer A. and Alvesson M. from the center authors.

Finally, in Fig.6.27, like Lindgren M., Packendorff J. creates a citation network with only Spicer A. and Alvesson M. As can be seen from the part of the analysis, project management authors cite to Spicer A. and Alvesson M. as a source by the majority. In Fig.6.29 analysis, we look at the analysis of the citation map of the project management authors and center authors according to the average publication years. In this analysis, we see that the project management authors have produced research studies in the period from 2010 until today. Hodgson D. is the author who wrote the oldest research study about Project Management based on Critical Management Studies (Fig.6.30). If we evaluate Spicer A. and Alvesson M. in terms of link strength, we can see that they establish the strongest link with Learmonth M. However, they are also cited by Fournier V. and Grey C., which are the most cited and cited by project management authors (Fig.6.29). According to Spicer A. and Alvesson M. has a connection with Fournier V. and Grey C., in the average publication year based on citation bibliometric analysis, we can see that Fournier V. and Grey C. have the studies of the previous period of 2008. Spicer A. and Alvesson M. have studied after the period of 2012.

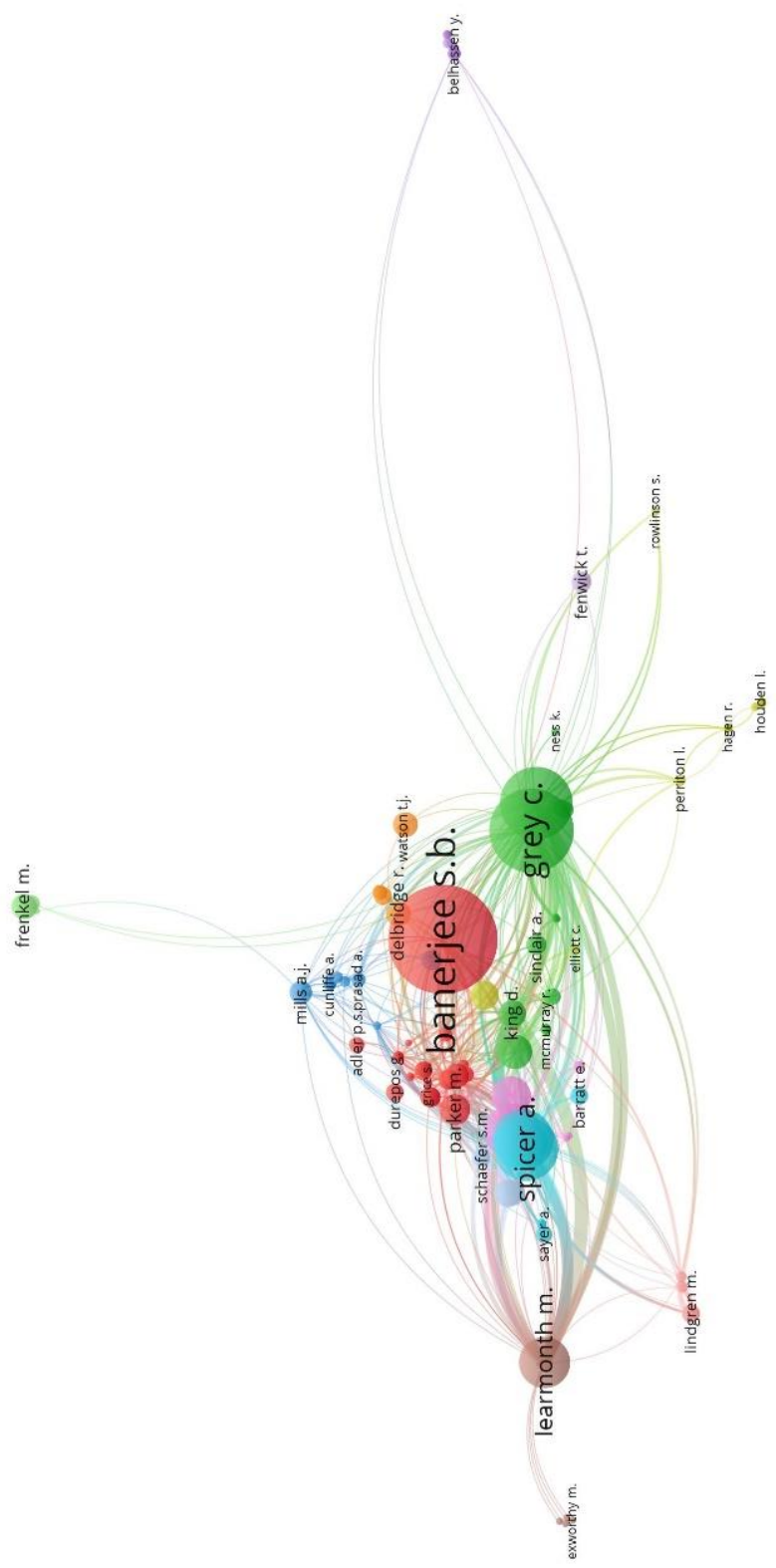


Figure 6.23. The citation network analysis by center authors with the documents about “Project Management” and the center documents about “Critical Management Studies” in VOSviewer.

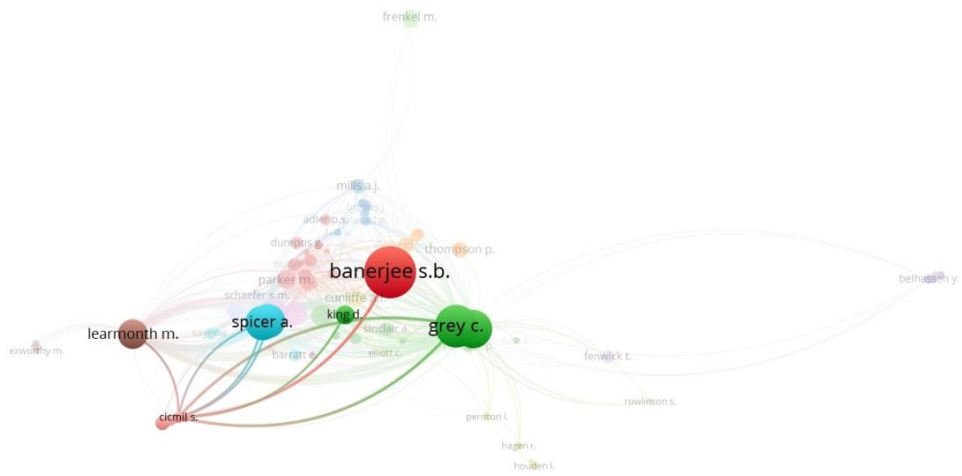


Figure 6.24. The part of the citation network map (Fig.6.24) belongs to “Cicmil S.” in VOSviewer.

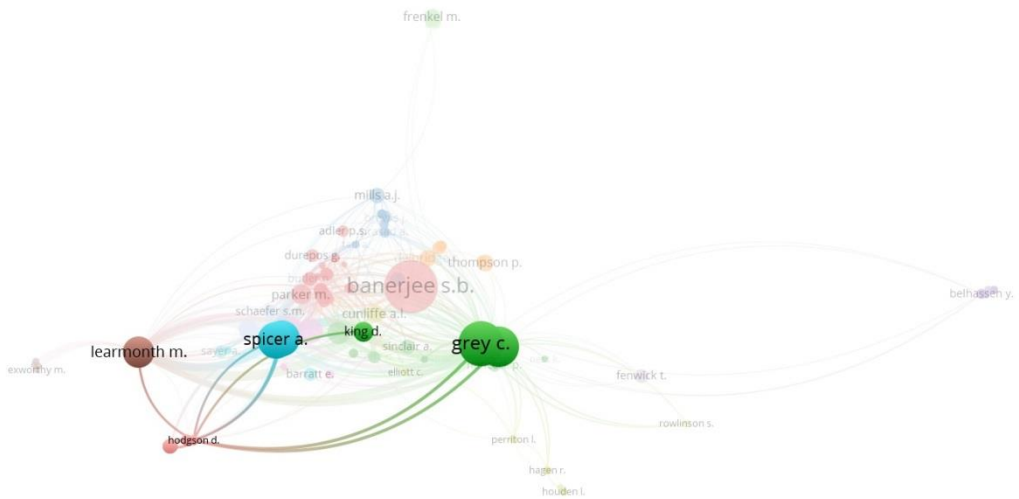


Figure 6.25. The part of the citation network map (Fig.6.24) belongs to “Hodgson D.” in VOSviewer.



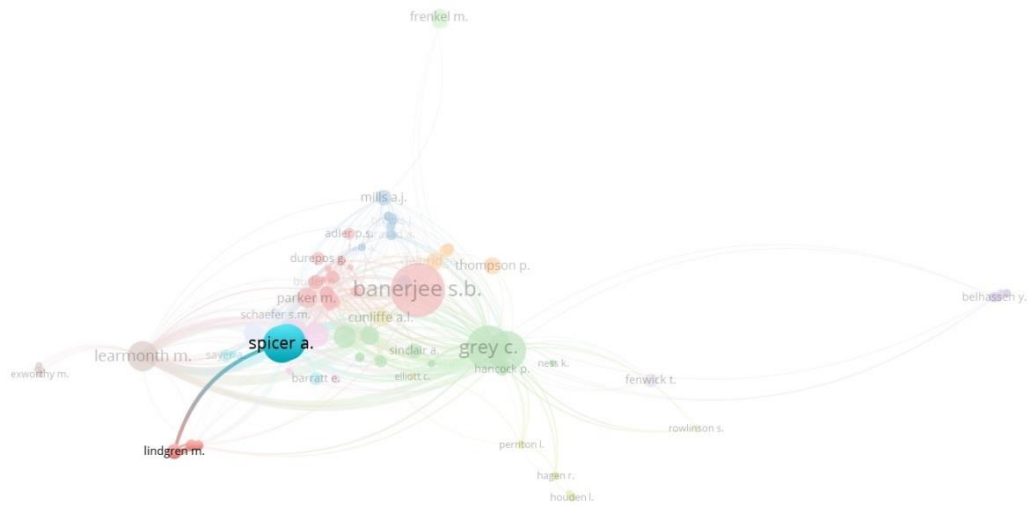


Figure 6.26. The part of the citation network map (Fig.6.24) belongs to “Lindgren M.” in VOSviewer.

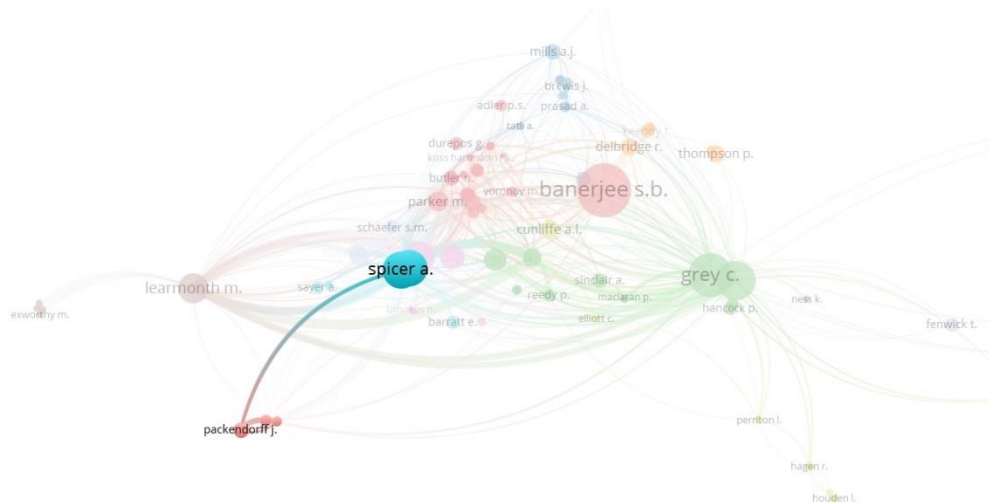


Figure 6.27. The part of the citation network map (Fig.6.24) belongs to “Packendorff J.” in VOSviewer.

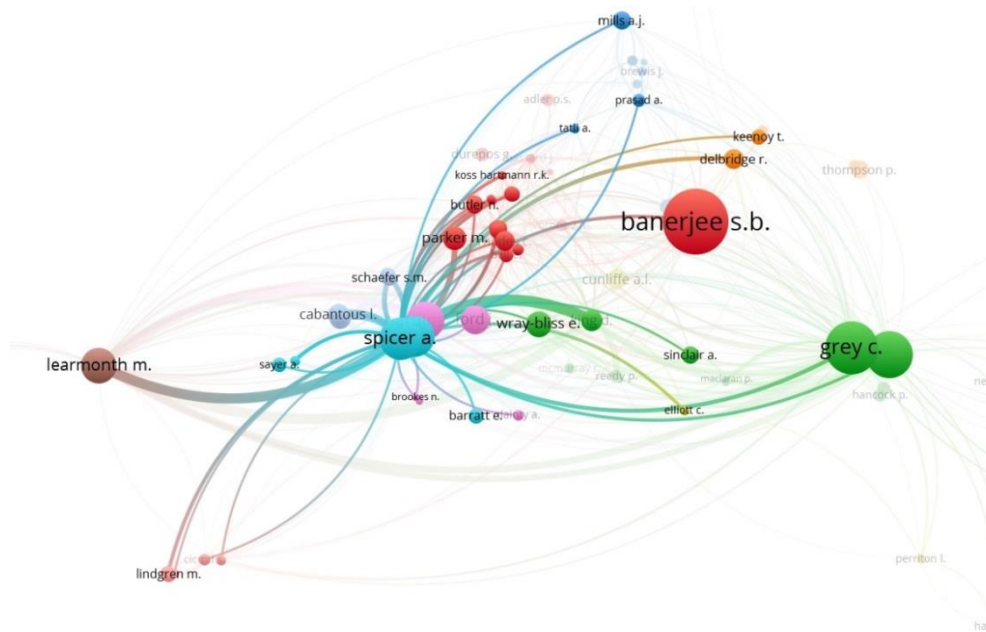


Figure 6.28. The part of the citation network map (Fig.6.24) belongs to “Spicer A. and Alvesson M.” in VOSviewer.

