

Oskar Grün

Taming Giant Projects

Management
of Multi-Organization Enterprises



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Taming Giant Projects

Gerold Patzak, Günter Rattay



Taming Giant Projects:

Taming Giant Projects Oskar Grün, 2004-05-05 Giant projects often end in giant failures From the ancient tower of Babel to the recent Transrapid Train giant projects stumble from crisis to crisis Based on an analysis of the technical time and financial goals from case studies Olympic Games university hospitals and a huge wind energy converter four success factors in managing giant projects are identified Formulation and change of goals basic configuration socio political environment and management structure and capacity The book focuses on the crucial role of the project owner and the relations among the four success factors It offers recommendations and guidance on successfully completing giant projects to owners project managers and contractors

Commercial Aircraft Projects Hans-Henrich Altfeld, 2016-09-19 When it comes to very highly complex commercially funded product development projects it is not sufficient to apply standard project management techniques to manage and keep them under control Instead they need a project management approach which is perfectly adapted to their complex nature This however may generate additional cost and a dilemma arises because in commercially driven product developments there is the natural tendency to limit the management related costs The development of a new commercial aircraft is no exception In fact it can be regarded as an extreme example of this kind of project This is why it is especially useful to analyse the project management capabilities and practices needed to manage them Cost reductions can still be achieved by concentrating on the essential elements of some project management disciplines to maintain their principal strengths and combining them in a pragmatic way on the basis of an integrated architecture This book goes beyond descriptions of management disciplines found elsewhere in its treatment of the architecture integration necessary to interlink product process and resources data Only with this connectedness can the interoperation of the management essentials yield maximum efficiency and effectiveness Commercial Aircraft Projects Managing the Development of Highly Complex Products proposes an integrated architecture and details step by step how it can be used for the management of commercial aircraft development projects The findings can also be applied to other industrial sectors that produce complex hardware based on design inputs

[The Oxford Handbook of Megaproject Management](#) Bent Flyvbjerg, 2017-06-01 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 *The Oxford Handbook of Project Management* Peter W. G. Morris, Jeffrey K. Pinto, Jonas Söderlund, 2012-07-19 The Oxford Handbook of Project Management presents and discusses leading ideas in the management of projects Positioning project management as a domain much broader and more strategic than simply execution management this Handbook draws on the insights of over 40 scholars to chart the development of the subject over the last 50 years or more as an area of increasing practical and academic interest It suggests we could be entering an emerging third wave of analysis and interpretation following its early technical and operational beginnings and the subsequent shift to a focus on projects and their management Topics dealt with include the historical evolution of the subject its theoretical base professionalism business and societal context strategy organization governance innovation overruns risk information management procurement relationships and trust knowledge management practice and teams This handbook is of particular relevance to those interested in the research issues underlying project management Reconstructing Project Management Peter W. G. Morris, 2013-03-08 This hugely informative and wide ranging analysis on the management of projects past present and future is written both for practitioners and scholars Beginning with a history of the discipline s development Reconstructing Project Management provides an extensive commentary on its practices and theoretical underpinnings and concludes with proposals to improve its relevancy and value Written not without a hint of attitude this is by no means simply another project management textbook The thesis of the book is that it all depends on how you define the subject that much of our present thinking about project management as traditionally defined is sometimes boring conceptually weak and of limited application whereas in reality it can be exciting challenging and enormously important The book draws on leading scholarship and case studies to explore this thesis The book is divided into three major parts Following an Introduction setting the scene Part 1 covers the origins of modern project management how the discipline has come to be what it is typically said to be how it has been constructed and the limitations of this traditional model Part 2 presents an enlarged view of the discipline and then deconstructs this into its principal elements Part 3 then reconstructs these elements to address the challenges facing society and the implications for the discipline in the years ahead A final section reprises the sweep of the discipline s development and summarises the principal insights from the book This thoughtful commentary on project and program and portfolio management as it has developed and has been practiced over the last 60 plus years and as it may be over the next 20 to 40 draws on examples from many industry sectors around the world It is a seminal work required reading for everyone interested in projects and their management *Project Management* Gerold Patzak, Günter Rattay, 2012-07-02 Modern project management is increasingly important as it is very

well suited for fulfilling today's demands on companies especially regarding the efficient cooperation of individuals as well as the development of a goal and solution oriented approach. A project can be understood as a temporary company since all essential enterprise management functions must be performed in projects as well. The project management approach applied in the present book is a holistic management concept. In addition to project planning and control it also covers the topics of teamwork, communication and the organizational integration of projects into companies. This book provides a guideline for performing individual projects, for professionally selecting projects that are vital for company success, project portfolio program for improving project management quality and for consequently focusing company work on the current environmental requirements, project oriented company. Additionally numerous practical examples and case studies of different project types illustrate the implementation of the presented methods. Further relevant aspects of today's project management approaches such as projects as business cases, procurement and contract design, virtual teamwork, project management career paths, agile project management or Stage Gate approaches are integrated into the actual edition. This book contributes to the further development of project management knowledge and to the establishment of a professional project manager profile. Requirements on competencies and qualifications of project managers are integrated according to the international IPMA and PMI standards.

