

Damian Hodgson  
Academic (Teaching & Research) Professor  
PMO Management and Organisation Studies  
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## Employment

### Professor

Academic (Teaching & Research) Professor  
PMO Management and Organisation Studies  
The University of Manchester  
1 Oct 2004 → present

## Research outputs

### **The Projectification of the Public Sector: Routledge Critical Studies in Public Management**

Hodgson, D. (ed.), Fred, M. (ed.), Bailey, S. (ed.) & Hall, P. (ed.), 20 Mar 2019, London: Routledge. 276 p. (Routledge Critical Studies in Public Management)

### **Skill-mix change in general practice: A qualitative comparison of three 'new' non-medical roles**

Nelson, P., Bradley, F., Martindale, A-M., McBride, A. & Hodgson, D., 18 Dec 2018, (Accepted/In press) In : Br J Gen Pract (In Press).

### **GPs' views of health policy changes: a qualitative 'netnography' study of UK general practice online magazine commentary**

Elvey, R., Voorhees, J., Bailey, S., Burns, T. & Hodgson, D., Jun 2018, In : British Journal of General Practice. 68, p. n/a-n/a 8 p., n/a.

DOI: 10.3399/bjgp18X696161

### **Skill-mix change and the general practice workforce challenge**

Nelson, P., Martindale, A-M., McBride, A., Checkland, K. & Hodgson, D., 29 Jan 2018, In : British Journal of General Practice. p. 66-67 2 p.

DOI: 10.3399/bjgp18X694469

### **Hybrid managers, career narratives and identity work: A contextual analysis of UK healthcare organizations**

Bresnen, M., Hodgson, D., Bailey, S., Hyde, P. & Hassard, J., 2018, In : Human Relations.

DOI: 10.1177/0018726718807280

### **Implementing new care models: learning from the Greater Manchester demonstrator pilot experience**

Elvey, R., Bailey, S., Checkland, K., McBride, A., Parkin, S., Rothwell, K. & Hodgson, D., 2018, In : BMC Family Practice. 19, p. 89

DOI: 10.1186/s12875-018-0773-y

### **Not every public sector is a field: evidence from the recent overhaul of the English NHS**

Gore, O., Hammond, J., Bailey, S., Checkland, K. & Hodgson, D., 2018, In : Public Management Review. p. 1-22

DOI: 10.1080/14719037.2018.1503703

### **Institutional work and innovation in the NHS: the role of creating and disrupting**

Checkland, K., Stephen, P., Hodgson, D. & Bailey, S., Oct 2017, *Managing improvement in healthcare: Attaining, sustaining and spreading quality*. McDermott, A., Kitchener, M. & Exworthy, M. (eds.). Palgrave Macmillan Ltd., p. 237-254 17 p. (Organizational behaviour in Health Care).

### **The policy work of piloting: Mobilising and managing conflict and ambiguity in the English NHS**

Bailey, S., Checkland, K., Hodgson, D., McBride, A., Elvey, R., Stephen, P., Rothwell, K. & Pierides, D., Apr 2017, In : Social Science and Medicine.

DOI: 10.1016/j.socscimed.2017.02.002

**Managing modern healthcare: knowledge, networks, practice**

Bresnen, M., Hodgson, D., Bailey, S., Hyde, P. & Hassard, J., 2017, Routledge. 208 p. (Routledge Studies in Health Management)

DOI: 10.4324/9781315658506

**Mobilizing management knowledge in healthcare: institutional imperatives and professional and organizational mediating effects**

Bresnen, M., Hodgson, D., Bailey, S., Hyde, P. & Hassard, J., 2017, In : Management Learning.

DOI: 10.1177/1350507617718257

**Associations between Extending Access to Primary Care and Emergency Department Visits: A Difference-In-Differences Analysis**

Whittaker, W., Anselmi, L., Kristensen, S. R., Lau, Y-S., Bailey, S., Bower, P., Checkland, K., Elvey, R., Rothwell, K., Stokes, J. & Hodgson, D., 6 Sep 2016, In : PL o S Medicine. 13, 9, p. e1002113

DOI: 10.1371/journal.pmed.1002113

**Professionals as knowledge brokers: The limits of authority in healthcare collaboration**

Kislov, R., Hodgson, D. & Boaden, R., 9 Jun 2016, In : Public Administration. 94, 2, p. 472–489

DOI: 10.1111/padm.12227

**Project Managers on the Edge: Liminality and Identity in the Management of Technical Work**

Paton, S. & Hodgson, D., 1 Mar 2016, In : New Technology, Work & Employment.