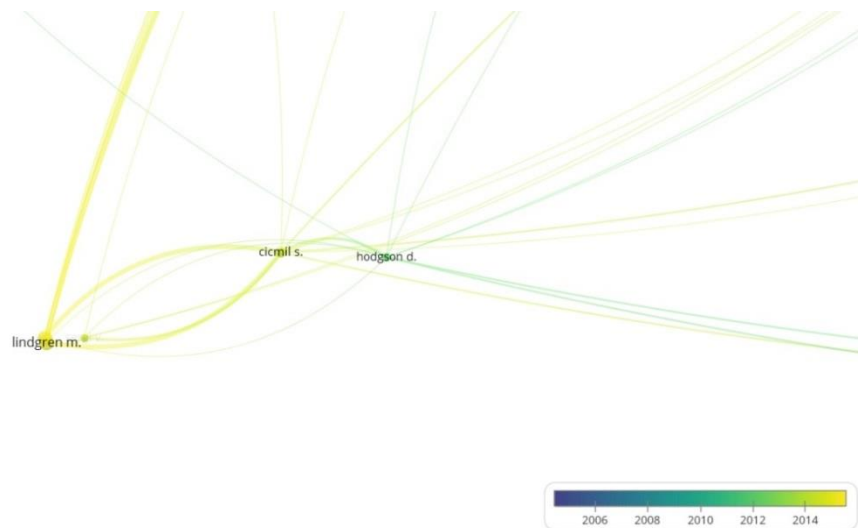


Figure 6.29. The part of the citation network map (Fig.6.30) belongs to the authors of “Project Management” in VOSviewer.

Overall, when we evaluate all citation relationships and making inferences from the citation overlay analysis, we can make a comment that Fournier V. and Grey C., who are the authors of “critical management studies”, are the main source for the field of “project management”.



## **6.2.2. Citation Analysis / Documents:**

### **6.2.2.1. Citation Analysis by Documents with The Documents of Project Management among The Periphery Documents**

In citation analysis with a unit of analysis as documents for “project management”, we eliminate the documents for “project management” among the documents citing to the 11 most cited studies with the keyword of “critical management studies”. In this step of the analysis, two phases are examined. Firstly, citation document analyses of the articles which refer to the 11 most cited studies and are related title, abstract or keyword of “project management” is made in order to find out which document is more cited or which one can be seen as the source when the documents are just related to “project management”. Then, a visual analysis is created by adding the data set of 283 articles which are about “critical analysis studies”.

The purpose of this is to find out the document in the field of “critical management studies” can be a data source to the document written about “project management”.

For the first phase, there are only 32 documents about “project management” and they are used for visual analysis as data. The only 12 of these 32 documents are related to each other. In the list, the studies that are connected to each other are shown in color (Table.6.18).

Although Whittington R. (2011) and Gond J.P (2016) are the most cited documents in terms of “Project Management”, they have no citation relation between other documents. We can state that in Table.6.18, the most cited article on project management is Packendorff J. (2014). When comparing the number of links between the studies in Table.6.18, Sage D.J. (2010) has the most connections with 4 links. In Fig.6.32, the studies belong to Packendorff J. (2014), Lindgren M. (2014) and Hodgson D. (2008) are the articles that are related to project management based on the theme of critical management studies and are in the foreground articles as studies that are in relation with each other.

Table 6.18. The list of most cited documents of Project Management with the citation analysis in VOSviewer.

	<b>Document</b>	<b>Citations</b>	<b>Links</b>
1	Whittington R. (2011)	88	0
2	Gond J.P. (2016)	74	0
3	Packendorff J. (2014)	32	1
4	Lindgren M.(2014)	29	4
5	Hodgson D.(2008)	28	3
6	Nieminn A (2008)	26	2
7	Ness K.(2010)	26	2
8	Sage D.J.(2014)	21	2
9	Bellini E. (2008)	20	1
10	Sage D.J. (2010)	19	4
11	Tuuli M.M. (2010)	18	2
12	Dainty A.(2017)	17	0
13	Huling Ding (2008)	14	0
14	Pournader M.(2015)	14	0
15	Daniel S.(2013)	13	1
16	Jacobs G.(2006)	12	0
17	Brunet M.(2016)	11	0
18	Rajablu M.(2014)	10	0
19	Bresnen M.(2017)	9	1
20	Tuuli M.M.(2010a)	9	2
21	Wylie N.(2014)	8	0
22	Cicmil S.(2016)	8	3
23	Hodgson D.(2016)	6	2
24	Kanjanabootra S.(2016)	4	0
25	Merkus S. (2014)	2	0
26	Clegg S.(2018)	2	0
27	Cwikla M.(2015)	1	1
28	Cicmil S.(2016a)	1	3
29	Güney S. (2014)	0	0
30	Güney S.(2014a)	0	0
31	Khalfan M.M.A.(2016)	0	0
32	Mansfield E.(2018)	0	0

The most cited author has the largest node according to the author's analysis. For “project management”, the largest nodes are Whittington R. and Gond J.P. These two names are different from each other in terms of research fields. We can see it from the difference between the clusters and the distance of the nodes is so far (Fig.6.32). This means that there is no citation link and no connection of research fields between each other.

Whittington R. (2011), who is the most cited in the field of “project management”, has no connection with the 11 most critical management studies. As seen in the visual, Whittington R. (2011) belongs to a cluster of Mantere S. (2008) and it belongs to a separate connection and a separate node cluster, also it is away from the main citation network. Then, Lindgren M., Packendorff J., Hodgson D. are also part of a citation network that interconnects these authors (Fig.6.32).

### **6.2.2.2. Citation Analysis by Documents with The Documents of Project Management among The Periphery Documents and Center Documents (283 documents)**

This analysis phase is created by adding 283 center documents in order to solve the citation bod between “Project Management” and “Critical Management Studies”. In the list in Table.6.19, we can see the most cited articles in the analysis of “Critical Management Studies” because when adding both the documents of “Project Management” and 283 center documents in this analysis, VOSviewer sorts the numerical basis of the documents according to the total number of citations they have received.

Table 6.19. The list of most cited center documents with the documents of Project Management and Center Documents (283 doc.) in VOSviewer.

<b>Citation based on Unit of Documents</b>		
1	Fournier V. (2000)	522
2	Banerjee S.B. (2008)	433
3	Banerjee S.B.(2003)	309
4	Spicer A.(2009)	241
5	Mantere S.(2008)	174



However, a different sort is formed from the analysis that we analyzed in CMS since we are reviewing the center documents together with the documents of “Project Management”, we can see that which center documents the studies of project management concentrate on. For this reason, in Table.6.19, Fournier V. (2000) is the first article with 522 citations and then Banerjee S.B. (2008) follows as the second study. In Fig.6.33, only 220 documents among 310 documents are in the citation network. In Fig.6.34, we can recognize a citation analysis based on Mantere S. (2008), which is the fifth most cited document in this analysis. There are five studies cited to the document of Mantere S. (2008). Among these documents, Whittington R. (2001) is the most commonly cited document in the list of Table.6.18. The citation network of Mantere S. (2008) in Fig.6.34 is far from the citation network between the documents of the project management and critical management studies.

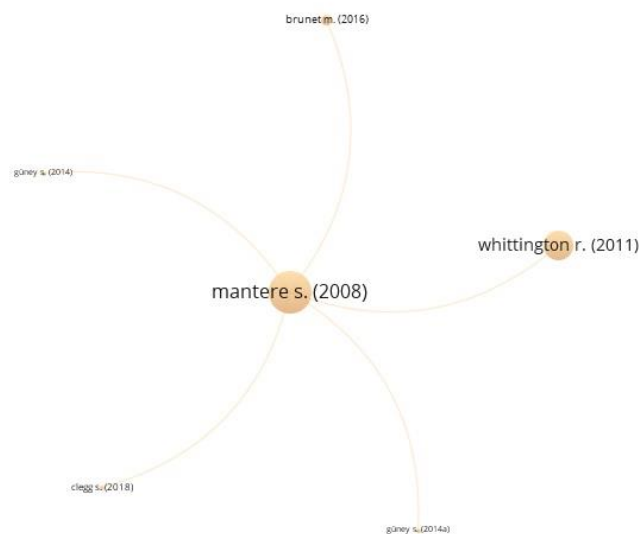


Figure 6.32. The part of the citation network map included Whittington R. (2011) and belongs to “Mantere S. (2008)” in VOSviewer.

If we focus on the network analysis of the remaining 214 documents, we look at the citation network of the top five most cited documents in Table.6.18 and we can ignore Whittington R. (2001) because it has a disconnected node from the main citation network. Due to these reasons, we focus on the citation network belonged to Gond.J.P. (2016), Packendorff J. (2014), Lindgren M. (2014) and Hodgson D.(2008).



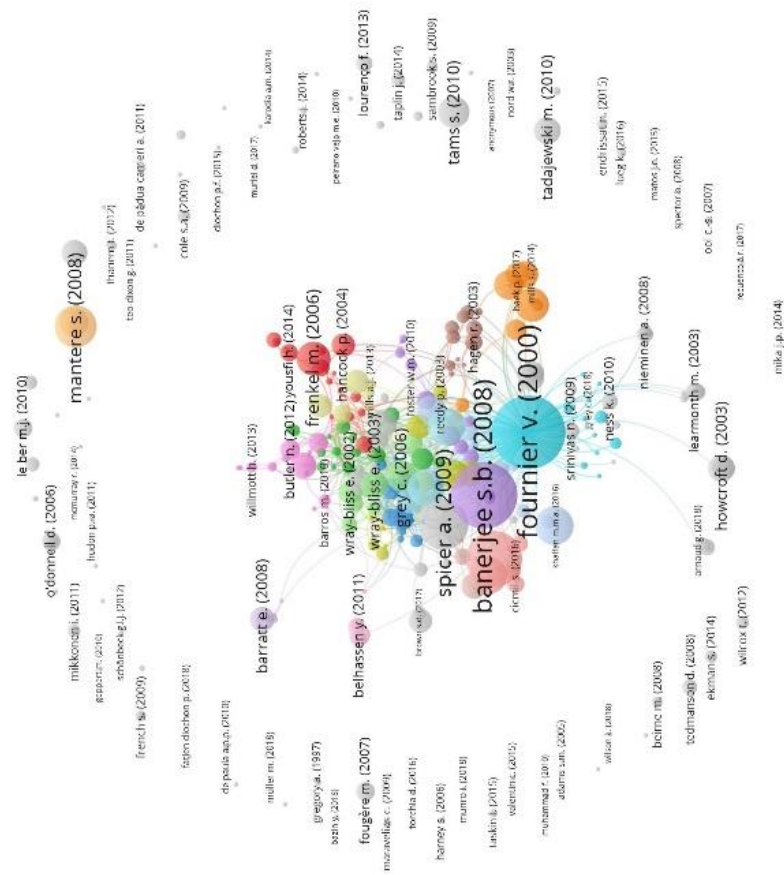


Figure 6.33. The citation network analysis by documents with the documents of “Project Management” and center documents (283 documents) in VOSviewer



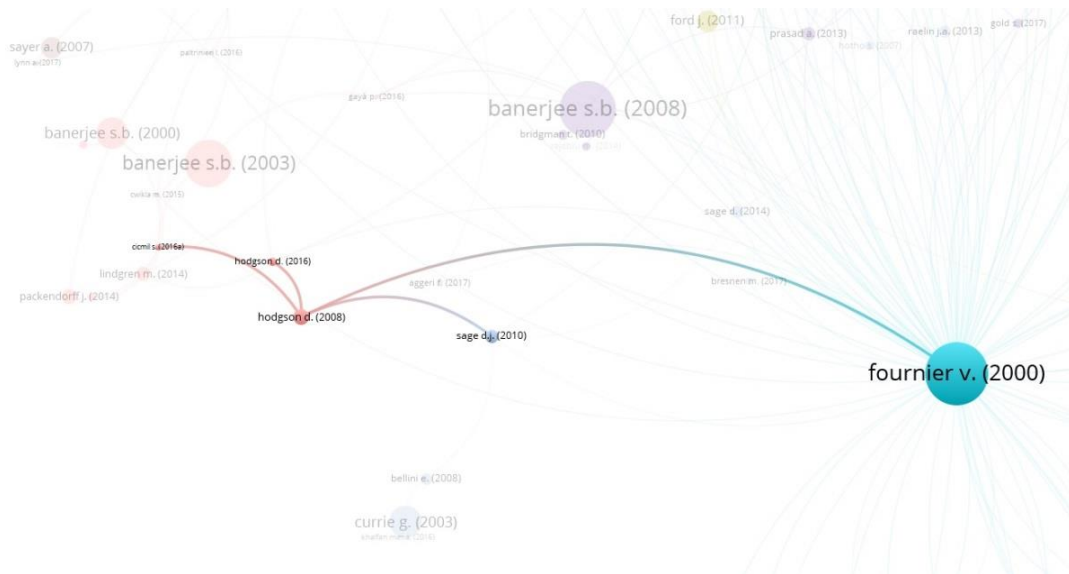


Figure 6.35. The part of the citation network map belongs to “Hodgson D. (2008)” in VOSviewer.

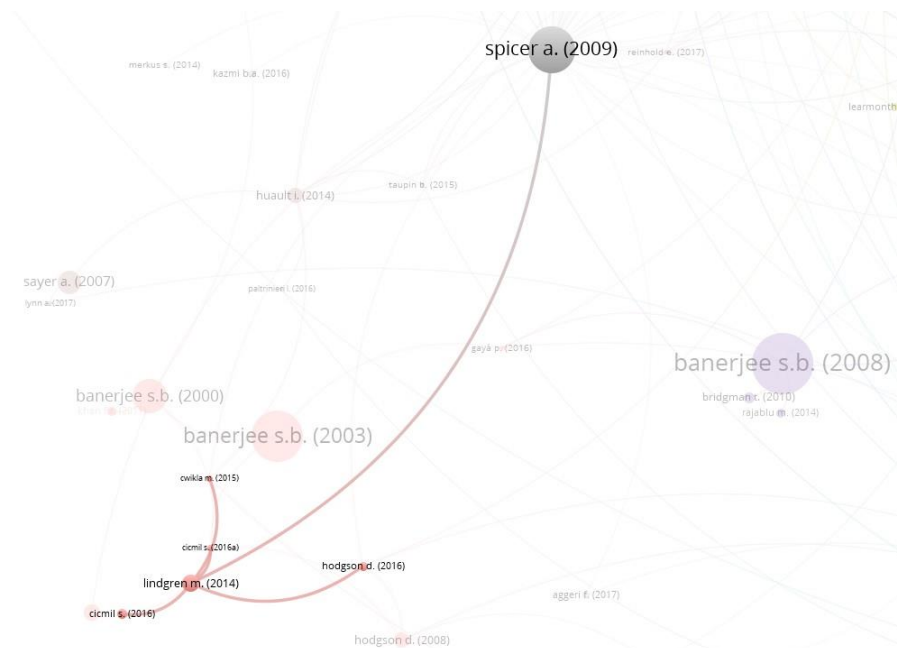


Figure 6.36. The citation network map belongs to “Lindgren M. (2014)” in VOSviewer.

