

## Industrial Marketing Management Megaproject

Strategic Project Organizing takes a unique approach to project management. By placing emphasis on the strategic and organizational aspects of projects and their leadership, this balanced text guides the reader through the organizational challenges of enabling positive change.

The performance of megaprojects is questionable, and a large percentage of them fail in one dimension or another. The challenges that contribute to these failures are known. Then why do these projects still fail at a high rate? *Leading Megaprojects: A Tailored Approach* examines the challenges facing megaprojects and, more importantly, successes in delivering megaprojects. To close the performance gaps in megaproject deliveries, the book presents a customizable model that professionals and organizations can use to increase the chance of successful project delivery. To illustrate the model, it uses examples and case studies, primarily from capital projects, with engineering and construction components. The book also explains how the approach can be applied to all projects, regardless of industry or domain. The book emphasizes the role of leadership because it takes the point of view that megaprojects cannot be successful without great leadership due to their massive size, complexity, number of parties and stakeholders involved, and cost, among other vital factors. Leaders can define the path for a megaproject to guide seasoned managers and project managers to successful closure. The tailored approach is based on a stage-gate project life cycle model, which covers projects from concept to success. However, it is not limited to a purist form of traditional project management. It is a tailored methodological approach, with an emphasis on leading the work, end-to-end, at the project level, along with the management of every stage of the project. Also, it presents the integration of the business, product delivery, and operations management into a cohesive approach. The book concludes with an in-depth simulation showing how the model is can be tailored to deliver a megaproject successfully. Provides a unique overview of supply chain management (SCM) concepts, illustrating how the methodology can help enhance construction industry project success This book provides a unique appraisal of supply chain management (SCM) concepts brought together with lessons from industry and analysis gathered from extensive research on how supply chains are managed in the construction industry. The research from leading international academics has been drawn together with the experience from some of the industry's foremost SCM practitioners to provide both the experienced researcher and the industry practitioner a thorough grounding in its principles, as well as an illustration of SCM as a methodology for enhancing construction industry project success. The new edition of *Successful Construction Supply Chain Management: Concepts and Case Studies* incorporate chapters dealing with Building Information Modelling, sustainability, the ' Demand Chain' in projects, the link between self-organizing networks and supply chains, decision-making, ' Lean, ' and mega-projects. Other chapters cover risk transfer and allocation, behaviors, innovation, trust, supply chain design, alliances, and knowledge transfer. Supply Chain Management techniques have been used successfully in various industries, such as manufacturing and food processing, for decades Fully updated with new chapters dealing with key construction industry topics such as BIM, sustainability, the ' Demand Chain' in projects, ' Lean, ' mega-projects, and more Includes contributions from well established academics and practitioners from Network Rail, mainstream construction, and consultancy Illustrates how SCM methodologies can be used to enhance construction industry project success *Successful Construction Supply Chain Management: Concepts and Case Studies* is an ideal book for postgraduate students at MSc and PhD level studying the topic and for all construction management practitioners.

Dans un contexte mondial en mutation, le champ du management international connaît un intérêt marqué auprès des dirigeants d'entreprises, des enseignants-chercheurs et des étudiants. Les multiples défis liés à l'internationalisation des activités invitent à la (re)lecture des travaux portant sur le management international. L'ambition de cet ouvrage est de présenter les contributions des grands auteurs de ce champ aux lecteurs francophones. Composé de vingt chapitres, le livre est structuré autour de quatre thématiques : (1) les dynamiques d'internationalisation, (2) le choix des modalités d'implantation, (3) l'organisation et le management des entreprises multinationales et (4) les cultures nationales et la mondialisation. L'ouvrage a été rédigé par les membres de l'axe « Management International » du

Centre de Recherche Magellan (équipe d'accueil n° 3713) de l'IAE Lyon, Université Jean Moulin Lyon 3 et du réseau Atlas/AFMI (Association Francophone de Management International).

Foreign Operation Methods

Relationship Management and the Management of Projects

Handbuch Dienstleistungsmanagement

Creating a Sustainable Social Ecology Using Technology-driven Solutions

Procuring Complex Performance

Reflections on Personal Life Stories

Businesses consistently work on new projects, products, and workflows to remain competitive and successful in the modern business environment. To remain zealous, businesses must employ the most effective methods and tools in human resources, project management, and overall business plan execution as competitors work to succeed as well. *Advanced Methodologies and Technologies in Business Operations and Management* provides emerging research on business tools such as employee engagement, payout policies, and financial investing to promote operational success. While highlighting the challenges facing modern organizations, readers will learn how corporate social responsibility and utilizing artificial intelligence improve a company's culture and management. This book is an ideal resource for executives and managers, researchers, accountants, and financial investors seeking current research on business operations and management.

*Megaproject Leaders* brings together 18 prominent academics who interviewed 16 great megaproject leaders originating from 10 different countries. Based on a reflective methodological approach, these chapters investigate the managing of megaprojects from a human perspective, identify new trends in the managing of megaprojects and identify lessons learned from the personal views of the interviewees. The novel ideas presented will appeal to academics, practitioners and university students.