DOI: 10.1111/ntwe.12056

**Understanding the Professional Project Manager: Cosmopolitans, Locals and Identity Work**

Hodgson, D. E. & Paton, S., 1 Feb 2016, In : International Journal of Project Management. 34, 2, p. 352-364 12 p.

DOI: 10.1016/j.ijproman.2015.03.003

**Management Knowledge and Learning in the UK Healthcare Context: Change and Continuity**

Bresnen, M., Hodgson, D., Bailey, S., Hyde, P. & Hassard, J., Jan 2016, *Proceedings of the Seventy-sixth Annual Meeting of the Academy of Management*.

DOI: 10.5465/AMBPP

**Making Projects Critical 15 years on: A Retrospective Reflection (2001-2016)**

Hodgson, D. E. & Cicmil, S., 2016, In : International Journal of Managing Projects in Business.

DOI: 10.1108/IJMPB-10-2015-0105

**Leadership Talk: From managerialism to leaderism in healthcare after the crash**

Bresnen, M., Hyde, P., Hodgson, D. E., Bailey, S. & Hassard, J., Nov 2015, In : Leadership. 11, 4, p. 451-470 19 p.

DOI: 10.1177/1742715015587039

**Something Old, Something New?: Competing logics and the hybrid nature of new corporate professions**

Hodgson, D. E., Paton, S. & Muzio, D., 1 Oct 2015, In : British Journal of Management. 26, 4, p. 745-759 14 p.

DOI: 10.1111/1467-8551.12105

**Damaged identities: Examining identity regulation and identity work of Gulf project managers**

Cowen, M. & Hodgson, D. E., Oct 2015, In : International Journal of Project Management. 33, 7, p. 1523-1533 10 p.

DOI: doi:10.1016/j.ijproman.2015.06.009

**Management knowledge and situated learning in UK healthcare management**

Bresnen, M., Hodgson, D., Bailey, S., Hyde, P. & Hassard, J., Sep 2015, *The value of pluralism in advancing management research, education and practice*.

**Management knowledge and management learning in UK healthcare: exploring changes and continuities in management practice**

Bresnen, M., Hodgson, D., Bailey, S., Hyde, P. & Hassard, J., Jun 2015, *Uncertainty is a great opportunity*.

**NHS Greater Manchester Primary Care Demonstrator Evaluation**

Anselmi, L., Bailey, S., Bower, P., Checkland, K., Elvey, R., Hodgson, D., Kristensen, S. R., McBride, A., Lau, Y-S., Parkin, S., Rothwell, K., Stokes, J. & Whittaker, W., Jun 2015, Manchester, UK: Collaboration for Leadership in Applied Health and Care Research, Greater Manchester. 210 p.

DOI: 10.13140/RG.2.1.4795.5043

**Institutional change and continuities in management practice and knowledge in UK healthcare**

Bresnen, M., Hodgson, D., Bailey, S., Hyde, P. & Hassard, J., 2015, *Organizations and the examined life: reason, reflexivity and responsibility*.

**Professionals as knowledge brokers: The limits of authority in healthcare collaboration.**

Kislov, R., Hodgson, D. & Boaden, R., 2015, *Academy of Management Proceedings (Meeting Abstract Supplement)*. 11099

DOI: 10.5465/AMBPP.2015.11099abstract

**Informal networking in healthcare management: motivations, tensions and challenges**

Hodgson, D., Bailey, S., Bresnen, M., Hyde, P. & Hassard, J., Aug 2014, *The Power of Words*.

**Leadership Talk: Discourses of Management and Leadership in Healthcare**

Hyde, P., Bresnen, M., Hodgson, D., Bailey, S. & Hassard, J., Aug 2014, *The Power of Words: Academy of Management. Annual Meeting Proceedings*.