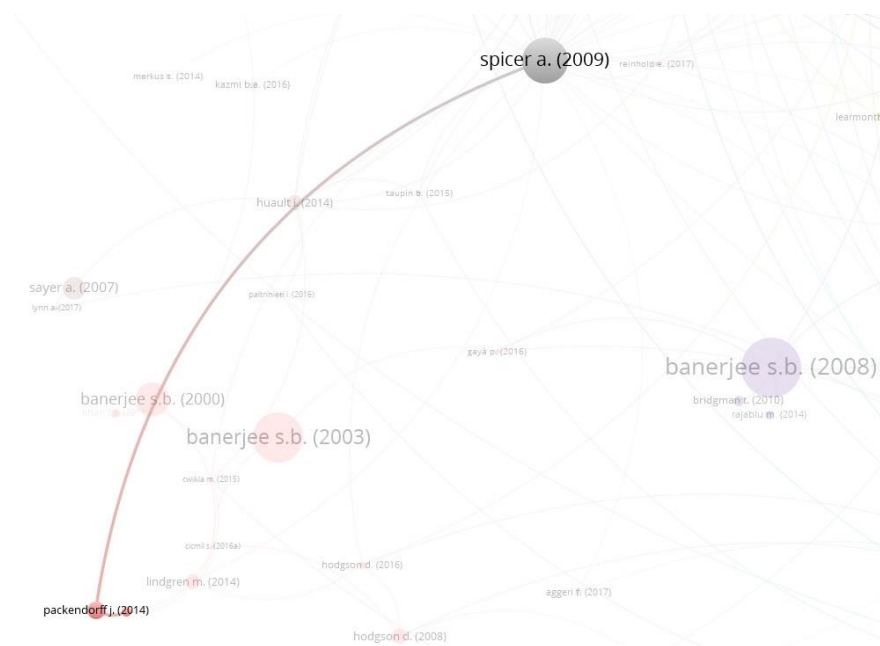


Figure 6.37. The citation network map belongs to “Packendorff J. (2014)” in VOSviewer.

### 6.2.3. Co-occurrence Analysis / All Keywords:

#### 6.2.3.1. Citation Analysis by All Keywords with The Documents of Project Management among The Periphery Documents

In the co-occurrence analysis of the first stage, only 248 keywords are in connection with being used together among 253 keywords. These keywords are only the words used by the studies related to “project management” documents. In Table.6.20, co-occurrence analysis among project management documents shows us that the most common words used by the authors of project management are “Project Management”, “Construction Industry”, “Qualitative Research”, “Projectification”, “Construction Projects”.

In the co-occurrence analysis for the documents of “Project Management”, there are 13 clusters (Fig.6.39). The most occurred keyword is “Project management” has 151 links with the other keywords. “Project Success”, “stakeholder management”, “teamwork”, “strategic management” are the other keywords in the cluster which included “Project Management” among the most occurred keywords, “Construction Projects” and “qualitative research” are in the same cluster (red).

“project management” (light green), “construction industry” (dark blue), “projectification” (dark green) are in different clusters.

Table 6.20. The list of most cited keywords of “Project Management” with the co-occurrence analysis in VOSviewer.

Co-occurrence based on Unit of All Keywords		
1	Project Management	16
2	Construction Industry	7
3	Qualitative Research	4
4	Projectification	4
5	Construction Projects	3

As inferred from Fig.6.39, however, “project management”, “construction industry” and “construction projects” are close to each other so it means that they have a strong link about the research subject. In addition to this, the keywords of “Project Management” (light green) and “critical management studies” (dark green) have 2 links among them

### 6.2.3.2. Citation Analysis by All Keywords with The Documents of Project Management among The Periphery Documents and Center Documents (283 documents)

An analysis is made between the center documents (283 doc.) and the periphery documents related to project management. The aim of this second co-occurrence analysis is to find the position of the project management studies with center documents on the map scale growing. In co-occurrence analysis in the field of “project management”, the minimum number of occurrence for a keyword is 2, from total 1165 keywords, the result of analysis meet thresholds as 258 occurrences. The most used keywords in co-occurrence analysis as follows (Table.6.21). In the co-occurrence analysis, we analyze the documents of “project management” and “critical management studies”. There are 15 clusters in the keywords.

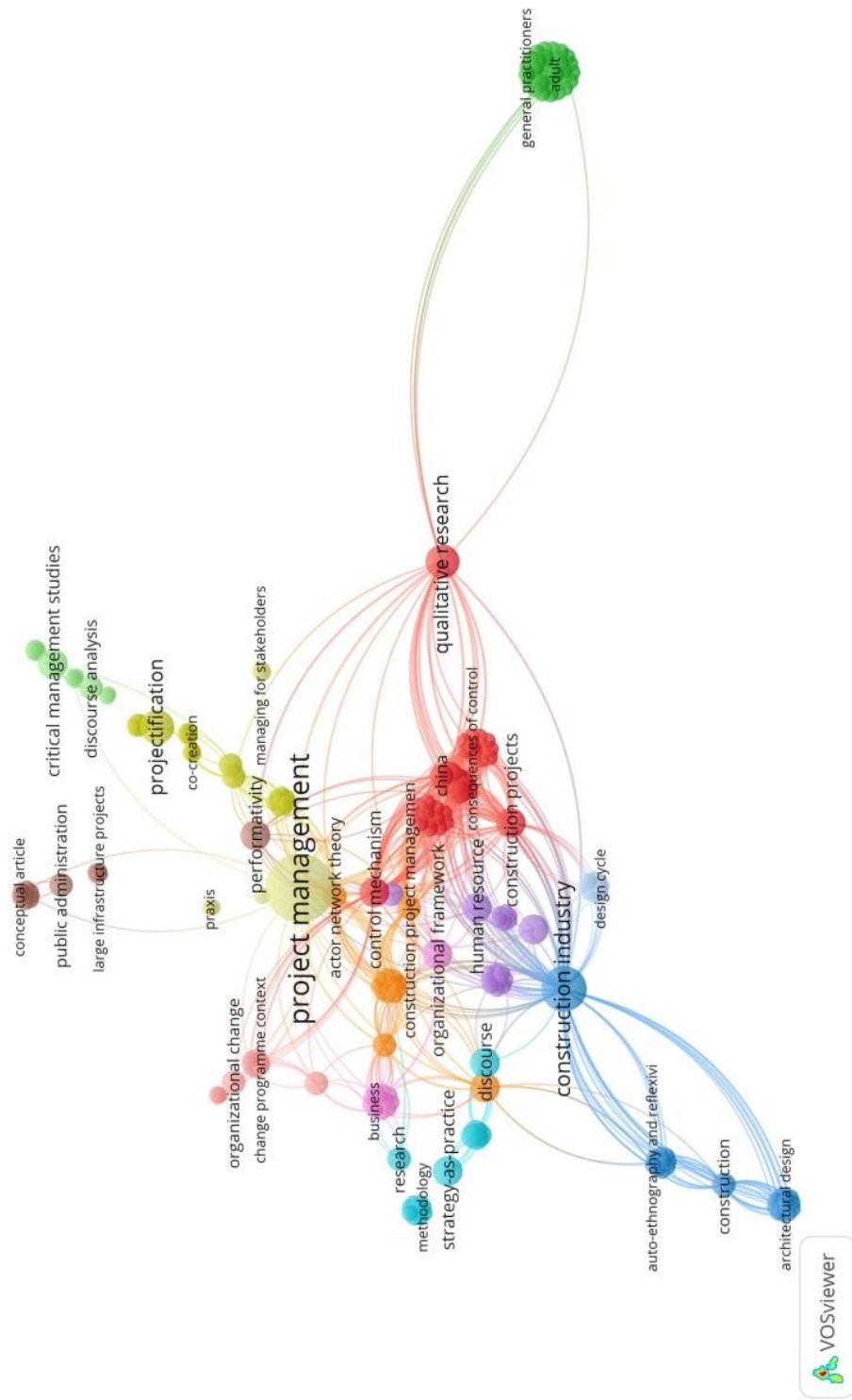


Figure 6.38. The co-occurrence network analysis by all keywords just among the documents of “Project Management” in VOSviewer

Also, from these clusters, “critical management studies”, “emancipation”, “reflexivity” are in the same cluster. The red cluster is the biggest node and has more keywords which include “Critical management studies” that is also the main keyword and main topic. In addition to this, the red cluster also includes “feminism”, “gender”, “critical marketing”, “progressive”, “performativity”.

Table 6.21. The list of most cited keywords with the documents of “Project Management” and center documents (283 doc.)

Co-occurrence based on Unit of All Keywords		
1	Critical Management Studies	153
2	Power	19
3	Project Management	18
4	Critical Management	17
5	Performativity	14

The most commonly used words are similar to the co-occurrence analysis of critical management studies (Table.6.21). When we look at Fig.6.41, the part of this analysis, which we have figured from Fig.6.40, shows which keywords are linked with the keyword of “critical management studies” that is the most widely used and research topic at the same time. The other most commonly used keywords which are about “project management” in relation to “critical management studies” are “power”, “critical management”. When we look at the connection between “critical management studies” and “project management”, “critical management studies” (red) connects strongly to “project management” (brown) firstly among the all connected keywords. Also, “critical management studies” link up much more with cluster 8 (brown) (Fig.6.40). Among the most commonly used Project Management keywords described in Fig.6.39, the keywords of “Project Management” and “Construction Projects” are shown in connection with the keyword of “Critical Management Studies” in Fig.6.41. Also, the nodes of the keywords are close to each other and especially the number of links is high between the brown cluster, which includes the keywords of “construction projects” and “project management”, and “Critical Management Studies”.





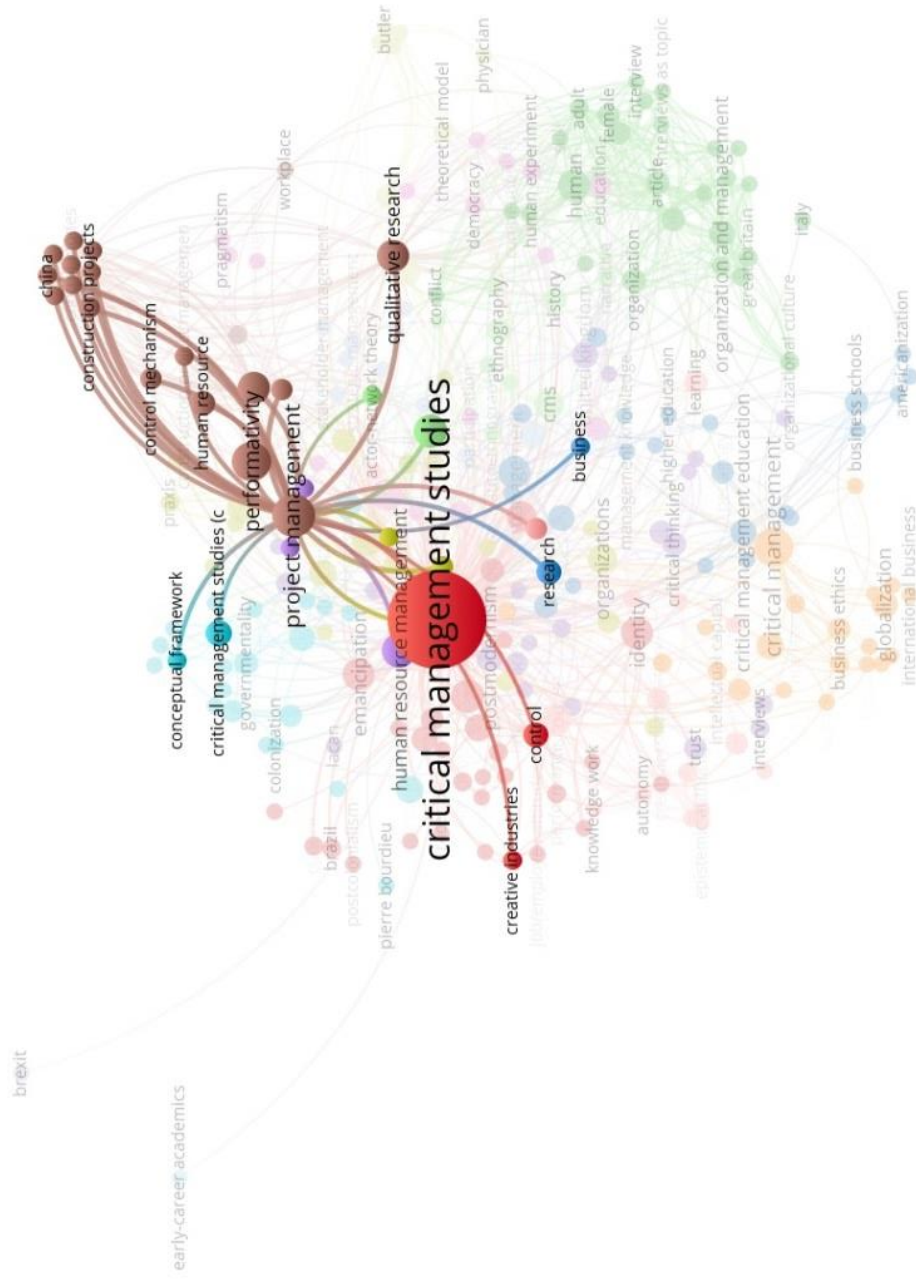


Figure 6.40. The co-occurrence network analysis by all keywords belongs to the keywords of “Critical Management Studies” in VOSviewer

## 6.2.4. Citation Analysis / Countries

### 6.2.4.1. Citation Analysis by Countries with The Documents of Project Management among The Periphery Documents

Among the periphery studies, we analyze which country the documents related to Project Management is generally written in. In VOSviewer program, only 7 countries from a total of 18 countries are a relation to each other. According to Fig.6.42, United Kingdom is the country with the highest number of studies in this area like in the country analysis of critical management studies. Abide by the list, France, Sweden, Hong Kong, and Canada respectively come as the most cited countries.