*Safety Science Research: Evolution, Challenges and New Directions* provides a unique perspective into the latest developments of safety science by putting together, for the first time, a new generation of authors with some of the pioneers of the field. Forty years ago, research traditions were developed, including, among others, high-reliability organisations, cognitive system engineering or safety regulations. In a fast-changing world, the new generation introduces, in this book, new disciplinary insights, addresses contemporary empirical issues, develops new concepts and models while remaining critical of safety research practical ambitions. Their ideas are then reflected and discussed by some of the pioneers of safety science. Features Allows the reader to discover how contemporary safety issues are currently framed by a new generation of researchers, brought together for the first time Includes an introduction and guide to the development of safety science over the last four decades Features an extraordinary collection of expert contributors, including pioneers of safety research, reflecting the evolution of the discipline and offering insightful commentary on the current and future state of the field Serves as an invaluable reference and guide for safety professionals and students from any established disciplines such as sociology, engineering, psychology, political science or management as well as dedicated safety programmes Some figures in the eBook are in colour Facilitates discussion about project-based organizations (PBOs) and how they increasingly pervade business dimensions, from R&D and new product development, to the production of complex capital goods and implementation of organizational change across very different industries such as management consulting, engineering or entertainment.

Market Management and Project Business Development

Routledge Handbook of Integrated Project Delivery

Studies of Innovation in Product-Service Management

Theoretical Extensions and an Application to the Study of MNC Subsidiary Ownership

Megaproject Leaders

Successful Construction Supply Chain Management

"Leading companies that are positioning themselves for the future rather than the present are asking the project managers to participate in project selection, scoping, and estimation as well as management. Delivering Exceptional Project Results offers a glimpse into the future role of the project manager." —Harold Kerzner, Ph.D., Best-selling Author, Professor Emeritus, Baldwin-Wallace College "I really enjoyed reading this book. The chapters, full of valuable insights well beyond the typical project management presentations, are introduced with diverse and engaging historic case examples. Executives will find the latter part of the book particularly valuable as new solutions are offered for those seemingly intractable problems within project portfolio management." —R. Max Wideman, Fellow PMI, AEW Services and Management Consulting "Delivering Exceptional Project Results is a definite must read for any executive, functional director or project manager. The author clearly demonstrates how to deliver successful products and services by employing proper project selection, scoping and management techniques. This book provides you with practical, hands-on tools and techniques that can be deployed on your own projects right away." —Matt Walters, Director of Technology, Tyze Personal Networks This unique "how to" implementation guide unifies project management, portfolio management, and requirements engineering into one proven, comprehensive best practice framework to help organizations deliver exceptional project results on a consistent basis. It explains best practices for assessing project value, categorizing and prioritizing projects, balancing portfolio mix, determining and managing project pipeline throughput capacity, and aligning strategy to maximize results and minimize risks. Delivering Exceptional Project Results transcends differences in the various "types" of project management, such as traditional or agile, and focuses on economic principles, methodologies, skills, tools, and techniques that can be applied successfully at companies in any industry. It also includes six downloadable templates for documenting project charters, plans, meeting minutes, change requests, status reports, and

summary/lessons learned reports — available from the Web Added Value™ Download Resource Center at [www.jrosspub.com](http://www.jrosspub.com)

Marketing is about placing a new product or service into the market. Projects are about delivering new products and services. The merger of these two fields holds great promise for delivering value to organizations and their clients. Project managers can serve many markets ranging from investors who fund projects to that of clients who use new products and services. Marketing Projects is a guide for helping project managers have projects funded or deliver value to end users. It is also a guide for marketing managers new to the world of project management. The book begins by presenting the basics of both marketing and project management and highlights the aspects that are unique and relevant to both areas. It then explores marketing project feasibility and presents tools for assessing feasibility, which include the 6Ps of project management strategy: The project 4Ps: plan, processes, people, and power PRO: pessimistic, realistic, and optimistic scenarios POVs: points of vulnerability POE: point of equilibrium POW: product, organization, and work breakdown structures PWP: work psychodynamics This book illustrates how to use these tools to market new projects to potential sponsors and investors. It then explores marketing projects to end users. Crucial to the success of projects are the relationships between project managers and clients and the way marketing experts implement their strategies. This book explains how project managers can develop meaningful relationships with clients to foster trust and have positive interactions. Project managers excel at managing the processes for delivering new products and services. Marketers are keenly aware of latent, or unconscious needs, as well as those developing and emerging, and can provide project promoters and managers with exciting ideas. This book will help improve the mutual understanding between marketing and project managers, an effort ultimately benefiting end users, whether they be investors or customers. A better work atmosphere and a closer fit between marketing and project management objectives can only serve the interests of investors and end users, for whom marketers and project managers conceive and realize projects, one way or the other.

As advancements in technology continue to influence all

facets of society, its aspects have been utilized in order to find solutions to emerging ecological issues. Creating a Sustainable Ecology Using Technology-Driven Solutions highlights matters that relate to technology driven solutions towards the combination of social ecology and sustainable development. This publication addresses the issues of development in advancing and transitioning economies through creating new ideas and solutions; making it useful for researchers, practitioners, and policy makers in the socioeconomic sectors.

For too long, business has focused on short-term cost advantages through low-cost country sourcing with little regard for the longer-term implications of global sustainability. Purchasing and Supply Chain Management, Second Edition, not only fully addresses the environmental, social and economic challenges of how companies manage purchasing and supply chains, but also delves deeper into emerging areas such as modern slavery, digital technologies and circular supply chains. In addition to explaining the basic principles and processes of both purchasing and supply chain management, the book evaluates how to develop strategic and sustainable purchasing and supply chain management. Our key message is that purchasing and supply chain management needs to focus on value creation rather than cost cutting. This requires the development of new purchasing and supply chain models that involve circular supply structures, supply chain transparency and collaboration with new stakeholders in traditional sourcing and supply chain settings. Aimed at students, educators and practitioners the book integrates sustainability into each chapter as a core element of purchasing and supply chain management. This second edition incorporates new examples and case studies from industry throughout, striking a balance between theoretical frameworks and guidelines for implementation in practice.