DOI: 10.5465/AMBPP.2014.13925abstract

**In search of networked professionalism: Motivations and challenges to emergent networking among healthcare managers**

Hodgson, D., Bailey, S., Bresnen, M., Hyde, P. & Hassard, J., Jul 2014, *host publication*.

**Being a manager, becoming a professional? A case study and interview-based exploration of the use of management knowledge across communities of practice in health-care organisations**

Bresnen, M., Hodgson, D., Bailey, S., Hyde, P. & Hassard, J., Jun 2014, In : *Health Services and Delivery Research*. 14, 2, p. 1-166 165 p.

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**Being a manager, becoming a professional? A case study and interview-based exploration of the use of management knowledge across communities of practice in health-care organisations**

Bresnen, M., Hodgson, D., Bailey, S., Hyde, P. & Hassard, J., May 2014, London: National Institute for Health Research. 166 p. (Health Services and Delivery Research)

**Motivations for and challenges to networking among diverse groups of healthcare managers in the UK National Health Service**

Bailey, S., Hodgson, D., Bresnen, M., Hyde, P. & Hassard, J., Apr 2014, *When health policy meets every day practices*.

**L'organisation en équipes: rupture ou reconfiguration du contrôle?**

Hodgson, D., Briand, L. & Bellemare, G., Feb 2014, *Repenser le Travail: Des Concepts Nouveaux pour les Réalités Transformées*. Quebec, Canada: Presses de l'Université du Québec

**'You've got all these people with all this knowledge and we don't use it': the networking struggle in UK healthcare management**

Bailey, S., Hodgson, D., Bresnen, M., Hyde, P. & Hassard, J., 2014, *Waves and winds of strategic leadership for sustainable competitiveness*.

**Being a Manager, Becoming a Professional? Exploring the Use of Management Knowledge across Communities of Practice in Healthcare Organisations**

Hodgson, DE., Bresnen, M., Bailey, S., Hyde, P. & Hassard, J., 2014, National Institute for Health Research. 138 p. (Health Services and Delivery Research)

**Demonstrator Pilot Evaluation: Interim Report.**

Hodgson, D., Bailey, S., Elvey, R. & Rothwell, K., 2014, NHS England.

**In search of networked professionalism: multiplex practices of networking among healthcare managers**

Hodgson, D., Bailey, S., Bresnen, M., Hyde, P. & Hassard, J., 2014, *Re-imagining, re-thinking, re-shaping: organizational scholarship in unsettled times.*

**Learning from international development projects: Blending Critical Project Studies and Critical Development Studies**

Ika, L. A. & Hodgson, D., 2014, In : International Journal of Project Management. 32, 7, p. 1182-1196 14 p.  
DOI: 10.1016/j.ijproman.2014.01.004

**The price of corporate professionalisation: Analysing the corporate capture of professions in the UK**

Paton, S., Hodgson, D. & Muzio, D., Nov 2013, In : New Technology, Work and Employment. 28, 3, p. 227-240 13 p.  
DOI: 10.1111/ntwe.12014

**CoPs and Robbers: Taking and making management in UK healthcare**

Hodgson, DE., Bailey, S., Bresnen, M., Hyde, P. & Hassard, J., Aug 2013, In : Academy of Management. Annual Meeting Proceedings. 2013, Supplement, 15662.  
DOI: 10.5465/AMBPP.2013.15662abstract

**Cosmopolitans, Lifers and Liminality: Identity Work in Project Management**

Hodgson, DE. & Paton, S., Jul 2013, *host publication.*

**Enabling managers to emerge as leaders? Exploring changing patterns of healthcare management in the UK**

Hyde, P., Bresnen, M., Hodgson, D., Bailey, S. & Hassard, J., Jul 2013, *Democratising Management: 13th European Academy of Management.*

**Cosmopolitans or lifers? Identity work and the Professional Project Manager.**

Hodgson, DE. & Paton, S., Jun 2013, *host publication.*

**Controlling the uncontrollable: 'Agile' teams and illusions of autonomy in creative work**

Hodgson, D. & Briand, L., Apr 2013, In : Work, Employment and Society. 27, 2, p. 308-325 17 p.  
DOI: 10.1177/0950017012460315

**CoPs and robbers: making and taking management in UK healthcare**

Bailey, S., Bresnen, M., Hodgson, D., Hyde, P. & Hassard, J., 2013.

