

Mega Construction Projects Using Stakeholder Management

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.

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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.

The publication presents best practices and lessons learnt in the management and organisation of fifteen large infrastructure projects in Europe. This research has been executed as a research programme in the Sixth European Framework Programme (FP 6) of the European Union.

The first textbook of its kind, taking a uniquely global approach to project management in construction. Using a wealth of case studies from around the world to explain theory and practice, the authors take a business-oriented, decision-making approach to project management and the challenges it faces

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in the modern world. The book covers topics highly relevant to the challenges and opportunities currently facing the global construction industry, including managing culturally-diverse and globally dispersed teams, international project finance and global stakeholders in projects. Management of Global Construction Projects is essential reading for both students of construction management and professionals looking to understand construction project management in a truly global context.

PMBOK® Guide is the go-to resource for project management practitioners. The project management profession has significantly evolved due to emerging technology, new approaches and rapid market changes. Reflecting this evolution, The Standard for Project Management enumerates 12 principles of project management and the PMBOK® Guide &– Seventh Edition is structured around eight project performance domains. This edition is designed to address practitioners' current and future needs and to help them be more proactive, innovative and nimble in

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enabling desired project outcomes. This edition of the PMBOK® Guide:

- Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.);*
- Provides an entire section devoted to tailoring the development approach and processes;*
- Includes an expanded list of models, methods, and artifacts;*
- Focuses on not just delivering project outputs but also enabling outcomes; and*
- Integrates with PMI standards+™ for information and standards application content based on project type, development approach, and industry sector.*

Proceedings of the 6th International Conference on Civil, Offshore and Environmental Engineering (ICCOEE2020)
The Dynamism of Stakeholder Engagement
Business Innovation and Development in Emerging Economies

Managing Large Infrastructure Projects
Redefining the Corporation
Construction Project Monitoring and Evaluation

Effective Strategies for Successful Large Infrastructure Projects

Practitioners operate in a necessary reality. We work in a

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space where project performance is above theory or methodology. In the best environments, delivery and an affirmative culture are what matter most. In the worst, it is politics and survival. In any environment we are challenged to adopt best practices and adapt our style to the environment in which the project is occurring. This is a book about those best practices and practitioner experiences. It is a must have reference and guide book for project managers, general managers, business leaders and project management researchers. This book is the result of the hard work and dedication of more than 35 authors from more than 15 countries across four continents. It brings a diversity of experience, professional and personal. It includes practitioners, leading academics, renowned theorists and many who straddle those roles. The chapters cover experiences in software, large scale infrastructure projects, finance and health care, to name a few. The chapters themselves take many forms. Check out the table of contents to get a deeper sense of the topics included. All provide real-world guidance on delivering high performing projects and show you how to build, lead and manage high performing teams. The Practitioners Handbook of Project Performance is complete in itself. It can also be an enticing start to an ongoing dialogue with the authors and a pleasurable path to get deeper into the subject of project performance. Find your favorite place to begin learning from these chapters, to begin taking notes and taking away nuggets to use in your everyday. But don't stop there. Contact information and further resources for this diverse team of experts authors are found throughout. The Practitioners Handbook is a modern guide to the leading edge of project performance management and a path to the future of project delivery. Gathering decades of research on communications and stakeholder relations, Mario Trentim, PfMP, CBAP, suggests

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a paradigm shift in the way project managers view their stakeholders. In this newly revised edition, Trentim goes beyond theory to offer real tools and valuable resources focused on presenting what works when it comes to stakeholder management. His light, conversational style pulls together a wide range of perspectives on various topics including: A Guide to the Project Management Body of Knowledge (PMBOK® Guide), agile, PRINCE2™, emotional intelligence, and soft systems methodology.