Strategic Project Organizing

Safety Science Research

Megaproject Management

Construction Logistics in a City Development Setting

Advanced Methodologies and Technologies in Business

Operations and Management

Investment Decision Making in Real Estate Development

**Florian C. Kleemann analysiert die beschaffungsseitigen Beziehungen**

zwischen systemintegrierenden Anbietern komplexer, ggf. ergebnisorientierter Leistungsbündel, und deren Lieferanten. Die anhaltende Verschlankung von Unternehmen führt dazu, dass vermehrt Komplettlösungen aus Gütern und Dienstleistungen („Komplexe Leistungsbündel“) beschafft werden. Anbieter solcher Leistungsbündel stehen vor zahlreichen Herausforderungen in der Leistungserbringung und greifen umfassend auf Lieferanten zurück. Mit speziellem Fokus hierauf vereint der Autor empirische Befunde, systematische konzeptionelle Analysen und praxisorientierte Handlungsempfehlungen für eine umfassende Perspektive auf „PBC SRM“.

*Innovation and technological capability are pivotal driving forces behind economic growth. This book synthesizes existing knowledge on technology upgrading failures to better understand the challenges of technology upgrading in emerging economies in an increasingly complex and connected world.*

*What is a project? How are projects organized to deal with a complex, rapidly changing, and uncertain world? Why are projects the organization of the future? A project is a temporary organization and one-time process established to achieve a desired outcome. Projects range in size from small teams to large international joint-ventures and temporary coalitions of public and private organizations. What distinguishes projects from all other organizational activities - such as mass produced products and services - is that a project is finite in duration, lasting from hours, days, or weeks to years, and in some cases decades. Each project is disposable. It brings together people and resources to accomplish a goal and when the goal is accomplished, the organization disappears. When projects are complex, unpredictable, and changing, their plans have to be flexible and able to adjust to situations that cannot be foreseen at the outset. In this Very Short Introduction Andrew Davies looks at how projects have developed since the industrial revolution to create the human-built world in which we live, work, and play. Considering some of our greatest endeavours such as the Erie Canal, Apollo Moon landing, Japanese product development, and Chinese ecocity projects, Davies identifies how projects are organized and managed to design and produce large and complex systems, cope with fast changing conditions, and deal with the immense uncertainties required to create breakthrough innovations in products and services. He concludes by considering how projects could be organized to address the challenges facing the post-industrial society of the 21st century. ABOUT THE SERIES: The Very Short Introductions series from Oxford University Press contains hundreds of titles in almost every subject area. These pocket-sized books are the perfect way to get ahead in a new subject quickly. Our expert authors combine facts, analysis, perspective, new ideas, and enthusiasm to make interesting and challenging topics highly readable.*

*The book investigates the various aspects characterizing Megaprojects from numerous perspectives and by integrating different disciplines: engineering, economics, business organization, human resource management, law, etc. It represents the first output of MeRIT (the*

**Megaproject Research Interdisciplinary Team), and focuses on the intrinsic and unavoidable complexity of Megaprojects. The chapters have intentionally not been standardized, and humanistic topics are not separated from technical ones: this way of reading and interpreting Megaprojects through the cross-pollination of various disciplines reflects the MeRIT approach. Addressing the complexity involved in Megaprojects requires the use of a hermeneutic circle of sorts: understanding the project as a whole is achieved by referring to the specific parts, while each part can only be understood in relation to the whole. This circular approach appears to be the only one applicable to Megaprojects: no final destination, no final synthesis can be achieved. This volume consists of eight chapters written by researchers in law, economics, sociology, business organization, engineering, architecture and landscaping. The topics covered will be relevant to researchers, practitioners involved in the development of Megaprojects, and policymakers at the EU level.**

**Optimum Decision Making in Asset Management**

**The Management of Projects**

**Industrial Megaprojects**

**Real-time Strategy and Business Intelligence**

**The Challenges of Technology and Economic Catch-Up in Emerging Economies**

**A Dynamic Systems Approach**

***Relationship Management and the Management of Projects is a guide to successfully building and managing relationships as a project manager and in the project business. Relationship management is a core skill for any project business to develop capabilities and manage the interface with projects, providing guidance to project managers as they negotiate with business partners and coordinate between business functions. Whatever the structures and procedures an organization has and whatever the project management tools and techniques, they are only as good as the hands they are in. Yet relationship management, though a well-established discipline, is rarely applied to the process-driven world of project management. This book is a much-needed guide to the process of enhancing these skills to boost firm performance, team performance and develop collaborative practices. Hedley Smyth guides you through the processes of relationship management examining the theory and practice. This book highlights the range of options available to further develop current practices to ensure a successful relationship management in all stages of a project's lifecycle.***

***Relationship Management and the Management of Projects is valuable reading for all students and specialists in project management, as well as project managers in business, management, the built environment, or indeed any industry.***