Table 6.22. The list of most cited countries with the documents of “Project Management”.

Citation based on Unit of Countries		
1	United Kingdom	345
2	France	88
3	Sweden	69
4	Hong Kong	44
5	Canada	41

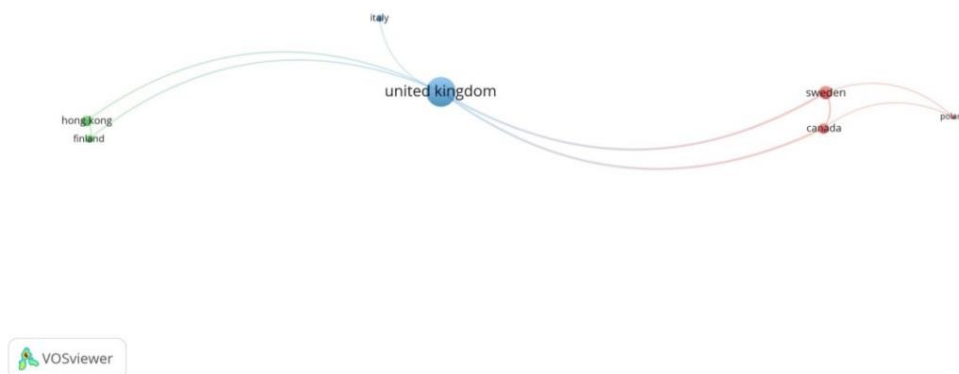


Figure 6.41. The citation network analysis by countries with the documents of “Project Management” in VOSviewer.

### 6.2.4.2. Citation Analysis by Countries with The Documents of Project Management among The Periphery Documents and Center Documents (283 documents)

When we examine the citation analysis on the basis of countries about “project management”, the result is determined among 49 countries. In the project management area with center documents, the following are the most common countries in Table.6.23.

Table 6.23. The list of most cited countries with the documents of “Project Management” and the center documents (283 documents).

Citation based on Unit of Countries		
1	United Kingdom	4333
2	Australia	1330
3	Sweden	725
4	United States	656
5	Canada	495

As it is understood in the visual analysis (Fig.6.43), the most cited country is the United Kingdom. This country creates the most studies about project management and it is also a source country for the studies of other countries in this field, just like in the field of “critical management studies”.

After the United Kingdom, the most cited country related to “critical management studies” and the most cited country related to “project management” is the same, just the sorting of some countries are different among two analyses.

When we look at the bibliometric analysis showing the average number of citation of the countries over the years (Fig.6.44), the countries like United Kingdom, Australia, and United States have studied about the field of project management in the period of 2010-2012. The counties which have the most recent studies on this subject are the Dominican Republic, Argentina, and India.

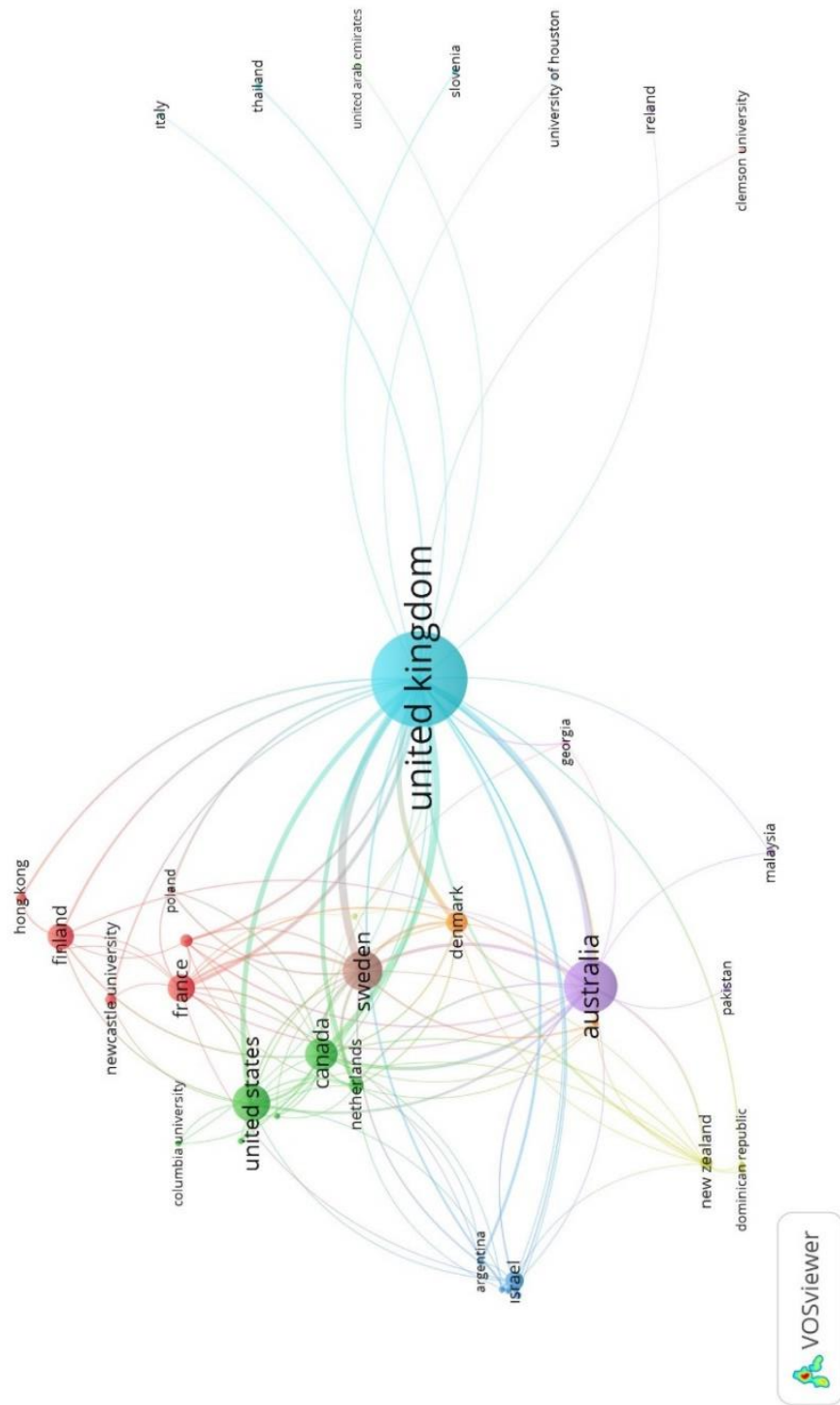


Figure 6.42. The citation network analysis by countries with the documents of “Project Management” and the center documents (283 doc.) in VOSviewer.

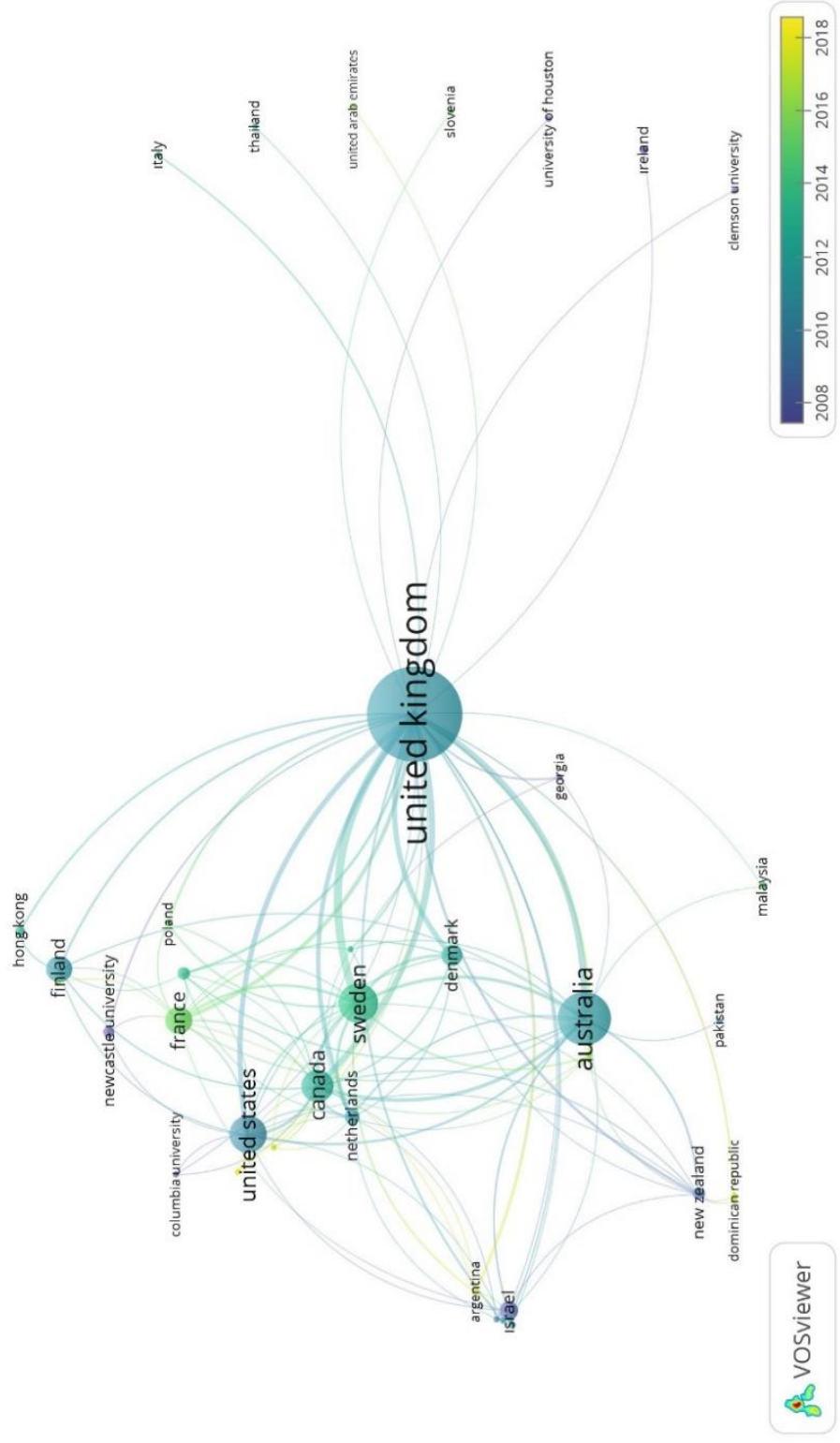


Figure 6.43. The citation network analysis by countries with the documents of “Project Management” and the center documents (283 doc.) in VOSviewer.

## 6.3. Critical Construction Management Studies

### 6.3.1. Citation Analysis / Authors

In this part of the research, we examine the documents related to Construction Management, which are the most cited and cite to 11 articles written on Critical Management Studies. The purpose of this part of the research is to find the main source and main authors related to Construction Management. Afterward, we try to find out which article about critical management studies is defined by construction management author or document.

#### 6.3.1.1. Citation Analysis by Countries with The Documents of Construction Management among The Periphery Documents

In this analysis, we have analyzed for the periphery documents cited to the most cited 11 articles and authors which produce studies related to construction management. In the citation analysis based on authors just about “construction management”, the 35 author results are shown and they the most cited rankings are as follows.

Table 6.24. The list of most cited authors with the documents of “Construction Management” in VOSviewer.

	<b>Authors</b>	<b>Document</b>	<b>Citations</b>	<b>Total Link Strength</b>
1	Dainty A.	2	38	4
2	Sage D.J.	2	36	8
3	Rowlinson S.	2	27	4
4	Tuuli M.M.	2	27	4
5	Ness K.	1	26	1
6	Brookes N.	1	21	4
7	Brookes N.J.	1	19	7
8	Dainty A.R.J.	1	19	7
9	Sage D.J.	1	19	7
10	Koh T.Y.	1	18	3
11	Fernie S.	1	17	0

(Continued on next page)

Table 6.24. (Continued)

12	Leiringer R.	<b>1</b>	<b>17</b>	<b>0</b>
13	Harty C.	1	17	0
14	Bloh P.	1	14	0
15	Pournader M.	1	14	0
16	Tabassi A.A.	1	14	0
17	Andrew D.	1	13	3
18	Daniel S.	1	13	3
19	Naomi B.	1	13	3
20	Aubry M.	1	11	0
21	Brunet M.	1	11	0
22	Marthandan G.	1	10	0
23	Rajablu M.	1	10	0
24	Yusoff W.F.W.	1	10	0
25	Koh T.Y.	1	9	3
26	Bresnen M.	1	9	3
27	Cicmil S.	1	8	0
28	Lindgren M.	1	8	0
29	Packendorff J.	1	8	0
30	Corbitt B.	1	4	0
31	Kanjanabootra S.	1	4	0
32	Sankaran S.	1	2	0
33	Killen C.P.	1	2	0
34	Biesenthal C.	1	2	0
35	Clegg S.	1	2	0

Dainty A. and Sage D.J. are the two most cited authors about “construction management”. Then, Rowlinson S., Tuuli M. M., and Ness K. are followed as the most cited authors. When we examine the bibliometric analysis for the most cited authors, Dainty A., Sage D. and Ness K. have the same relationship in the same citation network. Tuuli M. M. and Rowlinson S. are not connected to each other and they do not have the studies about the same research subject, even though construction management is the base field for this analysis. In this analysis, there are only 11 authors with citation links to each other under the field of construction management such as Dainty A., Bresnen M., Brookes N., Sage D., Ness K., Daniel S., Naomi B., and Andrew D (Fig.6.46). These authors are divided into 3 different clusters. The authors as Dainty A., Sage D., and Brookes N. exist in two different clusters and we can see in the network analysis that these authors are also cited from their studies. As inferred from Fig.6.46, there are three clusters.