Advanced Construction Project Management Christian

Brockmann, 2020-12-21. An essential guide to the structure, dynamics and management of construction megaprojects. **Advanced Construction Project Management** is a comprehensive resource that covers the myriad aspects of implementing a megaproject from a contractor's perspective. With many years' experience of managing construction megaprojects, the author provides an in-depth exploration of the structure, dynamics and management of these demanding projects. In addition, the book gives all stakeholders a clear understanding of the complexity of megaprojects and offers contractors the insight and essential tools needed for achieving results. As the trend to plan and implement ever larger projects looks likely to continue into the future, the need for a guide to understand the challenges of managing a megaproject couldn't be greater. Comprehensive in scope, the book explores the theoretical background, economics, complexity, phases, strategic planning, engineering, coordination and common challenges of megaprojects. The book also provides the tools for managing stakeholder integration. This important book describes the structure, dynamics and management of megaprojects. Explores the management activities required and examines the appropriate tools for the management of megaprojects. Includes tools for stakeholder integration. Provides an advanced understanding of construction management concepts. Written for managers, project managers and engineers and cost consultants. **Advanced Construction Project Management** covers in one complete volume the information needed to lead a successful project.

Advanced Methodologies and Technologies in Business Operations and Management Khosrow-Pour, D.B.A., Mehdi, 2018-09-14. 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

ECEI2009- 4th European conference on entrepreneurship and innovation Johan Breat,2009

Economics for the Modern Built Environment Les Ruddock,2008-10-10 Recent decades have seen a major social and economic changes across the developed world and consequent changes in the construction and property industries The discipline of construction economics needs to respond to this For instance the importance of sustainable development has become recognised as has the need to increasingly master the medium

The Inheritance Mounir Ajam,2010-03-10 The Inheritance is a heart warming beautiful story It talks about birth and death love and friendship family and generosity and above all transcendent humanity It is a book that touches on many essential subjects in today s life It is for the social worker who wants a way to serve the community It is for the entrepreneur who might want to launch a new venture It is for the working mother and women who have taught us how to multi task effectively It is about harmony and caring among friends The Inheritance is also a story about project management that fills an important need for insight and understanding of various aspects of project management and an important contribution that allows individuals at diverse level of preparation to access project management information and wisdom This book is a great contribution to advancing the profession and supporting the growing interest in project management

Our Public Lands ,1974 **The Routledge Handbook of Events** Stephen J. Page,2014-10-14 It is the first major study to examine what events is as a discipline in the twenty first century its significance in contemporary society and growth as a mainstream subject area The book is divided in to five inter related sections Section one evaluates the evolution of events as a discipline and defines what Events Studies is Section two critically reviews the relationship between events and other disciplines such as tourism and sport Section three focuses on the management of events section four evaluates the impacts of events from varying political social and environmental perspectives and section five examines the future direction of growth in event related education and research

Globalization, Environmental Law, and Sustainable Development in the Global South Kirk W. Junker,Paolo Davide Farah,2021-11-29 This volume examines the impact of globalization on international environmental law and the implementation of sustainable development in the Global South Comprising contributions from lawyers from the Global South or who have experience in the Global South this volume is organized into three parts with a thematic inquiry woven through every chapter to ask how law can enable economies that can be sustained given the limited carrying capacity of the earth

Part I describes and characterizes the status quo of environmental and economic problems in the Global South during the process of globalization. Some of those problems include redistribution of environmental burden on the public through over reliance on the state in emerging economies and the transition to public private partnerships as well as extreme uncontrolled economic expansion. Building on Part I, Part II takes an international perspective by presenting some tools that are in place during the process of globalization that lead to friction and interfaces between developed and developing economies in environmental law. Recognizing the impossibility of a globalized Northern economy, the authors in Part III present some alternatives through framework ideas of human and civil rights, environmental rights and indigenous persons rights as well as concrete and specific legal tools to strengthen justice and rule of law institutions. The book gives new perspectives to familiar approaches through concrete examples by professional practitioners and theoretical discourse by academic researchers and can thereby form the basis for changes in practices as well as further discussions and comparisons. This book will be of great interest to students and scholars of environmental law, sustainable development and globalization and international relations as well as legal professionals and practitioners. *Innovation at Large* Johanna E. M. Schönrok, Johanna Schönrok, 2010

Due to increasing complexity in new product development, multi organization multi team (MOMT) projects are becoming more common. They are formed in different industries like computer, automotive, aircraft and space research. Since many of these projects still fail, more knowledge on the influences on performance in and of such projects is required in order to be able to manage them successfully. The author examines the influences of communication within and between teams on team and project performance which in turn depends on applied design principles that structure and facilitate that information flow. Quantitative and qualitative analyses reveal that there are differential relations on the team and project level as well as for effectiveness and efficiency. Managerial implications are given of how to structure MOMT projects and the design problem solving process and thereby facilitate the information flow within and between teams in order to make the teams and projects successful. Project Management Foundation Mounir A. Ajam, 2014-02-20