***Adopting a critical realist position, this book renders transaction cost economics (TCE) into a behavioral theory of organizational decision-making by foregrounding psychological processes and introducing and integrating with effectuation theory. Consistent with its behavioral agenda, the book introduces the concept of uncertainty controllability and provides a clearer conceptualization and a novel modeling strategy of bounded rationality based on the conceptual separation of cognitive bounds from psychological 'rationalizing.' The book inspires new insights into the significance of cultural distance (CD). Based on the understanding that culture is socially-extended cognition, the author re-conceptualizes CD as reflecting cognitive bounds, and uses the biases arising from CD to contextualize effectuation***

*and deepen the flat ontology of both TCE and effectuation theory. The book presents a full two-sided behavioral framework of organizational decision-making, with behavioral TCE and behavioral real options theory complementing each other to complete the full behavioral picture. Both sides are further linked to organizational learning, which reduces biases over time and thus drives governance structures toward more rational directions. The full framework uses prospect theory as the overarching theory that determines which side of the behavioral framework is relevant for the uncertainty of concern based on the different problem frames resulting from different degrees of uncertainty controllability. Because effectuation can take place on both sides of the framework based on competing risk logics, prospect theory serves to harmonize inconsistencies in the effectuation literature as a side note. This book applies the behavioral TCE side of the framework to the study of MNC subsidiary ownership decision-making process using a dataset of over 10,000 Japanese subsidiaries founded in 43 host countries. It concludes with a discussion of implications and future directions for TCE in general and international business in particular.*

*"This book describes balanced leadership in projects. Based on an award winning global program of research studies on leadership reality in projects, this book shows that leadership changes constantly and is not as static as existing literature may suggest. Instead, leadership in projects is dynamically shifted between project managers, individual team members, and subteams, all balanced in situational contingency. Their leadership may be exercised through a vertical, horizontal, shared, or distributed leadership approach. However, it is balanced leadership that ensures the best suitable leadership approach is used in any given situation. For that, the book presents a project-specific leadership approach called horizontal leadership, a theory of balanced leadership, and the five building blocks that enable balanced leadership. These are nomination of team members, identification of potential leaders, selection and empowerment of leaders, empowered leadership and its governance, as well as leadership transition. Emphasis is also given to the coordination of these building blocks through the socio-cognitive space, shared by project manager and team. The book finishes with three real-life case studies that exemplify how balanced leadership unfolds in projects"--*

*With the current urbanization trend, there is an increased need for city development, i.e. to build apartment buildings, hospitals, schools and infrastructure in cities and urban areas to meet the rising demands. At the same time, land is increasingly seen as a finite resource. This has led to the regeneration of decommissioned industrial-use land for development purposes. This means that multiple individual construction projects are being built in the same or nearby areas during the same time-period. However, the end products of construction projects are produced at their place of consumption, which means that large quantities of materials and resources need to be delivered to, and removed from, each construction site. This leads to new transport flows being created in connection to city development. These transport flows need to be coordinated to ensure efficient construction productivity and reduce the transports' environmental and social impact on the urban transport system. At the same time, it is important to ensure that construction sites can be managed from a logistics perspective without impairing efficiency due to the challenges of building in urban environments. One way of managing logistics to and from construction projects in city development is through so-called construction logistics setups (CLS). However, the implementation of CLS's affect many different stakeholders and the interorganizational relationships between them. The implementation of CLS's therefore faces three challenges; management of transport to and from construction sites, management of logistics at construction sites, and managing the*

*interorganizational relationships amongst construction project stakeholders. The development of CLS's is often undertaken by mimicking previous setups as there is currently no guiding procedure for developing and implementing CLS's. To reduce the ad hoc approach to developing and implementing CLS's, the purpose of this dissertation is to propose a framework for developing construction logistics setups. The purpose is fulfilled with the aid of the following four research questions: RQ1: Taking the perspectives of different stakeholders', why are CLS's implemented? RQ2: What type of CLS services are offered? RQ3: How can performance effects of CLS's be measured? RQ4: How do CLS's affect the identified challenges of managing the transports to and from construction sites, managing logistics at construction sites, and managing the interorganizational relationships amongst construction project stakeholders? To answer the research questions, three main methodologies have been used; literature reviews to inform the background of the studies and develop analytical frameworks, and case study and Delphi research for the empirical studies. In fulfilling the research purpose, the findings of this dissertation suggests that when developing a CLS, three activities need to be considered; 1. setting the scope of the CLS, 2. deciding on the structure of the CLS, and 3. managing the interorganizational relationships of the CLS. These activities are the foundation of the developed framework. The contents of the activities were derived through the research questions. When answering RQ1, it was found that contractors implement CLS's to ensure construction productivity, developers implement CLS's to reduce disturbances to businesses and residents nearby, and municipalities implement CLS's to reduce disturbances to third-parties and to reduce the impact from construction logistics on the urban transport system. These stakeholder drivers for implementing CLS's will impact the scope of the CLS. Furthermore, the scope of the CLS was found to be dependent on both the contextual considerations of the CLS in terms of physical context at site and in terms of what is being built, as well as the organizational context in terms of what stakeholders are part of the project, where in the hierarchy the CLS is located, and what level of mandate the CLS has. The scope will also set the terms for how transports are managed through the CLS. If for instance there is limited space at site, this can imply that time-planned deliveries are favoured. In answering RQ2, it was found that as a consequence of what transport management approach is chosen, the structure of the CLS will differ. This dissertation shows that asset-based setups are similar to traditional logistics outsourcing and TPL in which physical distribution services are offered. Non-asset based services on the other hand act more as supply chain orchestrators similar to fourth-party logistics service providers. In these cases, supplied services are aimed more at ensuring that the right services and capabilities can be procured for the CLS. One value-adding service that was found crucial to include in CLS's is a joint booking and planning system. Having this type of support systems will allow the CLS to coordinate the different stakeholders connected to the CLS. Related to the structure of the CLS, RQ3 suggest that performance needs to be monitored for deliveries, on-site logistics, and the coordination of logistics activities on and off site. The performance monitoring needs to be developed from a logistics point-of-view, taking into consideration the different stakeholders' perspectives. Finally, in answering RQ4, it was found that a CLS can affect the identified challenges positively. In essence, a CLS aims at managing construction logistics and if developed and implemented from this notion, transports to and from site as well as on-site logistics management can become more efficient. Additionally, the dissertation shows that CLS's can help in managing the interorganizational relationships within the construction project(s). However, this builds on the notion of having*