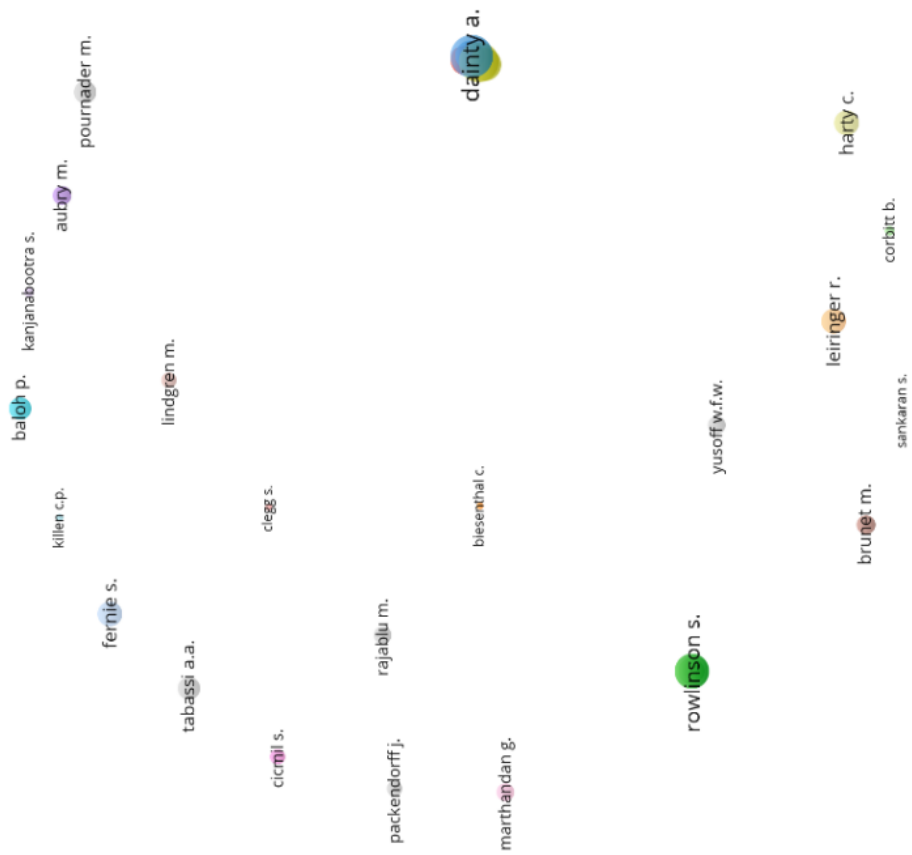


Figure 6.44. The citation network analysis by authors just among the documents of “Construction Management” in VOSviewer



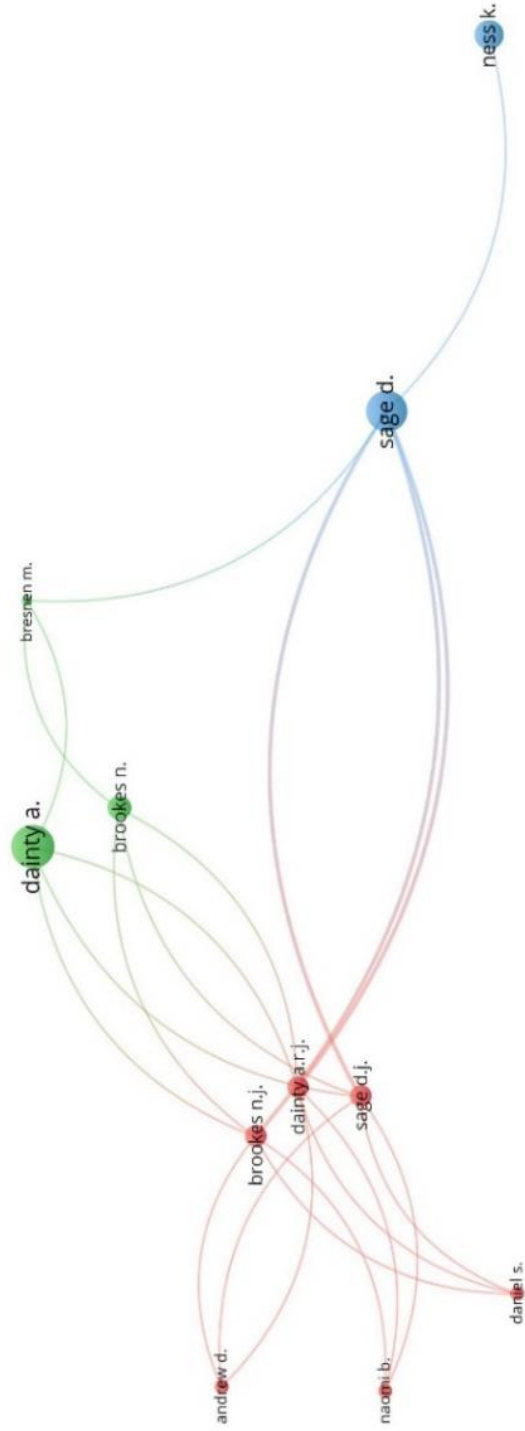


Figure 6.45. The citation network map among the authors of “Construction Management”.

These clusters include the authors who are in the network of construction management. Dainty A. and Sage D. are the ones with the largest node. These two writers are also writers who have been cited by other authors and by each other's works. In addition, when we ignore Rowlinson S. and Tuuli M.M. from the analysis list, it is understood that the 3rd most cited author is Brookes N. According to the network analysis, Dainty A., Sage D., Brookes N. can be the main authors about construction management. Even so, as seen in the average citation analysis by years, we can see that these three authors are the oldest authors who study in this field. In Fig.6.47, when we look at the citation relationship of the authors of construction management over the years, the authors who give the older works are Brookes N., Dainty A., Sage D., and Ness K. For this reason, according to both citation analysis and overlay analysis, we can define that Dainty A. and Sage D. are the main authors for construction management.

### **6.3.1.2. Citation Analysis by Countries with The Documents of Construction Management among The Periphery Documents and Center Documents (283 documents)**

When we analyze the periphery documents about construction management and 283 center documents together, the result allows us to solve the citation link of construction management with center authors. In the second phase of the analysis, we gather the most cited studies about critical management studies and the most cited studies about construction management and in this analysis, the most cited authors are the same with the bibliometric analysis about critical management studies.

Table 6.25 The list of most cited authors with the documents of “Construction Management” and center documents (283 doc.).

	<b>Author</b>	<b>Citations</b>
1	Banerjee S.B.	921
2	Grey C.	640
3	Fournier V.	522
4	Spicer A.	434
5	Alvesson M.	405

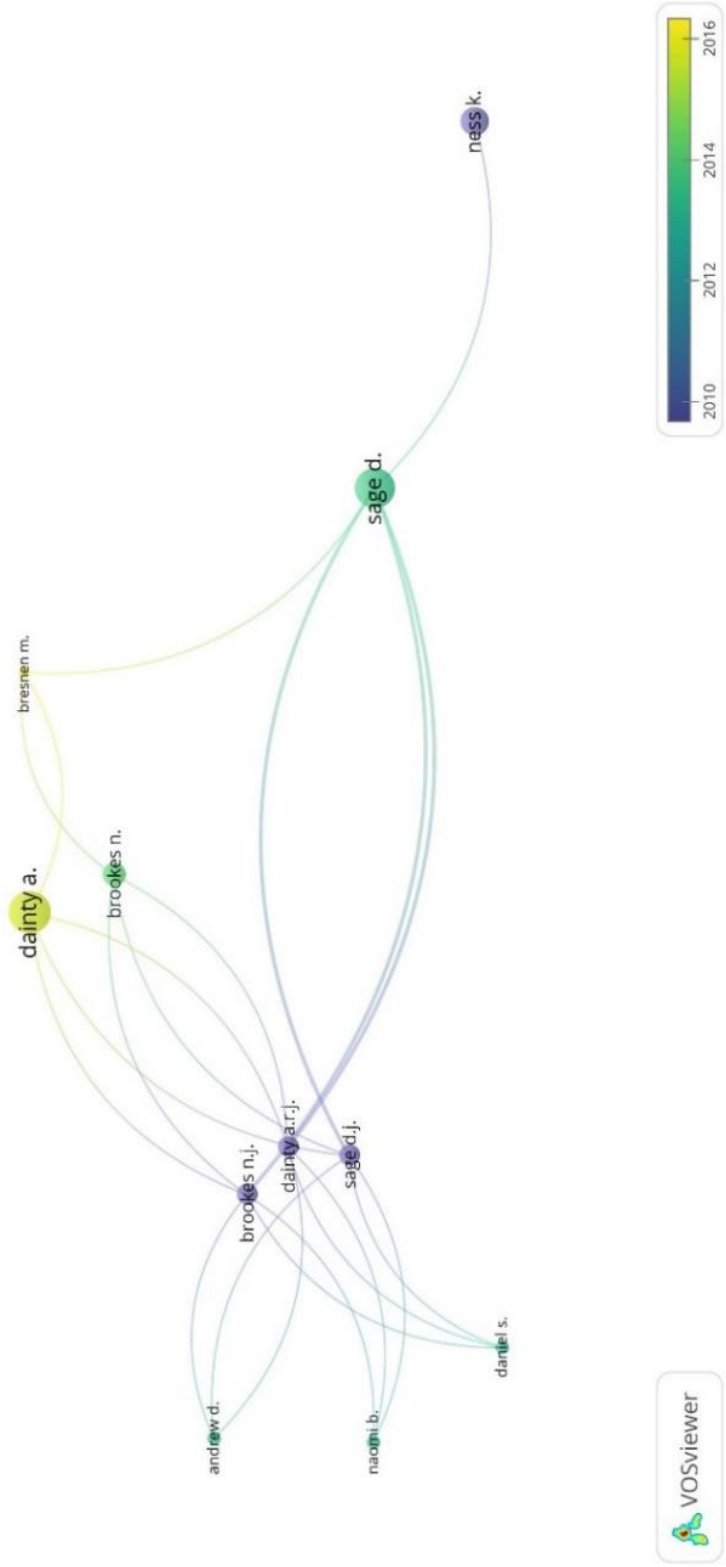


Figure 6.46. The citation overlay analysis by authors with the average publication year of the documents of “Construction Management” in VOSviewer.



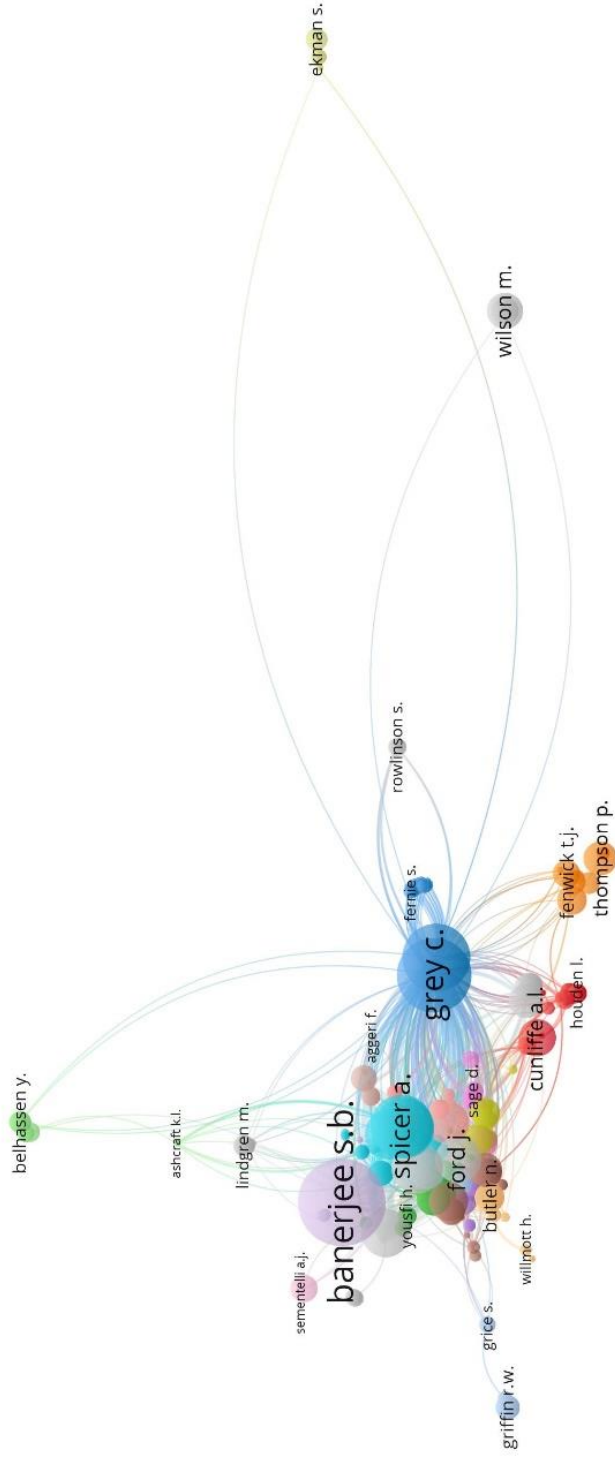


Figure 6.48. The citation network analysis by authors with the documents of “Construction Management” and the documents of “Critical Management Studies” in VOSviewer

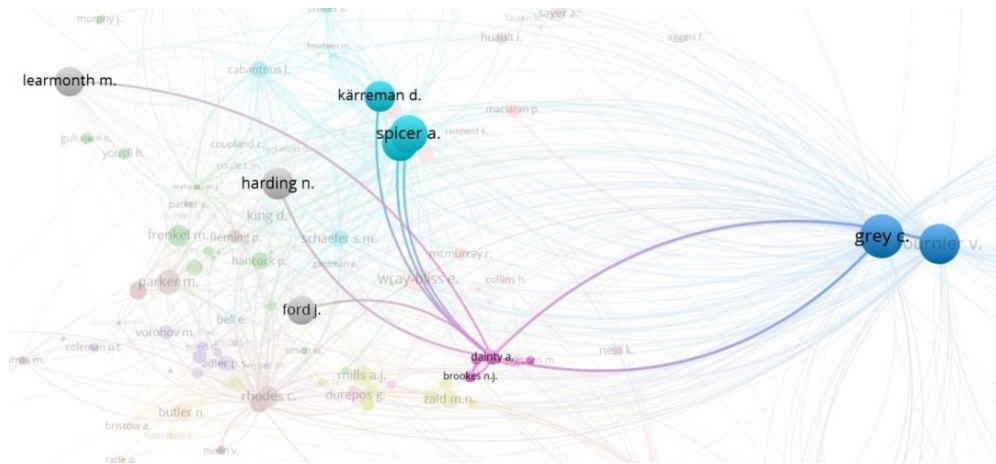


Figure 6.49. The citation network map belongs to “Dainty A.” in VOSviewer.