This book outlines how to identify stakeholders, analyse their stakes, and plan and implement an engagement strategy to secure relevant input and dependable buy-in to assure the successful delivery of Large Infrastructure Projects. It also addresses common stakeholder management "inadequacies" and is supplemented with four extended practical exercises to help readers apply the principles to their own large, complex projects and ensure project success. The project management industry, particularly the Large Infrastructure Projects domain, has only recently awakened to the reality that failed Stakeholder Management probably leads to a failure of the project altogether. Due to the complexities involved, most traditional approaches to managing stakeholders have developed serious difficulties in dealing with large and complex projects. This book presents a Systems Thinking approach to managing stakeholders that accommodates these complexities and seeks to crystallise the notion that "managing projects means managing stakeholders", while also introducing an ethical perspective (i.e., stakeholders have legitimate rights regardless of their power to influence the project). This shifts the paradigm from "Management of Stakeholders" to "Management for Stakeholders". It is essential reading for all those involved with managing large projects including project managers, sponsors, and executives. It will also be useful for advanced

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students of project management and systems engineering looking to understand and expand their knowledge of infrastructure projects and Systems Engineering.

Carrying out a project as planned is not a guarantee for success. Projects may fail because project management does not take the requirements, wishes and concerns of stakeholders sufficiently into account. Projects can only be successful through contributions from stakeholders. And in the end, it is the stakeholders that evaluate whether they find that the project is a success. To manage stakeholders effectively, you need to know your stakeholders, their behaviours and attitudes towards the project. In Project Stakeholder Management, the authors give guidance on how to adopt an analytical and structured approach; how to document, store and retrieve your knowledge; how to plan your stakeholder interactions in advance; and how to make your plans explicit, at the very least internally. A well-conceived plan can prevent you from being carried away in the 'heat of the moment' and help you spend your limited resources for stakeholder management in the best way.

Industrial Megaprojects

Project Stakeholder Management

Environmental Management in Mega Construction Projects
Fundamental Concepts for Owners, Engineers, Architects,
and Builders

Theory and Practice

A Practice Guide

Managing Change in Organizations: A
Practice Guide is unique in that it
integrates two traditionally disparate
world views on managing change:
organizational development/human resources

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and portfolio/program/project management. By bringing these together, professionals from both worlds can use project management approaches to effectively create and manage change. This practice guide begins by providing the reader with a framework for creating organizational agility and judging change readiness. 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.

This cross-disciplinary business book develops insight into the management of businesses operating in various economic sectors that take a proactive approach to the triple dimension of sustainability (economic, social and environmental), positioning itself as a key reference for both academics and practitioners in the wide area of business management. The concept of sustainability is today at the

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heart of international policies and debate, and plays a key role in deep changes to the organizational models of companies operating in a wide range of sectors of economic activity. In particular, this book aims to gain a deeper understanding of how stakeholder engagement can contribute to value co-creation both in the company and along the supply chain, and what distinguishes the differing involvement of stakeholders, in particular between public involvement and stakeholder participation. Each chapter of this book presents different modalities of stakeholder involvement and develops the concept of value co-creation from organizational and marketing perspectives. This book is recommended reading for those interested in the fields of stakeholder engagement and theory, sustainability, business studies, and sustainable development.

This book contains papers presented in the 6th International Conference on Civil, Offshore & Environmental Engineering (ICCOEE2020) under the banner of World Engineering, Science & Technology Congress (ESTCON2020) will be held from 13th to 15th July 2021 at Borneo Convention Centre, Kuching, Sarawak, Malaysia. This proceeding contains papers presented by

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academics and industrial practitioners showcasing the latest advancements and findings in civil engineering areas with an emphasis on sustainability and the Industrial Revolution 4.0. The papers are categorized under the following tracks and topics of research: 1. Resilient Structures and Smart Materials 2. Advanced Construction and Building Information Modelling 3. Smart and Sustainable Infrastructure 4. Advanced Coastal and Offshore Engineering 5. Green Environment and Smart Water Resource Management Systems