*well-developed and communicated service offerings and regulations, e.g. through business and governance models. It was also found that the activities of the framework are interrelated and dependent on one another, suggesting that developing construction logistics setups is an iterative process. The proposed framework should thus be seen as a guideline for how to develop the setup, allowing for adaptations of the setup to the context for which it is developed. Med pågående urbaniseringstrend finns det ett ökat behov av att bygga bostadshus, sjukhus, skolor och infrastruktur i stadsområden för att möta de ökande behoven. Samtidigt ses mark allt mer som en ändlig resurs. Detta har lett till att avvecklad industriell mark tas i anspråk för förtätning och storskaliga stadsutvecklingsprojekt där flera enskilda byggprojekt byggs i närliggande områden under samma tidsperiod. Byggprojekt produceras dock på konsumtionsplatsen vilket innebär att stora mängder material och resurser måste levereras till och tas bort från varje byggarbetsplats. Detta leder i sin tur till att nya transportflöden skapas i samband med stadsutveckling. Dessa måste samordnas för att säkerställa effektiv byggproduktion samtidigt som transporterens miljömässiga och sociala påverkan på det urbana transportsystemet kan minskas. Samtidigt är det viktigt att byggarbetsplatserna kan hanteras ur ett logistikperspektiv utan försämrad effektivitet på grund av det urbana läget. Ett sätt att hantera logistiken till och från byggprojekt inom stadsutveckling är genom så kallade bygglogistiklösningar (BLL). Dock påverkar införandet av BLL många olika intressenter och de interorganisatoriska relationer dem emellan. Införandet av BLL ställs därför inför tre utmaningar; att hantera transporter till och från byggprojekt, att hantera logistiken på byggarbetsplatser och att samordna de interorganisatoriska relationerna mellan byggprojektets intressenter. Utvecklandet av BLL utgår ofta från tidigare lösningar då det i nuläget saknas riktlinjer för hur man kan utveckla och implementera lösningarna. För att minska den här ad hoc-strategin för utvecklandet av BLL är syftet med denna avhandling att föreslå ett ramverk för att utveckla bygglogistiklösningar. Syftet uppnås med hjälp av följande forskningsfrågor: FF1: Utifrån olika intressenters perspektiv, varför implementeras bygglogistiklösningar? FF2: Vilken typ av bygglogistiktjänster erbjuds? FF3: Hur kan bygglogistiklösningars prestanda mätas? FF4: Hur påverkas de tre identifierade utmaningarna av implementeringen av bygglogistiklösningar? Hur påverkar bygglogistiklösningar de identifierade utmaningarna med att hantera transporter till och från byggprojekt, att hantera arbetsplatslogistiken och att samordna de interorganisatoriska relationerna mellan byggprojektets intressenter? För att besvara forskningsfrågorna har tre huvudmetoder använts; litteraturgranskningar för studiernas bakgrund och att utveckla analytiska ramverk, och fallstudieforskning och Delphi-forskning för de empiriska studierna. I uppfyllandet av syftet föreslår avhandlingen att tre aktiviteter måste övervägas när man utvecklar en BLL; 1. fastställa omfattningen av BLL, 2. besluta om BLL-strukturen och 3. hantera interorganisatoriska relationerna i BLL. Dessa aktiviteter är grunden för det utvecklade ramverket. Innehållet i aktiviteterna härleddes genom forskningsfrågorna. I besvarandet av FF1 befanns att entreprenörer implementerar BLL:er för att säkerställa byggproduktivitet, byggherrar implementerar BLL:er för att minska störningar för företag och boende i närheten, och kommuner implementerar BLL:er för att minska störningar för tredje part och för att minska påverkan från bygglogistik på det urbana transportsystemet. De identifierade drivkrafterna för att implementera BLL:er kommer även att påverka BLL:ens struktur. Avhandlingen visar att BLL-strukturen är beroende av kontextuella överväganden med avseende på arbetsplatsens fysiska egenskaper samt vad som byggs, såväl som den organisatoriska kontexten med avseende på vilka intressenter som är del av projektet, var i*