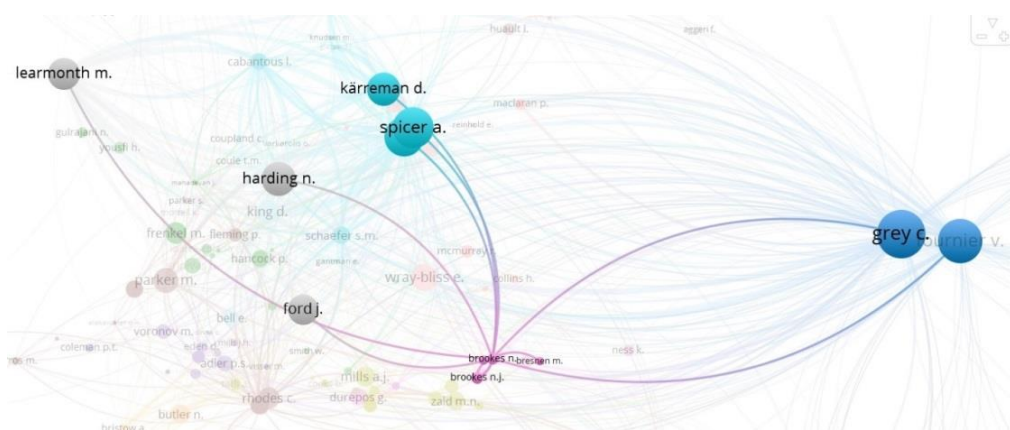


Figure 6.50. The citation network map belongs to “Brookes N.” in VOSviewer.

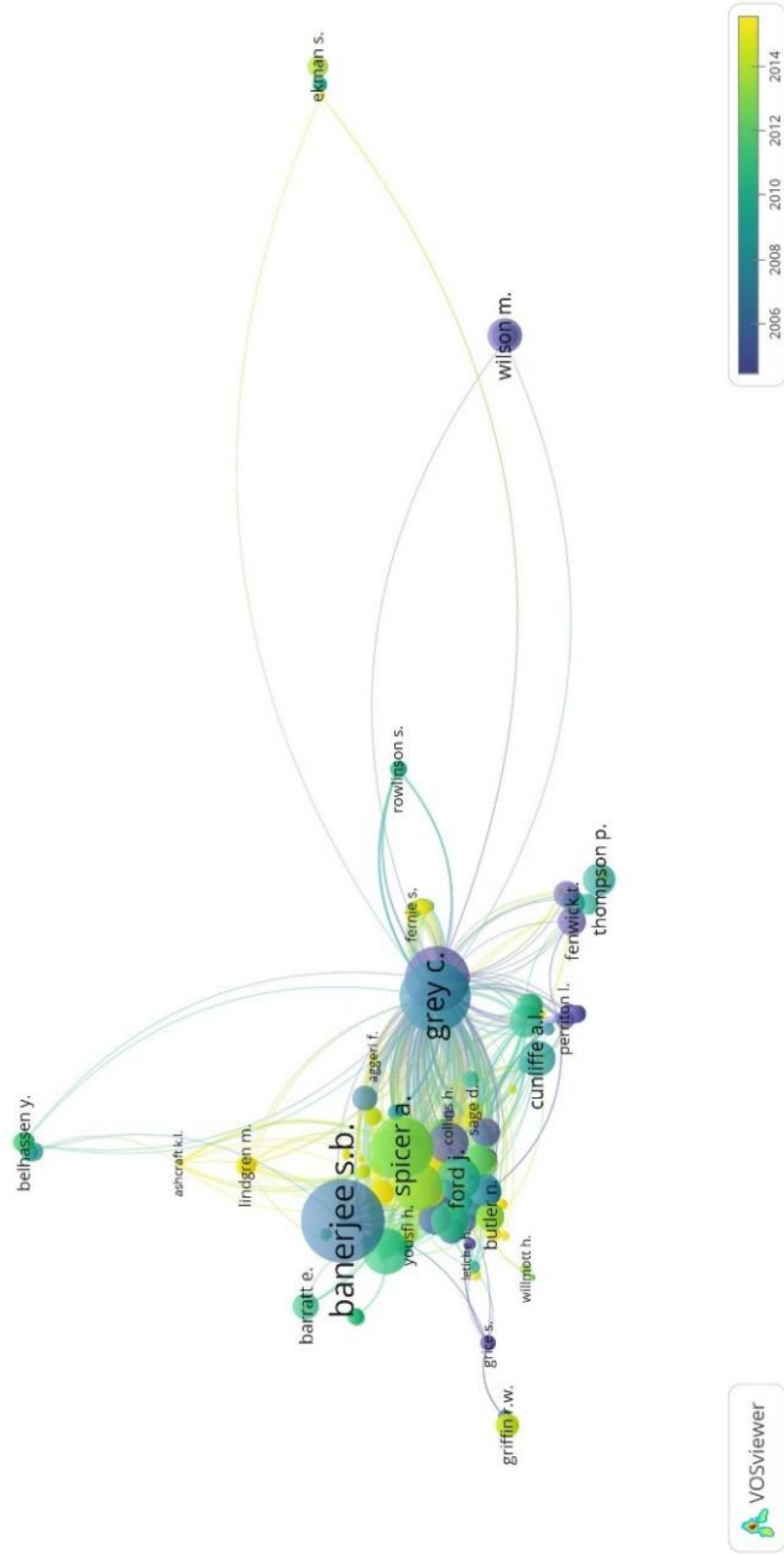


Figure 6.51. The citation overlay analysis by authors with the average publication year of “Construction Management” and the documents “Critical Management Studies” in VOSviewer.

## **Citation Analysis / Documents**

In this analysis, we examine the documents written about Construction Management. At the same time, as in the case of the author's analysis, we find the most cited source for construction management at the first stage, and then we find out which critical management studies source they cite.

### **6.3.1.3. Citation Analysis by Documents with The Documents of Construction Management among The Periphery Documents**

The top five most cited studies of construction management documents include Ness K. (2010), Sage D. (2014), Sage D.J. (2010), Tuuli M.M. (2010) and Dainty A. (2017). Table.6.26 shows us that Sage D.J. (2010) has the most links between these articles. In the document section of citation analysis, we examine which study is at the forefront in the field of construction management and critical management. When we only look at the authors in the field of construction, we can see that 15 documents are at the forefront as a citation. These are as follows in Table.6.26.

In the bibliometric analysis, Ness K. (2010), Sage D. (2010), Sage D. (2013) and Sage D. (2014), Bresnen (2017) are the studies that have a connection of citation to each other. Other studies have no citation links among them. When we analyze this analysis with critical management studies data, Fouriner V. (2000) and Banerjee S.B. (2008) are the most cited studies. In addition to this, we can see Fournier V. (2000) is as the main source of construction management studies. Therefore, when we examine the visualization of Fig.6.53 in detail, we see that the six studies with citation network are close to each other. This network is also understood from the size of the nodes in the analysis (Fig.6.54). However, although these articles are close to each other as the number of citation, Sage D.J. (2010) study is seen as the connection point of the other five studies. In other words, they are related to this subject because of Sage D.J. (2010).



Table 6.26. The list of most cited documents with the documents of “Construction Management”

	Document	Citations	Links
1	Ness K. (2010)	26	1
2	Sage D. (2014)	21	2
3	Sage D.J.(2010)	19	3
4	Tuuli M.M.(2010)	18	1
5	Dainty A.(2017)	17	0
6	Sage D.(2013)	15	2
7	Pournader M.(2015)	14	0
8	Daniel S.(2013)	13	1
9	Brunet M.(2016)	11	0
10	Rajablu M.(2014)	10	0
11	Bresnen M.(2017)	9	1
12	Tuuli M.M.(2010a)	9	1
13	Cicmil S.(2016)	8	0
14	Kanjanabootra S.(2016)	4	0
15	Clegg S.(2018)	2	0

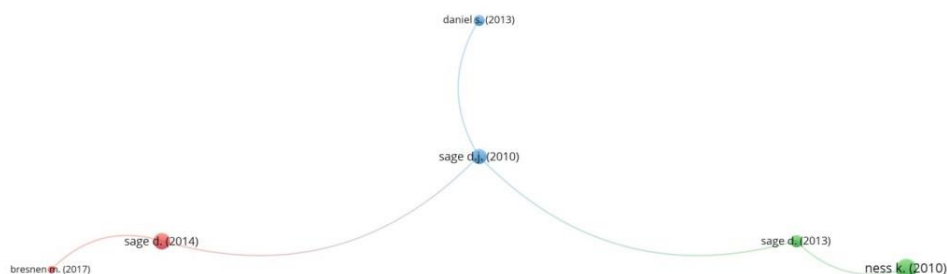


Figure 6.52. The part of citation network analysis of “Construction Management” by authors in VOSviewer

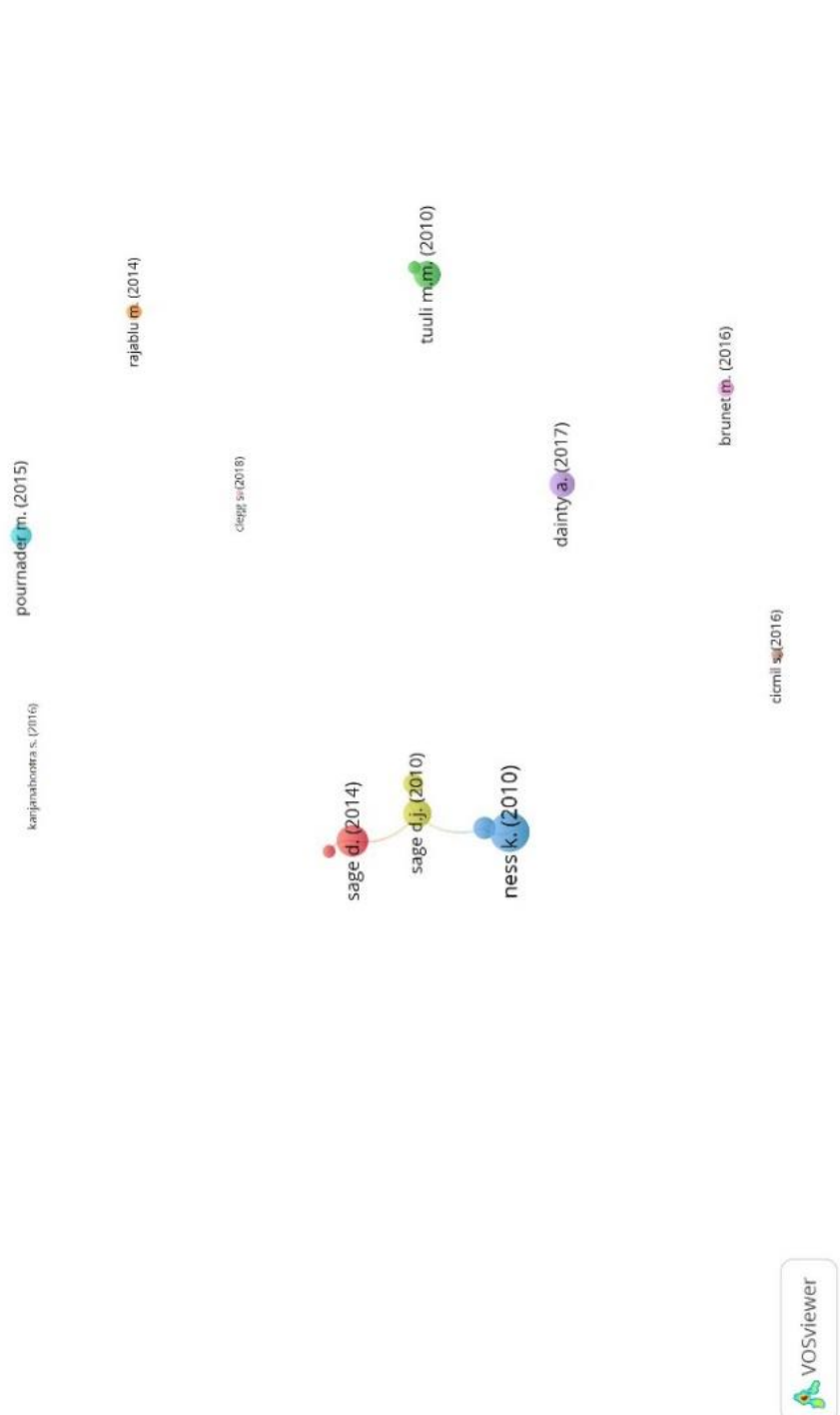


Figure 6.53. The citation network analysis by documents just among the documents of “Construction Management” in VOSviewer

### 6.3.1.4. Citation Analysis by Documents with The Documents of Construction Management among The Periphery Documents and Center Documents (283 documents)

When we examine the periphery works related to construction management and the center documents related to CMS in a common analysis, we can see which center study is specifically related to the articles that are prominent from the documents of construction management. In this analysis, VOSviewer finds that only 207 documents are related to each other among the total of 295 documents. As seen in Table.6.27, a different result is not obtained from the citation analysis of documents related to CMS in VOSviewer. This is because that VOSviewer puts a priority on the studies with a high number of citations. Yet except for this list, we see the correlation between the documents in the visual network analysis.

Table 6.27. The list of most cited documents with the documents of “Construction Management” and center documents (283 doc.)

Citation based on Unit of Documents		
1	Fournier V. (2000)	522
2	Banerjee S.B. (2008)	433
3	Banerjee S.B.(2003)	309
4	Spicer A.(2009)	241
5	Mantere S.(2008)	174

In Fig.6.55, we see the citation network of the periphery and center documents; we see the studies that link to the prominent works in this visualization of the citation network. When we get closer to Fig.6.55 analysis, we see the citation network of the studies remained at the forefront of construction management with the center documents. For example, as seen in the reference network in Fig.6.56, Bresnen M. (2007) defines Fournier V. (2000) as the main source.