Built around a captivating storyline set in a dynamic region of the world, this lively book takes an interesting project from concept through various phases of development and delivery all the way to operational readiness and project close. Along the way it gradually covers relevant concepts building them into a cohesive framework and allowing the reader to gain insights into managing project work step by step. This excellent book provides relevant examples and applications of essential tools and techniques of Project Management. The book balances professional rigor and human interest to provide a sound approach to effective Project Management within a vivid storyline. Professor Frank Anbari. This book explains the foundational elements for managing projects. It provides an overview of a project management methodology that is proved and aligns with global leading practices and standards. The style the author uses encourage those who never managed a project to learn and acquire skills. It is also highly practical and useful even for those experienced project managers. *Encyclopedia of Information Science and Technology, Fourth Edition*

Khosrow-Pour, D.B.A., Mehdi, 2017-06-20 In recent years our world has experienced a profound shift and progression in available computing and knowledge sharing innovations. These emerging advancements have developed at a rapid pace disseminating into and affecting numerous aspects of contemporary society. This has created a pivotal need for an innovative compendium encompassing the latest trends, concepts, and issues surrounding this relevant discipline area. During the past 15 years, the Encyclopedia of Information Science and Technology has become recognized as one of the landmark sources of the latest knowledge and discoveries in this discipline. The Encyclopedia of Information Science and Technology Fourth Edition is a 10 volume set which includes 705 original and previously unpublished research articles covering a full range of perspectives, applications, and techniques contributed by thousands of experts and researchers from around the globe. This authoritative encyclopedia is an all-encompassing well-established reference source that is ideally designed to disseminate the most forward thinking and diverse research findings. With critical perspectives on the impact of information science, management, and new technologies in modern settings including but not limited to computer science, education, healthcare, government, engineering, business, and natural and physical sciences, it is a pivotal and relevant source of knowledge that will benefit every professional within the field of information science and technology and is an invaluable addition to every academic and corporate library.

Garrison Diversion Unit, Missouri River Basin Project United States. Congress. House. Committee on Interior and Insular Affairs, 1964 Reengineering Corporate Communication Uwe Seebacher, 2022-07-28 This book employs the latest insights from modern marketing into the theory and practice of corporate communication, including the main stages and goals, and highlights the key potentials for the field. It briefly presents the essential features of the methodological and structural sciences in order to illustrate to the reader how, from a marketer's point of view, these new insights can be derived objectively, reliably, and validly for the field of corporate communication according to scientific criteria. The book then introduces the maturity model for modern corporate communication and describes which fields of activity must be gone through in order to be able to implement the change management process towards corporate communication excellence efficiently and effectively. Building on this, it introduces and defines the most important new concepts of corporate communication in the twenty-first century and thus clearly delineates the field of research for this corporate function in the coming years. The book goes on to address the important areas of IT and HR in order to provide a 360° view of the developments to be realized in the field of corporate communication. A CC self-test at the end of the book is intended to help the reader immediately recognize where their own organization stands and, against this backdrop, to be able to start the necessary activities towards corporate communication excellence immediately on the basis of the maturity model. Prof. Dr. Uwe Seebacher takes us on a timely and informative read on what could be the biggest crisis for Corporate Communications: remaining stagnant in a time of great change. With rich context and fine detail, he illuminates the opportunities to reengineer Corporate Communications and quantify its role in truly impacting business. From the importance

of predictive intelligence underpinned by authenticity and empathy to building trust this book is a guide for successful business in the 21st Century I highly recommend it Heidi Eusebio Strategist and Executive Director Edelman Uwe Seebacher has once again demonstrated in a well founded manner what methodological and structural science is capable of namely to precisely logically derive the long overdue process of change in the field of corporate communications and thereby make it comprehensible But he also takes the important next step of operationalizing his thoughts in a directly measurable way by providing an easy applicable concrete process model for reengineering corporate communication with many tips templates and inputs for HR and IT Miguel Gimenez de Castro Head Of Communications Spain Portugal Greece and Israel IBM *The Politics of Sustainability in the Arctic* Ulrik Pram Gad, Jeppe Strandsbjerg, 2018-10-04 The Politics of Sustainability in the Arctic argues that sustainability is a political concept because it defines and shapes competing visions of the future In current Arctic affairs prominent stakeholders agree that development needs to be sustainable but there is no agreement over what it is that needs to be sustained In original conservationist discourse the environment was the sole referent object of sustainability however as sustainability discourses have expanded the concept has been linked to an increasing number of referent objects such as society economy culture and identity This book sets out a theoretical framework for understanding and analysing sustainability as a political concept and provides a comprehensive empirical investigation of Arctic sustainability discourses Presenting a range of case studies from Greenland Norway Canada Russia Iceland and Alaska the chapters in this volume analyse the concept of sustainability and how actors are employing and contesting this concept in specific regions within the Arctic In doing so the book demonstrates how sustainability is being given new meanings in the postcolonial Arctic and what the political implications are for postcoloniality nature and development more broadly Beyond those interested in the Arctic this book will also be of great value to students and scholars of sustainability sustainable development and identity and environmental politics

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