*hierarkin BLL:en placeras och vilken mandatnivå BLL:en har. BLLomfattningen sätter även villkoren för hur transporter hanteras i projektet. Om utrymmet exempelvis är begränsat kan detta innebära att tidsplanerade leveranser premieras. I besvarandet av FF2 befanns det att en konsekvens av hur transporthanteringen läggs upp så kommer BLL-strukturen att påverkas. Den här avhandlingen visar att fysiska logistiklösningar liknar traditionell outsourcing av logistik och TPL där fysiska distributionstjänster erbjuds. Icke-fysiska logistiklösningar fungerar mer som försörjningskedjeorkestratorer och påminner om fjärdepartislogistikleverantörer. I dessa fall syftar de erbjudna tjänsterna mer till att säkerställa att rätt tjänster och kapacitet kan erbjudas genom BLL. En värdeadderande tjänst fanns vara en grundförutsättning för BLL:er, nämligen gemensamma boknings- och planeringssystem. Ett sådant system hjälper BLL-operatören i koordinationen av de olika intressenterna som är kopplade till BLL:en. I framtagandet av BLL-strukturen föreslår FF3 även att logistikprestanda måste följas upp i processerna leveranser, arbetsplatslogistik och samordning av logistikaktiviteter på och utanför byggarbetsplatsen. Prestationsutvärderingen måste utvecklas ur ett logistikhänseende med hänsyn tagen till de olika intressenternas perspektiv. Slutligen, i besvarandet av FF4, befanns att en BLL kan påverka de identifierade utmaningarna positivt. I grund och botten syftar en BLL till att hantera bygglogistik och om BLL:en utvecklas och implementeras utifrån detta synsätt kan transporter till och från byggarbetsplats samt logistikhantering på plats bli effektivare. Vidare visar avhandlingen att BLL:er kan hjälpa till att hantera de interorganisatoriska relationerna inom byggprojektet. Detta bygger dock på att man har väl utvecklade och kommunicerade serviceerbjudanden med tillhörande regelverk för hur service skall användas. Dessa bör kommuniceras genom affärs- och styrningsmodeller. Det konstaterades också att ramverkets aktiviteter är inbördes relaterade och beroende av varandra, vilket tyder på att utvecklandet av bygglogistiklösningar är en iterativ process. Det föreslagna ramverket bör därför ses som riktlinjer för hur man utvecklar BLL, vilket möjliggör för anpassningar av lösningen till det sammanhang för vilken den utvecklas.*

*Exploring Large Infrastructure Projects*

*Purchasing and Supply Chain Management*

*A Tailored Approach*

*Making Sense of Innovation in the Built Environment*

*Balanced Leadership*

*Anbieter-Lieferanten-Beziehungen in komplexen Leistungsbündeln*

*This book examines the management of Procuring Complex Performance (PCP) in large-scale programmes that includes the downstream support phase in sectors such as construction, healthcare, transport, aerospace, marine and defence. It brings together a series of edited chapters to explain why the traditional combination of linear project management and highly detailed contracts are now unsuited to the dynamics of emerging customer requirements based on performance and outcome. Working with leading business professors across the UK and Europe, Caldwell and Howard present the case for why large-scale programmes of world class organizations often represent a shifting frontier between the boundaries of public-private provision and silos of operations expertise. Adopting a procurement perspective, the authors explain how complex performance means not just coping with the dynamics of buyer-supplier relationships,*

*but incorporates the shift from production orientation towards availability of bundled services such as maintenance and upgrade delivered over extended, often multi-decade timeframes. The strength of 'PCP' is its empirical case-based support for new business models based on through-life management, availability contracting and service support which challenge simplistic notions of dyadic, hierarchical relationships and transfer of risk to the supply base. This unique publication is essential reading for scholars and practitioners seeking to understand the context of innovation and supply as a coordinated and integrated approach to managing and procuring complex performance.*

*Project management methodologies, practices, and guidelines are the only explicit information that project managers have and, when properly maintained, should reflect the most current knowledge and guidance to achieve repeatable successful project outcomes. Despite more than 50 years of research in the field of project management, project success r*  
*The choice of foreign operation methods, whether they are used singly or in combination, is a critical question for internationalising companies. This thoroughly updated edition of a successful text provides comprehensive coverage of the main tools companies use in seeking to penetrate foreign markets - covering investment, exporting and contractual arrangements such as franchising and management contracts. An important feature of this book is its thorough overview of theoretical and strategic perspectives such as mode packaging, mode switching and mode flexibility and will be invaluable for final year undergraduate and postgraduate students.*  
*This book offers a new understanding of innovation in the built environment. The ways meaning of innovation is constructed has important implications for policymakers, project managers, academics and students. Through a longitudinal research study into innovation in firms and projects, the book addresses some key themes, challenges and concerns that practitioners face when managing innovation in the built environment. It examines the key drivers for innovation in the construction, engineering and infrastructure firms and projects. In particular, the questions of how and why innovation becomes recognised and sustained over time are explored. Different theoretical perspectives are considered to explain different aspects of innovation. This includes sensemaking, organisational and individual identity, storytelling and narration. The book has practical implications for how organisational activities become labelled as 'innovation' and for what purpose. It shares some lived stories of innovation as mobilised by practising managers. The connectivity between the formal narratives of innovation at the policy level and the lived narratives of innovation articulated by practitioners is explored. Combining the theory with practice, this book presents an insightful view on the implications of innovation in the business world today.*

*Theory, Analysis, Strategy, Second Edition*

*Project Management Methodologies, Governance and Success  
Industrial Marketing*