When we look at Fig.6.57, we see that Daniel S. (2013) receives support from the studies of center authors such as Fournier V. (2000), Spicer A. (2009) and Grey C. (2007). The authors of Ness K. (2010) in Fig 6.58 and Sage D. (2010) in Fig.6.59





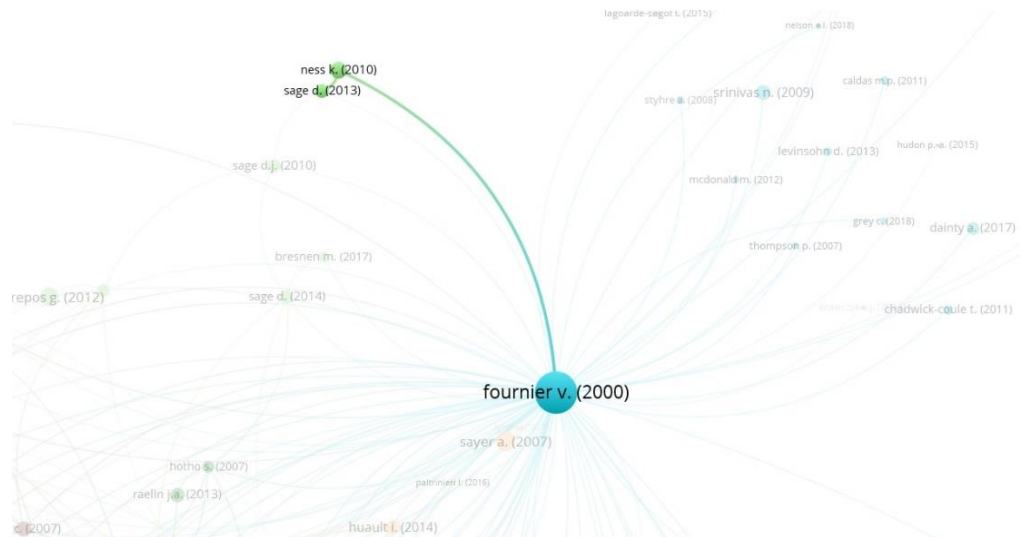


Figure 6.57. The part of citation network analysis belongs to “Ness K. (2010)” in VOSviewer.

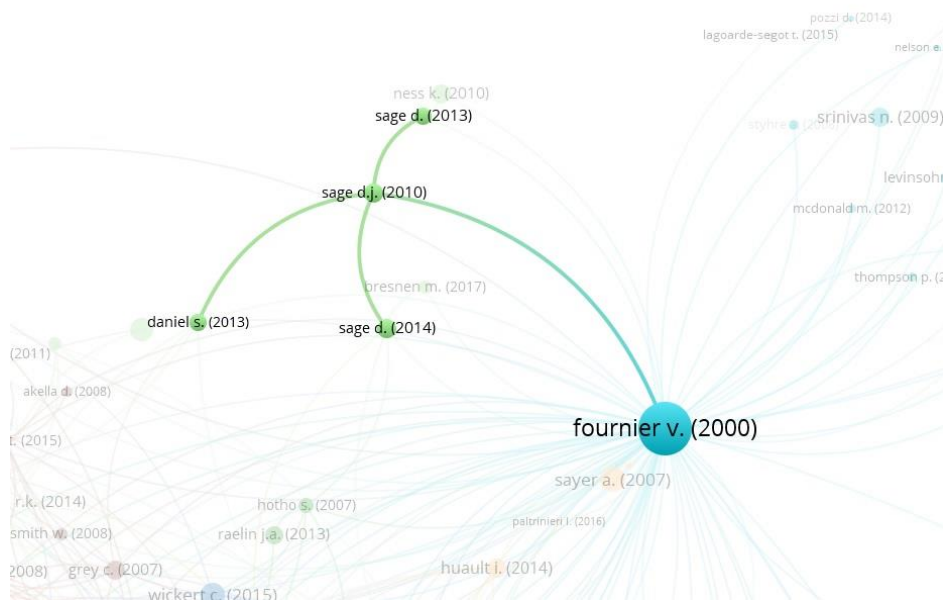


Figure 6.58. The part of citation network analysis belongs to “Sage D. (2010)” in VOSviewer.

### 6.3.2. Citation Analysis / Countries

As in other analyzes, in this citation analysis by countries analysis, we learn in which country construction management documents are most cited and in which countries studies are produced.

### 6.3.2.1. Citation Analysis by Countries with The Documents of Construction Management among The Periphery Documents

When we analyze the citation analysis on a country basis, there are 9 countries for the subject of the construction management and the most cited countries are as follows Table 6.28. United Kingdom is the country that works on Construction Management and is the most cited country, as in CMS and Project Management. Other countries that produce work on this subject are Hong Kong, Malaysia, Australia, and Slovenia. It is the United Kingdom which has the largest node among these countries (Fig.6.60). However, there is a country that is connected to the United Kingdom as a citation network, and when we approach the network map, we realize that this country is Hong Kong (Fig.6.61).

Table 6.28. The list of most cited countries with the documents of “Construction Management”.

Citation based on Unit of Countries		
1	United Kingdom	155
2	Hong Kong	44
3	Malaysia	24
4	Australia	20
5	Slovenia	14



Figure 6.59. The part of citation network analysis of “Construction Management” by countries in VOSviewer

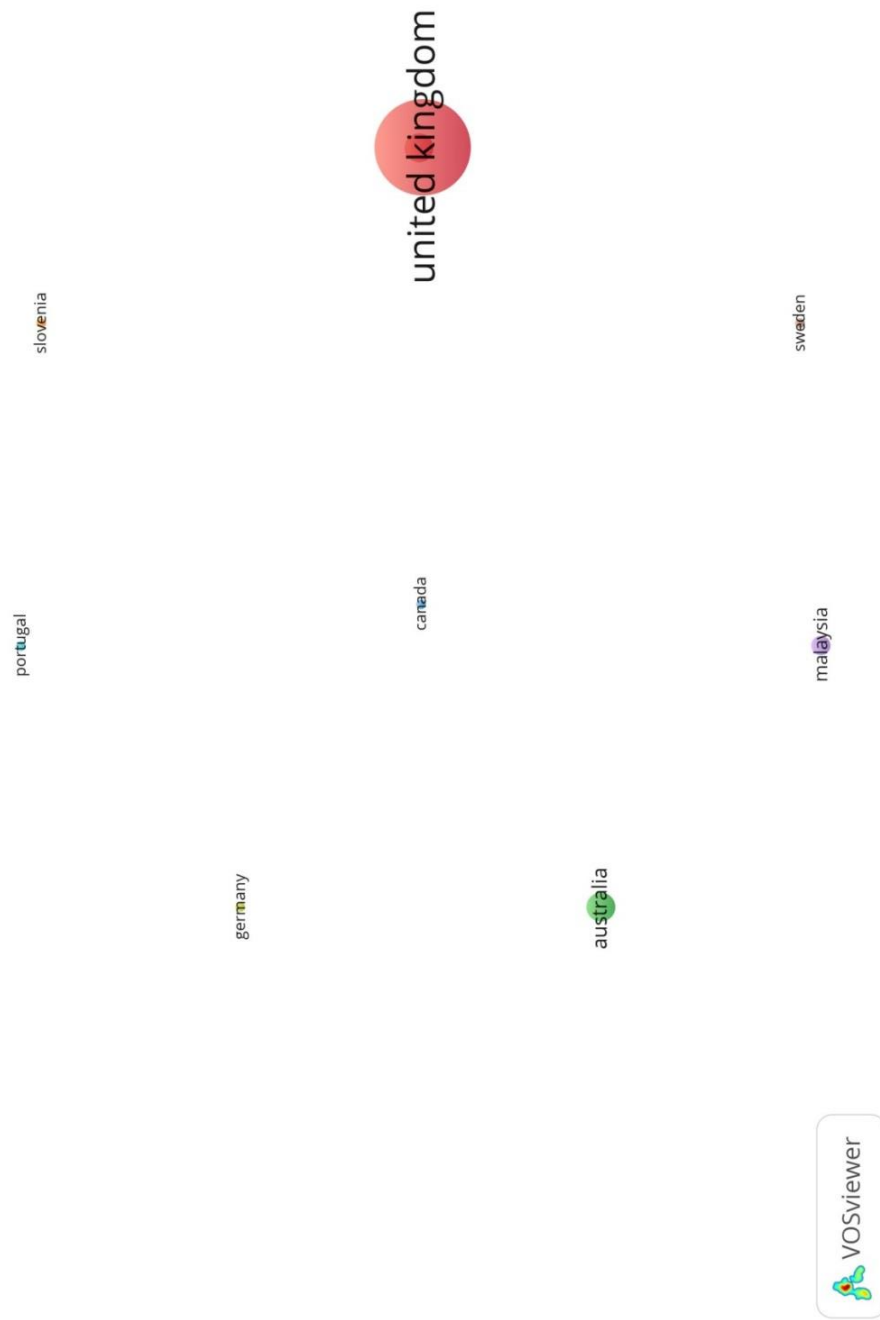


Figure 6.60. The citation network analysis by countries just among the documents of “Construction Management” in VOSviewer



### 6.3.2.2. Citation Analysis by Countries with The Documents of Construction Management among The Periphery Documents and Center Documents (283 documents)

In the second phase of the analysis for construction management, we examine the periphery and center documents in Table 6.29.

Table 6.29. The list of most cited countries with the documents of “Construction Management” and center documents (283 doc.).

Citation based on Unit of Countries		
1	United Kingdom	4074
2	Australia	1330
3	Sweden	664
4	United States	656
5	Canada	464

The only the United Kingdom and Hong Kong are in the connection among these countries. In terms of construction management and critical management studies, there are 45 countries and the most cited country is the United Kingdom with 4074 citations. When we examine Fig.6.62, it is determined that the United Kingdom, which has the biggest node, is the strongest link with Sweden as the citation link. It also appears on the visual map that the United Kingdom is as the center point which is both the most cited. The United Kingdom is the main source country where gives a lot of studies on this subject and the critical management studies occur firstly.

### 6.3.3. Co-occurrence Analysis / All Keywords

When we use the periphery and center documents or authors in the citation analysis, it realized the differences in how research areas are differentiated and how the map scale is grown. Therefore, we examine in two stages. VOSviewer tells us which keywords the research studies on construction management are frequently used in this area. In the second stage, when the CMS documents are added and the map scale grows, we examine where the keywords used in construction management are located on the center map and their relationship with the center keyword.

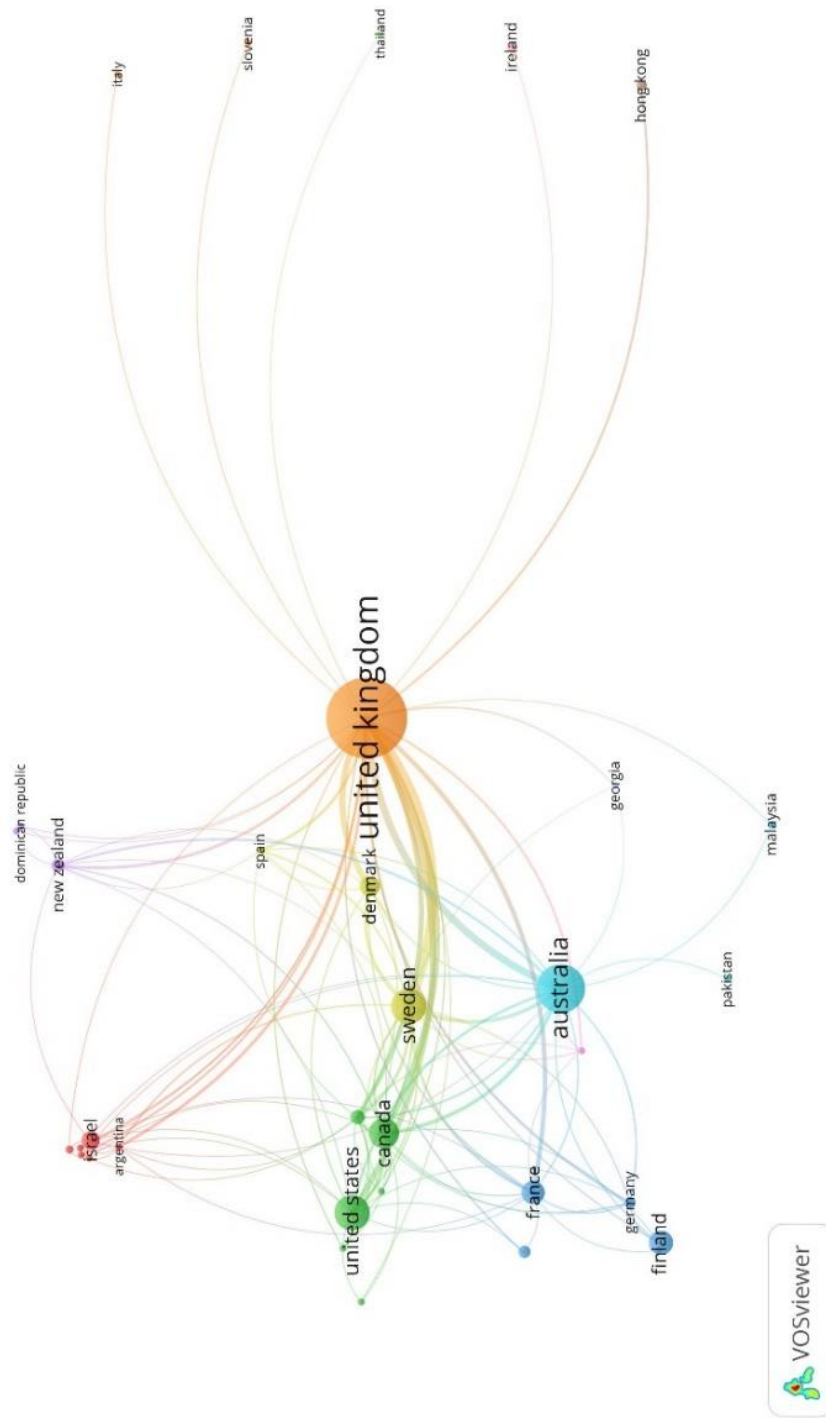


Figure 6.61. The citation network analysis by countries with the documents of “Construction Management” and the documents of “Critical Management Studies” in VOSviewer.

### 6.3.3.1. Co-occurrence Analysis by All Keywords with The Documents of Construction Management among The Periphery Documents

In the co-occurrence analysis, when we only examine the construction management studies, the prominent keywords are as follows; among 178 keywords; the most cited keywords are “Project management”, “construction industry” and “United Kingdom”.