**CoPs and robbers: making and taking management in UK healthcare**

Bailey, S., Bresnen, M., Hodgson, D., Hyde, P. & Hassard, J., 2013, *Democratising Management.*

**'The ground beneath my feet': Projects, project management and the intensified control of R&D engineers**

Gleadle, P., Hodgson, D. & Storey, J., Nov 2012, In : New Technology, Work and Employment. 27, 3, p. 163-177 14 p.  
DOI: 10.1111/j.1468-005X.2012.00286.x

**Project Managing R&D Engineers: Assent and Recalcitrance**

Gleadle, MPR., Hodgson, DE. & Storey, J., Jul 2011, *host publication.*

**Towards corporate professionalization: The case of project management, management consultancy and executive search**  
Muzio, D., Hodgson, D., Faulconbridge, J., Beaverstock, J. & Hall, S., Jul 2011, In : *Current Sociology*. 59, 4, p. 443-464  
21 p.  
DOI: 10.1177/0011392111402587

**Agile Projects and the Spirit of Modern Capitalism: The (Post) Bureaucratic Promise of New Project Management**  
Hodgson, DE. & Briand, L., May 2011, *host publication*.

**Great expectations and hard times: The paradoxical experience of the engineer as project manager**  
Hodgson, D., Paton, S. & Cicmil, S., May 2011, In : *International Journal of Project Management*. 29, 4, p. 374-382 8 p.  
DOI: 10.1016/j.ijproman.2011.01.005

**Controlling the Uncontrollable: Agile Teams and Illusions of Autonomy in Creative Work**  
Briand, L. & Hodgson, DE., Feb 2011, *host publication*.

**Prospects for Professionalism in Project Management**  
Hodgson, DE. & Muzio, D., Feb 2011, *The Oxford Handbook of Project Management*. Morris, P. W. G., Pinto, J. & Soderland, J. (eds.). Oxford: Oxford University Press, p. 107-132 26 p. (Oxford Handbooks in Business and Management).  
DOI: 10.1093/oxfordhb/9780199563142.003.0005

**Towards a Critical Perspective in International Development Project Management**  
Hodgson, DE. & Ika, L., 14 Jan 2010, *host publication*.

**Who am I and what am I doing here?: Becoming and being a project manager**  
Paton, S., Hodgson, D. & Cicmil, S., 1 Jan 2010, In : *Journal of Management Development*. 29, 2, p. 157-166 9 p.  
DOI: 10.1108/02621711011019297

**Lost in Transition: Exploring the Route from Engineer to Project Manager**  
Hodgson, DE., Paton, S. & Cicmil, S., 2010, *host publication*.

**Project Management Behind the Facade**  
Cicmil, S., Hodgson, D., Lindgren, M. & Packendorff, J., 1 May 2009, In : *ephemera: theory and politics in organization*. 9, 2, p. 78-92 15 p.

**By Any Means Necessary? Ethnographic Access, Ethics and the Critical Researcher**  
Alcadipani, R. & Hodgson, D., Jan 2009, In : *TAMARA: Journal of Critical Postmodern Organization Science*. 7, 3/4, p. 127-146 20 p.

**Towards Corporate Professionalization: The Case of Management Consultancy and Project Management**  
Muzio, D. & Hodgson, D. E., Mar 2008, *host publication*.

**The Other Side of Projects: The case for critical project studies**  
Hodgson, D. & Cicmil, S., 2008, In : *International Journal of Managing Projects in Business*. 1, 1, p. 142 - 152-142 - 152  
DOI: 10.1108/17538370810846487

**By Any Means Necessary? Ethnography, Ethics and the Critical Researcher**  
Alcadipani, R. & Hodgson, D. E., Aug 2007, *host publication*.

**Risks of Innovation in Management Education: Introducing a critical management perspective onto a project management MBA elective**  
Cicmil, S. & Hodgson, D. E., Jul 2007, *host publication*.