## **Megaproject Risk Analysis and Simulation Marketing Projects Concepts and Case Studies**

*Project management lessons learned on the Big Dig, America's biggest megaproject, by a core member responsible for its daily operations In Megaproject Management, a central member of the BigDig team reveals the numerous risks, challenges, and accomplishments of the most complex urban infrastructure project in the history of the United States. Drawing on personal experience and interviews with project engineers, executive oversight commission officials, and core managers, the author, a former deputy counsel and risk manager for the Big Dig, develops new insights as she describes the realities of day-to-day management of the project from a project manager's perspective. The book incorporates both theory and practice and is therefore highly recommended to policymakers, academics, and project management practitioners. Focusing on lessons learned, this insightful coursebook presents the Big Dig as a massive case study in the management of risk, cost, and schedule, particularly the interrelation of technical, legal, political, and social factors. It provides an analysis of the difficulties in managing megaprojects during each phase and over the life span of the project, while delivering useful lessons on why projects go wrong and what can be done to prevent project failure. It also offers new ideas to enhance project management performance and innovation in our global society. This unique guide: Defines megaproject characteristics and frameworks Reviews the Big Dig's history, stakeholders, and governance Examines the project's management scope, scheduling, and cost management—including project delays and cost overruns Analyzes the Big Dig's risk management and quality management Reveals how to build a sustainable project through integration and change introduction*

*Das Dienstleistungsmanagement hat sich in den letzten Jahrzehnten zu einer eigenständigen Disziplin entwickelt. Die Anfänge dieser Entwicklung liegen zunächst im angelsächsischen Raum. Beiträge aus dem deutschsprachigen Raum haben aber in den vergangenen vier Jahrzehnten stark an Bedeutung gewonnen. Dies ist auch darauf zurückzuführen, dass die verschiedenen Problemstellungen und Themenfelder, denen sich das Dienstleistungsmanagement widmet, aus der Perspektive recht unterschiedlicher Disziplinen beleuchtet und analysiert werden können. Dieser Pluralismus findet sich auch in diesem Handbuch wider. Die Herausgeber legen einen Sammelband vor, mit dem sie die theoretische Fundierung des Dienstleistungsmanagements und aktuelle Entwicklungen in der Dienstleistungsforschung aufzeigen. Es ist ein forschungsorientiertes Handbuch entstanden, das in sechs Kapitel gegliedert ist: A. Grundlagen des Dienstleistungsmanagements B. Strategisches Dienstleistungsmanagement C. Wertgenerierung D. Preismanagement E. Leistungsgestaltung F. Relationship Marketing Jedem Kapitel ist ein kurzer einleitender Beitrag vorangestellt, dem die Aufgabe obliegt, eine kurze historische und/oder konzeptionelle Einführung zu geben und die Beiträge inhaltlich einzuordnen.*

*This original book is a unique and original study on how, in the past*

*decade, Chinese state-owned enterprises (SOEs) have achieved technological innovation in the large infrastructure sector. It reveals a 'new world' of Chinese innovations, showing that SOEs are willing to innovate and more than capable of doing so. Based on findings from first-hand data and years of in-depth observations, this book shows how the innovation ecosystem perspective incentivizes and facilitates Chinese SOEs' innovation and highlights entrepreneurial role of the government.*

*Market Management and Project Business Development is a guide to the theory of marketing and selling projects in business, demonstrating how to secure and deliver value, and improve performance in profitable ways. By providing a set of key principles and guidelines to business-to-business (B2B) marketing, construction project management expert Hedley Smyth demonstrates how to use marketing and business development principles to maximise the value of a project. The book takes a step-by-step approach by dealing with each stage in a project's lifecycle in turn, covering a range of approaches including the marketing mix, relationship marketing and its project marketing variant, entrepreneurial marketing and the service-dominant logic. This book is valuable reading for all students and specialists in project management, as well as project managers in business, management, the built environment, or indeed any industry.*

*Delivering Exceptional Project Results*

*Project-Based Organizing and Strategic Management*

*A Sustainability Perspective*

*A Practical Guide to Project Selection, Scoping, Estimation and Management*

*Designing and Implementing HR Management Systems in Family Businesses Leading Megaprojects*

The concept of integrated project delivery (IPD) has evolved as a result of the need for highly expert teams of people to collaborate to deliver extremely complex projects, to manage expectations about delivery speed, changes in governance standards and to take advantage of and manage expectations raised by rapid advances in technology. All this demands effective change management. This is the first Handbook to contextualise and thematically explore the concept with an emphasis on rigorous practical and theoretical validation. The Handbook is divided into five sections, each with a focus on several interconnected themes including: An introduction to IPD concepts. The foundational elements and characteristics of IPD. People, culture and collaboration as key ingredients to successful and effective IPD. Technology and process aspects of relational contracting forms such as IPD. New and relevant perspectives to IPD that have received scant attention to date. Aspects and emerging issues that are rarely consciously considered in traditional project delivery due to the commercial imperative that drives firms and client organisations. The Handbook offers both discussions of these key themes, and also in-depth research into construction and other industry project procurement and delivery that spans decades. In addition, the Handbook presents 'best' and 'better' practice, but also includes insights into cutting-edge experimental developments in technology and practices where proof of concept is currently being developed into emerging practice. Contributing authors in this Handbook collaborate with the co-editors to draw together an integrated set of chapters that align to deliver a coherent narrative of the IPD concept. It is an invaluable reference for practitioners and academics alike, and useful as core course content for numerous degree programs of study and professional development courses.

Providing new knowledge on risk analysis and simulation for megaprojects, this book is essential reading for both academics and practitioners. Its focus is on technical descriptions of a newly developed dynamic systems approach to megaproject risk analysis and simulation.