The Oxford Handbook of Megaproject Management

Management of Global Construction Projects An Integrated Approach

Continuous Cost Improvement in Construction

A Case Study of the Aviation Industry Project Management for Construction

Theoretical Considerations from Chinese Practices

Project management is of critical importance in construction, yet its execution poses major challenges. In order to keep a project on track, decisions often have to be made before all the necessary information is available. Drawing on a wide range of research, Managing Construction Projects proposes new ways of

thinking about project management in construction, exploring the skills required to manage uncertainty and offering techniques for thinking about the challenges involved. The second edition takes the information processing perspective introduced in the first edition and develops it further. In particular, this approach deepens the reader's understanding of the dynamics in the construction project process— from the value proposition inherent in the project mission, to the functioning asset that generates value for its owners and users. Managing Construction Projects is a unique and indispensable contribution to the available literature on construction project management. It will be of particular benefit to advanced students of construction and construction project management, as well as contractors and quantity surveyors. Reviews of the First edition: "A massive review of the art and science of the management of projects that has the great virtue of being a good read wherever it is touched. It spills the dirt on things that went wrong, elucidates the history so you can understand the industry's current stance, draws on other countries' experience and explains the latest management processes. Throughout it is liberally sprinkled with anecdotes and case histories which amply illustrate the dos and don'ts for practitioners wishing to deliver projects on time to expected quality and price. A valuable book for students and practitioners alike." —John D Findlay, Director, Stent "This is a valuable

source for practitioners and students. It covers the A-Z of project management in a confident contemporary manner, and provides a powerful and much needed conceptual perspective in place of a purely prescriptive approach. The engaging presentation introduces a range of challenges to established thinking about project management, often by making comparisons between practices in the UK and those of other countries." —Peter Lansley, Professor of Construction Management, University of Reading "A refreshing and unique study of information management and its impact upon international construction project management.... The book is well presented and written, logical and succinct and is flexible enough to allow readers to either read from start to finish or to dip into selected chapters. This book deserves to be an established text for any construction or civil engineering under- and/or postgraduate course." —CNBR, 25th November 2003 "Generous use is made of anecdotes and case histories throughout to support the theory. The book illustrates the mistakes made by others, and the means to deliver projects on time and to cost." —Building Services Journal, April 2004

The dominant shareholder-value model has led to mismanagement, market failure and a boost to regulation, as spectacularly demonstrated by the events surrounding the recent financial crisis. Stakeholders Matter challenges the basic assumptions

of this model, in particular traditional economic views on the theory of the firm and dominant theories of strategic management, and develops a new understanding of value creation away from pure self-interest toward mutuality. This new 'stakeholder paradigm' is based on a network view, whereby mutuality enhances benefits and reduces risks for the firm and its stakeholders. The understanding of mutual value creation is operationalized according to the license to operate, to innovate and to compete. The book develops a vision for a strategy in society in which, rather than the invisible hand of the market, it the visible hands of the firm and the stakeholders that lead to an overall increase in the welfare of society. Megaprojects and Risk provides the first detailed examination of the phenomenon of megaprojects. It is a fascinating account of how the promoters of multi-billion dollar megaprojects systematically and self-servingly misinform parliaments, the public and the media in order to get projects approved and built. It shows, in unusual depth, how the formula for approval is an unhealthy cocktail of underestimated costs, overestimated revenues, undervalued environmental impacts and overvalued economic development effects. This results in projects that are extremely risky, but where the risk is concealed from MPs, taxpayers and investors. The authors not only explore the problems but also suggest practical solutions drawing on theory, experience and hard, scientific evidence from the

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several hundred projects in twenty nations and five continents that illustrate the book. Accessibly written, it will be the standard reference for students, scholars, planners, economists, auditors, politicians and interested citizens for many years to come.

Future Challenges in Sustainable Development within the Built Environment stimulates and reinterprets the demands of Responsible and Sustainable Development in the Built Environment for future action and development. It examines the methods of evaluation, the use of technology, the creation of new models and the role of human factors for examining and developing the subject over the next twenty years.