**The politics of standards in modern management: Making 'the project' a reality**

Hodgson, D. & Cicmil, S., May 2007, In : Journal of Management Studies. 44, 3, p. 431-450 19 p.  
DOI: 10.1111/j.1467-6486.2007.00680.x

**The New Professionals: professionalisation and the struggle for occupational control in the field of project management**

Hodgson, D. E., Muzio, D. (ed.), Ackroyd, S. (ed.) & Chanlat, J. F. (ed.), 2007, *Redirections in the Study of Expert Labour: Medicine, Law and Management Consultancy*. Palgrave Macmillan Ltd.

**Exploring the role of formal bodies of knowledge in defining a profession - The case of project management**

Morris, P. W. G., Crawford, L., Hodgson, D., Shepherd, M. M. & Thomas, J., Nov 2006, In : International Journal of Project Management. 24, 8, p. 710-721 11 p.  
DOI: 10.1016/j.ijproman.2006.09.012

**From projectification to programmification**

Maylor, H., Brady, T., Cooke-Davies, T. & Hodgson, D., Nov 2006, In : International Journal of Project Management. 24, 8, p. 663-674 11 p.  
DOI: 10.1016/j.ijproman.2006.09.014

**Rethinking Project Management: Researching the actuality of projects**

Cicmil, S., Williams, T., Thomas, J. & Hodgson, D., Nov 2006, In : International Journal of Project Management. 24, 8, p. 675-686 11 p.  
DOI: 10.1016/j.ijproman.2006.08.006

**Understanding Knowledge and Skills used in Project Management Practice**

Cicmil, S. & Hodgson, D. E., Oct 2006, *host publication*.

**Ethnographic Styles of Enquiry: Rethinking Objects, Timing and Access**

McLean, C., Hodgson, D. E. & Alcadipani, R., Sep 2006, *host publication*.

**New Possibilities for Project Management Theory: A Critical Engagement**

Cicmil, S. & Hodgson, D. E., Aug 2006, In : Project Management Journal. 37, 3, p. 111-122 11 p.

**'I Don't Work for the CIA': Ethical issues in the negotiation and maintenance of access in ethnographic research**

Alcadipani, R. & Hodgson, D. E., Jul 2006, *host publication*.

**New Possibilities for Project Management Theory: A critical engagement**

Hodgson, D. & Cicmil, S., Jul 2006.

**Are Projects Real? The PMBOK and the Legitimation of Project Management Knowledge**

Hodgson, D. E. & Cicmil, S., 2006, *Making Projects Critical*. Palgrave Macmillan Ltd.

**Making Projects Critical**

Hodgson, D. & Cicmil, S., 2006, Basingstoke: Palgrave Macmillan Ltd.

**Making Projects Critical: an Introduction**

Hodgson, D. E. & Cicmil, S., 2006, *Making Projects Critical*. Palgrave Macmillan Ltd.

**'Putting on a professional performance': Performativity, subversion and project management**

Hodgson, D., Jan 2005, In : Organization. 12, 1, p. 51-68 17 p.  
DOI: 10.1177/1350508405048576

**Introduction: New Organisational Thinking**

Hassard, J. & Hodgson, D. E., 2005, In : *Organization: the Critical Journal of Organization, Theory and Society*. 12, 1  
DOI: 10.1177/1350508405048573

**Knowledge, Action and Reflection in Management Education: The case of project management**

Hodgson, D. & Cicmil, S., 2005, In : *BBS Teaching and Research Review*. 7

**Project Work: The Legacy of Bureaucratic Control in the Post-Bureaucratic Organization**

Hodgson, D. E., Jan 2004, In : *Organization*. 11, 1, p. 81-100 19 p.  
DOI: 10.1177/1350508404039659

**Are Project Real? Reconstructing the Foundations of Project Governance**

Hodgson, D. & Cicmil, S., 2004, *Academy of Management Conference*.

**Knowledge, Action and Reflection in Management Education: The case of project management**

Hodgson, D. & Cicmil, S., 2004, *20th EGOS Colloquium*.