Avoid common pitfalls in large-scale projects using these smart strategies Over half of large-scale engineering and construction projects—off-shore oil platforms, chemical plants, metals processing, dams, and similar projects—have miserably poor results. These include billions of dollars in overruns, long delays in design and construction, and poor operability once finally completed. Industrial Megaprojects gives you a clear, nontechnical understanding of why these major projects get into trouble, and how your company can prevent hazardous and costly errors when undertaking such large technical and management challenges. Clearly explains the underlying causes of over-budget, delayed, and unsafe megaprojects Examines effects of poor project management, destructive team behaviors, weak accountability systems, short-term focus, and lack of investment in technical expertise Author is the CEO of the leading consulting firm for evaluating billion-dollar projects Companies worldwide are rethinking their large-scale projects. Industrial Megaprojects is your essential guide for this rethink, offering the tools and principles that are the true foundation of safe, cost-effective, successful megaprojects.

The Oxford Handbook of Megaproject Management provides state-of-the-art scholarship in the emerging field of megaproject management. Megaprojects are large, complex projects which typically cost billions of dollars and impact millions of people, like building a high-speed rail line, a megadam, a national health or pensions IT system, a new wide-body aircraft, or staging the Olympics. The book contains 25 chapters written especially for this volume, covering all aspects of megaproject management, from front-end planning to actual project delivery, including how to deal with stakeholders, risk, finance, complexity, innovation, governance, ethics, project breakdowns, and scale itself. Individual chapters cover the history of the field and relevant theory, from behavioral economics to lock-in and escalation to systems integration and theories of agency and power. All geographies are covered - from the US to China, Europe to Africa, South America to Australia - as are a wide range of project types, from "hard" infrastructure to "soft" change projects. In-depth case studies illustrate salient points. The Handbook offers a rigorous, research-oriented, up-to-date academic view of the discipline, based on high-quality data and strong theory. It will be an indispensable resource for students, academics, policy makers, and practitioners.

Concepts, Strategies, and Practices for Success

Les grands auteurs en management international

Problem Structuring Approaches for the Management of Projects

Knowingly Taking Risk

Lessons on Risk and Project Management from the Big Dig

Evolution, Challenges and New Directions

**Human resource management (HRM) systems are an under-researched area in family business studies even though they arguably play an important role. To exploit their entrepreneurial orientation and achieve their goals, family firms must be willing to adopt a specific configuration of the organizational variables to succeed in the competitive environment of today. Designing and Implementing HR Management Systems in Family Businesses is a pivotal reference source that focuses on HRM in family businesses aiming at clarifying what HRM topics are relevant in family firms given their distinctive features, what the role of HR choices in family firms is, and how they differ in these organizations. While highlighting topics such as quality of work, generational workforce, and leadership**

management, this publication explores the relationship between HRM systems and the organization as well as why certain theories would be more dominant for family firms. This book is ideally designed for family businesses, managers, executives, entrepreneurs, business professionals, academicians, students, and researchers.

Exploring the three levels of project management, this edited collection analyses the practice of problem structuring approaches (PSAs) with an aim to improve organisational adaptability and value creation. By studying these approaches, the authors present techniques for enhancing project management knowledge, informing decision-making and guiding management actions. This book is an insightful and timely read, as it addresses the need for organisations to adapt in order to tackle new challenges within today's changing business landscape. Undoubtedly useful to those studying project management and operational research, this book is also an important read for managers and decision-makers within organisations as it identifies and examines the effective outcomes of PSAs.

Asset management is becoming increasingly important to an organization's strategy, given its effects on cost, production, and quality. No matter the sector, important decisions are made based on techniques and theories that are thought to optimize results; asset management models and techniques could help maximize effectiveness while reducing risk. Optimum Decision Making in Asset Management posits that effective decision making can be augmented by asset management based on mathematical techniques and models. Resolving the problems associated with minimizing uncertainty, this publication outlines a myriad of methodologies, procedures, case studies, and management tools that can help any organization achieve world-class maintenance. This book is ideal for managers, manufacturing engineers, programmers, academics, and advanced management students.

This book will undoubtedly become one of the classics of the project management literature. There will be a growing need for project managers who can look beyond the internal processes of their projects to the organisational, technological and socio-economic contexts in which projects must be managed. A good starting point would be for all project managers to read this book. - Construction Management and Economics Digitizing Practices and Systems

A Multidisciplinary Approach to Embrace Complexity and Sustainability  
The Oxford Handbook of Megaproject Management

Toward Behavioral Transaction Cost Economics

Projects: A Very Short Introduction

Demonstrating Successful Practice

*This book discusses and conceptualizes practices on real-time strategy,*

*focusing on the interplay between strategy and business intelligence. Combining strategic practices and business intelligence systems, the authors demonstrate how managerial practices can be developed in the age of digitization. Also developing the concept of strategic agility, the book provides perspectives from a range of disciplines including strategic practices and decision making, customer relationship management, human resource management, competitive intelligence, supplier network management and business intelligence systems. Presenting managerial frameworks and guidelines, Real-time Strategy and Business Intelligence explores how to improve utilization of business intelligence systems in real-time decision making. Providing practical and future-oriented insights backed by examples and best practices, the authors present a clearly conceptualized theoretical framework.*

*Supplier Relationship Management im Performance-based Contracting  
Catch-up and Radical Innovation in Chinese State-Owned Enterprises  
Insight from Traditional and Transformative Research  
Making the Best Use of Personal and Team Leadership in Projects*