Management of Mega Infrastructure Projects in the United Arab Emirates

Concepts, Strategies, and Practices for Success

Proceedings of the 5th Sebelas Maret International Conference on Business, Economics and Social Sciences (SMICBES 2018), July 17-19, 2018, Bali, Indonesia

Sustainable Energy-Water-Environment Nexus in Deserts

Managing Change in Organizations

Managing Construction Projects

Construction Stakeholder Management

This book captures best practice in construction stakeholder management using a range of international case studies.

It demonstrates stakeholder mapping, presents

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the power/interest matrix and analyses a model for the timely engagement of stakeholders. The increased use of partnering and other relational forms of contracting have underlined the need for project participants to work together and also to be aware of all those who can affect or be affected by a project and its associated developments. Stakeholder management enables them to see this wider picture and provides guidance for managing the diverse views and interests that can manifest in the course of a project's life. All construction projects have the potential for conflicts of interest that can result in costly and damaging legal proceedings. This new book advocates an alternative to dispute resolution that is proactive, practical and global in its application. Construction Stakeholder Management is therefore an essential text for advanced students, lecturers, researchers and practitioners in the built environment. Construction Stakeholder Management John Wiley & Sons

This book discusses environmental management and construction management approaches to the environmental problems that can emerge in construction projects. It sets a brand new standard for environmental management in mega construction projects in China and helps all construction project stakeholders establish a more compliant and efficient environmental management system. The authors systematically explore management systems and team

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management, offering managerial methods and tips based on international and Chinese practices. Outlining all the environmental challenges that can arise during construction, it is a valuable resource for company owners, construction contractors, and construction management consultants and companies. It also offers useful insights for engineers, project managers and project executives.

Fundamental Theories of Mega Infrastructure Construction Management: Theoretical Considerations from Chinese Practices is a collection of decades of research and applications of managing megaprojects using theories of complex systems and management sciences. It presents basic (classical) theory of megaproject management and is a showcase of more than 30 years of research of complex system and management sciences on the theory of megaproject management resulting from the integrating of theory and practice of megaprojects. The theory and models have undergone rigorous systematic testing during the management and implementation of megaprojects in China. Megaprojects are huge undertakings, often in infrastructure (bridges, tunnels, airports, etc.) that involve huge levels of investment, often take years to complete, and typically run into delays, cost overruns, and any number of unforeseen problems. Over the last few decades, no one country has undertaken more of these projects than China, and this book

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presents the fundamental theories underlying the practice of Mega Infrastructure Construction Management as practiced in China. Individual chapters provide a basic definition of Mega Infrastructure Construction and it's management; an overview of the theories behind it; the Formation Path; basic concepts; fundamental principles; scientific problems; the Method System of Meta-synthesis; specialized methods in research; and intelligent management of Mega Infrastructure Construction. Although the theoretical construction management problems in this book are derived from construction practices in China, they can be applied universally and extended for great fundamental significance.

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition and The Standard for Project Management (RUSSIAN)

Best Practices in Stakeholder Engagement Through a Collaborative Procurement System for Infrastructure Projects

Future Challenges in Evaluating and Managing Sustainable Development in the Built Environment

A New Paradigm for Strategy in Society Megaproject Management

A Multidisciplinary Approach to Embrace Complexity and Sustainability

Proceeding of the First International Conference on Sustainable Energy-Water-Environment Nexus in Desert Climates

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Continuous Cost Improvement in Construction: Theory and Practice aims to provide students and practitioners with an all-inclusive understanding of strategies for adopting continuous improvement in construction cost management. This book addresses continuous improvement practices from the perspective of cost management and applies case study examples to question the readers' perspective of continuous cost improvement strategies in the project lifecycle. Continuous cost improvement practices in managing the cost of minor, major, and mega projects are all connected with decision-making tools for devising strategies for choosing the approaches for mitigating the effect of cost overruns in construction projects. Continuous cost improvement should be taught as part of modern methods and processes of construction in further and higher education institutions. This book will be key reading for all advanced undergraduate and postgraduate courses in Construction Project Management, Building and Quantity Surveying. Professionals in all aspects of the AEC industry will also gain greatly from engaging with the key concepts of continuous cost improvement throughout this book.