**Management Knowledge and the New Employee**

Hodgson, D. & Carter, C., 2004, Ashgate Publishing .

**Problematising Discourse Analysis: can we talk about management knowledge?**

Hodgson, D. E., Ball, K. S. & Carter, C. (ed.), 2004, *Knowledge and the New Employee*. Ashgate Publishing

**'Taking it like a man': Masculinity, subjection and resistance in the selling of life assurance**

Hodgson, D., Jan 2003, In : *Gender, Work and Organization*. 10, 1, p. 1-21 20 p.  
DOI: 10.1111/1468-0432.00001

**Setting the Standards: The construction of 'the project' as an organisational object**

Hodgson, D. & Cicmil, S., 2003, *3rd Critical Management Studies Conference*.

**Disciplining the professional: The case of Project Management**

Hodgson, D., Sep 2002, In : *Journal of Management Studies*. 39, 6, p. 803-821 18 p.  
DOI: 10.1111/1467-6486.00312

**A 'Professional Performance': subjection, subversion and performativity among knowledge workers**

Hodgson, D. E., Jul 2002, *18th EGOS Colloquium*.

**Know Your Customer: Marketing, Governmentality and the 'New Consumer' of Financial Services**

Hodgson, D. E., 2002, In : *Management Decision*. 40, 4  
DOI: 10.1108/00251740210426312

**Empowering Customers Through Education? Or Governing Without Government**

Hodgson, D. E., Sturdy, A. (ed.), Grugulis, I. (ed.) & Willmott, H. (ed.), 2001, *Customer Service: Empowerment and Entrapment*. London: Palgrave Macmillan Ltd.

**Knowing Your Limits: organisation studies and discourse analytic technologies**

Hodgson, D. & Ball, K. S., 2001, *2nd Critical Management Studies Conference*.

**Performativity and Professionalisation: becoming what you are**

Hodgson, D. E., 2001, *ESRC Workshop on New Organisational Thinking*.

**Project Teams: the legacy of bureaucratic control in the post-bureaucratic organisation**

Hodgson, D. E., 2001, *17th EGOS Colloquium*.

**Discourse, Discipline and the Subject: a Foucauldian analysis of the UK financial services industry**  
Hodgson, D. E., 2000, Ashgate Publishing .

**The Strange Death of the Professional Engineer: interpreting the case of CoastElectric**  
Hodgson, D., Carter, C. & Crowther, D., 2000, *18th Annual Labour Process Conference*.

**Managerial Discourse and Discipline in Financial Services: the case of project management**  
Hodgson, D. E., 1999, *15th EGOS Colloquium*.

**The Making of the 'Born Salesman': resistance and the operation of technologies of identity construction in the control of a financial salesforce**  
Hodgson, D. E., 1999, *17th International Labour Process Conference*.

**The Influence of IT on the Human Resources Strategies of Service Organisations**  
Hodgson, D. E., 1997, *12th Workshop on Strategic HRM*.

**Babies and Bathwater: is there a place for Foucault in labour process theory?**  
Hodgson, D. E., 1996, *14th International Labour Process Conference*.

**Muddying the Waters? A Critical Look at the Implementation of New Technology**  
Hodgson, D. E., 1996, *British Academy of Management (BAM) Annual Conference*.

## Activities

### Prizes

**PMI Research Achievement Award 2017**  
Damian Hodgson (Recipient), 13 Jul 2017

## Awards

## Impacts

## Editorships

Member of Editorial Board - Work, Employment and Society  
Member of Editorial Board - New Technology, Work and Employment

## External Links

Visiting fellow at the University of Sydney (7 months, July 2007-January 2008) and at the Royal Institute of Technology in Stockholm, Sweden (1 month, May 2007). In 2009, I was also the annual invited research fellow at CRISES research institute, Quebec, Canada. Member of review panel of the university research evaluation at Mälardalen University, Sweden (May 2014).

Currently external examiner at the University of Nottingham and Lancaster University. Previously external examiner at the University of Bristol, Loughborough University, Newcastle University and Cranfield University. External examiner for 7 doctorates at University of Newcastle-upon-Tyne, Lancaster University, the University of Sydney, and others.