Table 6.30. The list of most cited keywords with the documents of “Construction Management”.

Co-occurrence based on Unit of All Keywords		
1	Project Management	10
2	Construction Industry	8
3	Construction Projects	3
4	United Kingdom	3
5	China	3

In Table.6.30, VOSviewer makes us realize that although the research area of the documents is construction management in critical management studies, it is the most commonly used keyword is “Project Management”. Meanwhile, we can make this comment; while working in the field of construction management, the authors continue to work under project management and produce studies related to project management. In addition, the most commonly used second and third words as “construction industry” and “construction projects” are natural keywords to use in the subject matter of the studies.

According to the occurrence analysis for just the documents of “Construction Management”, we recognize that the first three keywords are the same relationship like in the co-occurrence analysis of “Project Management”. The keywords of “project management”, “construction industry”, “construction projects” are so close to each other and they connect several links to each other. The links of “project management” among the keywords about the research subject of architecture or construction. There are 12 clusters for this analysis. “Project Management” which is the most occurred keyword has 126 links and “Construction Industry” which is the

second occurred keyword has 112 links with other keywords. The common keywords for two most occurred keywords are “construction projects”, “performativity”, “construction project management”, “case analysis”. Especially the red cluster is common points for two most occurred keywords.

### **6.3.3.2. Citation Analysis by Countries with The Documents of Construction Management among The Periphery Documents and Center Documents (283 documents)**

When we look at the effects of periphery and center documents on co-occurrence analysis, it is not surprising that the keyword of “critical management studies”, which is the subject of research, is in the first place (Table.6.31). However, what's different here is that the keyword of “project management” is in the first five words because, as seen in the first stage analysis, the most cited word is project management so it is the basic keyword for the studies of construction management. The existence of this word in Table.6.31 describes the place of construction management in the center map in this analysis.

In terms of common review with critical management studies, from 1119 keywords, 237 keywords consisting of 15 clusters meet the threshold. The keywords are sorting like Critical management 153, power 19, critical management 17, project management 14 and performativity 13.

Table 6.31. The most cited keywords with the co-occurrence of “Construction Management” and “Critical Management Studies” in VOSviewer.

<b>Co-occurrence based on Unit of All Keywords</b>		
1	Critical Management Studies	153
2	Power	19
3	Critical Management	17
4	Project management	14
5	Performativity	13

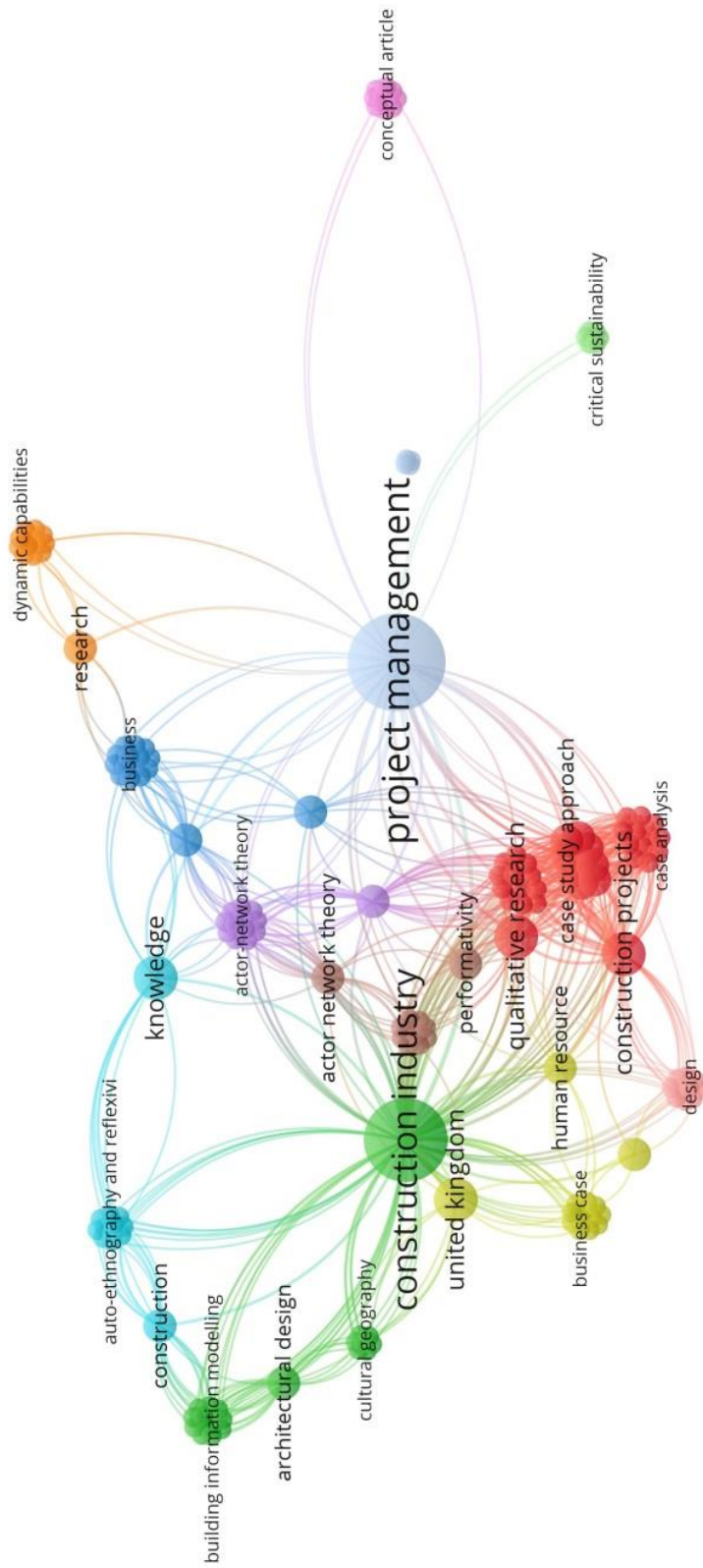


Figure 6.62. The co-occurrence network analysis by all keywords with the documents of “Construction Management” in VOSviewer





“Critical Management Studies” is the main keyword for both the documents of “construction management” and “critical management studies”. There are 30 clusters for this analysis and “critical management studies” and “power” are in the same cluster (red) so “performativity” (pink), “critical management” (light green) and “project management” (blue) are in the different cluster. Although they have a different cluster, the most occurred keywords are close to each other so it means that the research subjects and the documents have strong links among them (Fig.6.64). In Fig.6.65, we examine the relationship between the keywords of “project management” and “critical management studies”. Thereby, VOSviewer's visual analysis tells us that while critical management studies establish a direct relationship with project management, the keywords related to "construction management" link to CMS through "project management" by citations.

As shown in Fig.6.66, there is no keyword of “critical management studies” among the words that the keyword of “construction industry” is connected to. It only connects to “power” and “project management”, which are among the most used keywords. However, in this analysis, “construction industry” which is the second occurred keyword in the field of construction management create a link with “power” which is the most cited keyword in the field of critical management studies. Therefore, there is the keyword which is related to “construction industry” like “performativity”, “project management”, “identity”, “construction projects”, “architectural design” and “human resource management”.

## **6.4. Discussion**

In this study, the results of the bibliometric analysis show that there are only 283 documents on CMS from 1997 to the present day, and only 11 of these studies are at the forefront with at least 100 citations. This means that in the 1930s, in the Frankfurt School, CMS, which emerged with Marxist discourses, attempts only to find a place in a modernist system over the last two decades. Although this theory, which was first present in Europe (especially in the United Kingdom), was later influenced by the American, the UK is still the leader of this issue and has not ceased to be the flag ship as the bibliometric analysis of critical management studies. However, as seen from the analyzes, the study of Fournier V. and Grey C. (2000),



which can be the main source, tries to affect all areas with the journal of “Human Relations”.

In the bibliometric analysis of CMS by the keyword, it appears that these CMS authors export the concepts of critical management theory to research streams. The impacts of CMS on mainstream management and project management literature appear to be very limited. The limited impacts of CMS have been more pronounced between 2012 and 2015. The most cited sources of Critical Management Studies are “Organization (38 docs)”, “Management Learning (24 doc.)” and “Human relation (19 doc.)”, which are the UK-based resources that discuss the issues of management, social and economic in general.

The results of bibliometric analysis of CMS in the context of project management studies point out that the most influential sources include: Packendorff J. (2014), Lindgren M. (2014), Hodgson D. (2008) and Sage D.J. (2014), Hodgson’s (2008) article titled “The other side of projects: the case for critical project studies” and Sage et al.’s (2014) article titled “A critical argument in favor of theoretical pluralism: Project failure and the many and varied limitations of project management” have received significant interest from project management scholars. These research studies aim to ensure that critical management studies can bring a new vintage point to project management literature and free it from the unitarist view of which dominates project management thinking and practice. “British Journal of Management”, “International Journal of Managing Projects in Business”, “Construction Management and Economics” are flagships of CMS are published and editorially managed by UK organizations. In addition, although the concepts and theory of CMS and even pluralism theory should be used, the process is still in an embryonic stage of its development. The results of bibliometric analysis of the project management studies suggest that Spicer A. et al., (2009) and Alvesson M., Spicer A. (2012) are the primary sources for CMS in project management literature. These document present alternative perspectives on project management and address predominantly neglected issues (e.g., social, moral and ethical) of project management. Since the existing project management is not satisfactory, the management aims to achieve the role of social responsibility. However, the negative point is that although such studies have potential on the theory of critical management studies, we can interpret that it has failed to achieve this and that the total link forces of the studies remain shallow.

The content of the project management studies also has some influences on construction management studies. Moreover, most of the bibliometric research results of project management are also belong to construction management studies. The works that have adopted the critical management theme in construction management studies and which have made solutions for the construction sector are as follows; Ness K. (2010) “The discourse of 'respect for people' in UK construction”, Sage D., Dainty A., Brookes N. “A critical argument in favor of theoretical pluralism: Project failure and the many and varied limitations of project management” (2014) and “Who reads the project file? Exploring the power effects of knowledge tools in construction project management” (2010). These studies are the most cited articles focused on developing alternative perspectives in terms of construction and architecture in connection with critical management studies.

In the construction management studies, the works that have emerged as an input to bibliometric analysis, published in the core journals of construction management literature, namely “Construction Management and Economics” and “International Journal of Project Management”.

## CHAPTER 7

### CONCLUSION

This research explores the evolution of Critical Management Studies' roots and it is a study examining to identify the core arguments. CMS calls for searching alternative ways of managing and organizing projects. IT is a pluralist theory rather than a unitarist theory, and it is thought to be useful in the improving project and construction management both in theory and in practice. CMS challenges the existing modernist point of view by its three main themes (i.e., de-naturalization, anti-performativity, and reflectivity). The pluralist foundation of CMS presents significant opportunities for project management and construction management.

The research findings for CMS suggest that the pioneer and core authors of CMS are Banerjee S.B., Grey C. and Fournier V. In CMS, the most commonly used keywords are “power”, “performativity” and “reflexivity”, except to the core keyword “critical management studies”. These words are occurred as the main themes of critical management studies. There are also second group which come into contact with these main keywords, we called as “around keywords”. Among the “around keywords”, the ones closest to CMS can be said “sustainability”, “sociology”, “gender”, “project management” from the bibliometric analysis. As shown in the timeline analysis of keywords, CMS can show its effects for 10 years. Therefore, we can say that it still is in embryo period. The foundation of Critical Management Studies was laid in United Kingdom and the effect of CMS is slowly seen in the United States. Other countries follow the process from behind.

The results of project management analysis suggest that, Packendorff J., Lindgren M. and Cicmil S. are the core authors who have made important contribution in applying the themes of CMS to the field of Project Management. The fact that PM authors have a direct citation relationship with critical authors such as Spicer A., Grey C., Fournier V. and Alvesson M. proves that PM authors are pioneers. However, as shown in the keyword analysis, the presence of PM keywords in the studies indicates that it has been active for the last 8 years. In other words,

although 22 years have passed, the new potential assessments of CMS on project management have not been adequately answered.

Dainty A. and Sage D., who call for theoretical pluralism in the field of Construction Management, are the core authors for CM. Critical Management Studies has a history of about 20 years, but in the field of construction management, we can say that it has a history of close to 10 years. Despite this recent history, we can conclude from the analysis that the pluralist approaches are seen as marginal ideas for positivist construction management authors, and it can be concluded from the analyzes that their work on CMS in the areas of project management and construction management has not received enough attention. The unanswered call for the pluralist approaches in CM literature can be partially explained by the positivist traditions or preferences of construction management scholars.

The center keywords of project management and construction management are grouped around “human resource”, “construction projects”, “construction industry” and “performativity”. In general, project management and construction management have close keywords and timelines. The keywords of project management and construction management form a common mass in the keyword map of CMS and they do not establish a close relationship with CMS. The effect of CMS on project management and construction management is very young. The numbers of project and construction academics, who do not demand to adapt to this change and do not think critically, are still quite high. Researchers focusing more on the positivist perspective for project management and construction management remain silent to calls for the development of the idea of pluralism, which evolving and having different viewpoints. One of the important things is that an important opportunity for pluralism has not yet been answered, and from this perspective, the endemic problems of the construction industry or project management remain unsolved. The core concepts of CMS have been proposed nearly two decades ago. Yet these core concepts have found a limited discussion in the PM and CM literature. The diffusion of the core concepts has relatively slow. Whereas, the critical and the pluralist perspectives provide an important opportunity for the endemic problems of the construction industry. However, it is seen in the studies that it is still defined with core keywords. The pluralistic approach to project management and construction management is still mentioned mainly in studies in England. Therefore, the dominant positivist thinking on project management and construction management is actually

important obstacle for the development of critical management studies. The pluralist approach needs to deconstruct the modernist structure; it still appears to dominate academic thinking in not only project management but also in construction management because of the fact that it is approached from a positivist point of view. PM and CM scholars have strong tendency to follow traditional unitarist frameworks in designing their research activities. Project management and construction management scholars remain silent to the calls pluralist approaches. CMS, as a pluralist perspective, provides an important opportunity for the endemic problems of the construction industry. Project management and construction management scholars need alternative ways of thinking and solving problems which plague construction industry.

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