Avoid common pitfalls in large-scale

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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.

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Business Innovation driven by the advancement of technology has dramatically changed the business landscape over recent years, not only in advanced countries but also in emerging markets. It is expected that business innovation could help achieve economic inclusion, which has been a global initiative over the last decade, creating opportunities for all people to benefit from the economic development. These proceedings provide an outlet for discussing the importance of business innovation, especially in emerging countries in helping to reach inclusive economies. The papers cover the subject areas management, accounting, finance, economics and social sciences. Since it became a Federation in the early 1970s, the United Arab Emirates (UAE) has developed rapidly with substantial investments in infrastructure generally and transportation projects in particular. Reports in the local media highlighted growing concerns relating to project cost and time overruns, compensation claims, and client dissatisfaction. The need for improved management processes has been clearly identified as an issue of major concern that needs to be addressed. An examination of Transportation Infrastructure Projects (TIPs) in the

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United Arab Emirates (UAE) was conducted for this PhD research program. The overarching aim of this research program was to investigate the key factors for the effective management of TIPs in the UAE to ensure their future success. Based on a review of the relevant literature, three objectives for the research were outlined and six major research questions were developed for investigation. From stakeholder theory, five major stakeholders were identified (sponsors/clients, Government Agencies, management Firms, consultants and contractors) and three dimensions of stakeholder influence (power, urgency and legitimacy) were nominated. Management processes of interest included communication, coordination, decision-making and knowledge-sharing. A conceptual model for management of a TIP was developed incorporating three levels, namely: (i) the various construction stages, (ii) stakeholder importance, and (iii) management processes, all impacting on the four nominated project success indicators. A qualitative research program was employed involving four research phases. In Phase I, interviews were conducted with 20 key stakeholders from a variety of construction projects completed

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in the UAE over recent years. This phase found that the construction stages of design and planning were of primary importance in ensuring a successful project outcome. Major weaknesses in communication, coordination, decision-making and knowledge-sharing amongst the key stakeholders were also shown to be problematic for success. Phase II involved an in-depth examination of a mega Transport Infrastructure Project, namely the Dubai Fujairah Highway (DFH), focusing specifically on the design and planning construction stages. Phase II included document examination, interviews with 10 key stakeholders involved with the DFH Project, a site visit with interviews with site engineers, a focus group discussion session with key stakeholders, and finally interviews with the Minister and Director-General of the Ministry of Public Works. Among other findings, these results highlighted the complexity of this mega TIP and the influence that the major stakeholders can have during the life-cycle of the project and the range of measures used in defining project success. In Phase III of the program, all the findings from Phases I and II were summarised and nine principle factors were identified as key elements in effective

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management processes, leading to a successful project outcome. These included effective leadership, good stakeholder and staff selection, management education and training, accurate budgeting, proven administrative procedures, adoption of international standards and systems, definition of project success indicators and clear roles and responsibilities, and effective communication and coordination mechanisms. Finally in Phase IV, a preliminary framework was outlined for assessing TIP outcomes, focusing on its practical application for both the planning and design stages of a TIP. Another focus group discussion session with key stakeholders and a questionnaire survey were conducted to provide the ordinal data required for developing the framework. While this preliminary framework still requires further research and development, it has the potential to be used for assessing project success across the construction stages, stakeholder importance, and management processes. The framework incorporates stakeholder theory and stakeholder influence in terms of power, urgency and legitimacy involved throughout the various stages of mega TIP construction. The research program makes a number of

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important theoretical and practical contributions in the field. Theoretically, it contributes: (i) a three-level hierarchical conceptual model for examining TIPs, (ii) confirms the relevance of stakeholder theory in understanding how key stakeholders influence in terms of their power, urgency and legitimacy in a successful TIP, and (iii) identifies the principle factors that impact on management processes and hence on infrastructure outcomes generally. The practical contributions from the research include the preliminary framework for assessing TIP project outcomes when applied to the design and planning stages. The thesis ends with a number of recommendations made for improving the success of mega Transportation Infrastructure Projects in the UAE and suggestions for future research.

Megaproject Leaders

Problems, Causes, Cures

A Social Network Approach

Stakeholder Engagement and Sustainability

Project Management, Planning and Control

Fundamental Theories of Mega

Infrastructure Construction Management

Application of Mathematics and

Optimization in Construction Project

Management

The use of secondary data for research can offer benefits, particularly when limited resources are available for conducting research using primary methods. Researchers and students at both undergraduate and postgraduate levels, including their academic instructors, are increasingly recognising the immense opportunities in applying secondary research methods in built environment research. Advances in technology has also led to vast amounts of existing datasets that can be utilized for secondary research. This textbook provides a systematic guide on how to apply secondary research methods in the built environment, including their various underpinning methodologies. It provides guidance on the secondary research process, benefits, and drawbacks of applying secondary research methods, how to source for secondary data, ethical considerations, and the various secondary research methods that can be applied in built environment research. The book incorporates chapters dealing with qualitative secondary analysis, systematic literature reviews, legal analysis, bibliometric and scientometric analysis, literature-based discovery, and meta-analysis. Secondary Research Methods in the Built Environment is an ideal research book for undergraduate and postgraduate students in construction management, construction project management, quantity surveying, construction law and

dispute resolution, real estate and property management, building services engineering, architecture, and civil engineering.

"This book examines complex challenges in managing major strategic economic and social infrastructure projects"--

A comprehensive book on project management, covering all principles and methods with fully worked examples, this book includes both hard and soft skills for the engineering, manufacturing and construction industries. Ideal for engineering project managers considering obtaining a Project Management Professional (PMP) qualification, this book covers in theory and practice, the complete body of knowledge for both the Project Management Institute (PMI) and the Association of Project Management (APM). Fully aligned with the latest 2005 updates to the exam syllabi, complete with online sample Q&A, and updated to include the latest revision of BS 6079 (British Standards Institute Guide to Project Management in the Construction Industry), this book is a complete and valuable reference for anyone serious about project management. â€œThe complete body of knowledge for project management professionals in the engineering, manufacturing and construction sectors â€œCovers all hard and soft topics in both theory and practice for the newly revised PMP and APMP qualification exams, along with the latest revision of BS 6079 standard on project

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Whatever your project management interests or informational needs, The Frontiers of Project Management Research offers you stimulating ideas for tomorrow and innovative approaches from today, all at your fingertips.

Sponsorship, Partnership, Leadership and Citizenship How to Manage Project Stakeholders

The Frontiers of Project Management Research Stakeholders Matter

Routledge Handbook of Planning and Management of Global Strategic Infrastructure Projects

Gower Handbook of Project Management

Stakeholder Management and Organizational Wealth

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

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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 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.

This book will provide readers with an in-depth theoretical awareness and practical guidance on the implementation of an effective monitoring and evaluation (M&E) system to ensure construction projects meet approved quality, cost, time and social sustainability objectives. The authors discuss the drivers, challenges, determinants and benefits of effective M&E implementation together with the theories and models underpinning construction project M&E practices. Further, a comparative overview of M&E practices in developed and developing countries is presented to elucidate the best practices. The book first conceptualizes M&E as a five-factor model comprising stakeholder involvement, budgetary allocation and logistics, technical capacity and training, leadership, and communication. It then

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presents an M&E case study on the Ghanaian construction industry before expanding on the idea of M&E systems as an effective tool for project performance and in optimizing a project's contribution to society and the environment. The book further provides guidance on M&E practice for construction project managers, investors, professionals, researchers and other stakeholders and is therefore of interest to those in architecture, construction engineering, planning, project management and development studies.

This Handbook was the first APM Body of Knowledge Approved title for the Association for Project Management. Over the course of five editions, Gower Handbook of Project Management has become the definitive desk reference for project management practitioners. The Handbook gives an introduction to, and overview of, the essential knowledge required for managing projects. The team of expert contributors, selected to introduce the reader to the knowledge and skills required to manage projects, includes many of the most experienced and highly regarded international writers and practitioners. The Fifth Edition has been substantially restructured. All but two of the authors are new, reflecting the fast-changing and emerging perspectives on projects and their management. The four sections in the book describe: 1. Projects, their context, value and how they are connected to organizational strategy; 2.

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Performance: describing how to manage the delivery of the project, covering scope, quality, cost, time, resources, risk and sustainability ¢ Process: from start up to close down ¢ Portfolio: the project and its relationship to the organization The discrete nature of each chapter makes this Handbook a wonderful source of advice and background theory that is easy to consult. Gower Handbook of Project Management is an encyclopaedia for the discipline and profession of project management; a bible for project clients, contractors and students.

This book addresses challenges and opportunities in the Energy-Water-Environment (EWE) nexus, with a particular focus on research and technology development requirements in harsh desert climates. Its chapters include selected contributions presented during the 1st international conference on sustainable Energy-Water-Environment nexus in desert climates (ICSEWEN-19) held at the Qatar Environment and Energy Research Institute (QEERI) in Doha, Qatar in December 2019. This volume is comprised of three main chapters, each describing important case studies and progress on water, energy and environmental questions. A fourth chapter on policies and community outreach on these three areas is also included. This compilation aims to bridge the gap between research and industry to address the socioeconomic impacts of the nexus imbalance as perceived by scientists, industrial partners, and policymakers. The content of

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this book is of particular importance to graduate students, researchers and decision makers interested in understanding water, energy and environmental challenges in arid areas. Researchers in environmental and civil engineering, chemistry, hydrology and environmental science can also find unique in-situ observations of the current nexus imbalance in deserts climate to validate their investigations. It is also an invaluable guide for industry professionals working in water, energy, environment and food sectors to understand the rapidly evolving landscape of the EWE nexus in arid areas. The analyses, observations and lessons-learned summarized herein are applicable to other arid areas outside North Africa and the Arabian Peninsula as well, such as central Australia, the southwest of the United States and deserts in central Asia.

Megaprojects and Risk

Policy and Planning for Large Infrastructure Projects
ICCOEE2020

The Practitioner's Handbook of Project Performance
Research on Best Practices and Lessons Learnt in
Large Infrastructure Projects in Europe

Agile, Waterfall and Beyond

Stakeholder-associated Concerns and Their
Interactions in Mega Construction Projects

*This book shows how the modern corporation
must meet the expectations of diverse
constituents who contribute to its existence*

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and success, the stakeholders: resource providers, customers, suppliers, alliance partners, and social and political actors. It argues that the corporation must be seen as an institution engaged in mobilizing resources to create wealth and benefits for all its stakeholders.

This book examines complex challenges in managing major strategic economic and social infrastructure projects. It is divided into four primary themes: value-based approach to infrastructure systems appraisal, enabling planning and execution, financing and contracting strategies for infrastructure systems and digitising major infrastructure delivery. Within these four themes, the chapters of the book cover: the value and benefits of infrastructure projects planning for resilient major infrastructure projects sustainable major infrastructure development and management, including during mega events improving infrastructure project financing stakeholder engagement and multi-partner collaborations delivering major infrastructure projects effectively and efficiently whole-life-cycle performance, operations and maintenance relationship risks on major infrastructure projects public-private partnerships, design thinking principles, and innovation and technology. By drawing on insights from their research, the editors and contributors bring a fresh perspective to the transformation of major strategic infrastructure projects. This text

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is designed to help policymakers and investors select and prioritise their infrastructure needs beyond the constraining logic of political cycles. It offers a practical set of recommendations for governments on attracting private capital for infrastructure projects while creating clear social and economic value for their citizens. Through theoretical underpinning, empirical data and in-depth informative global case studies, the book presents an essential resource for students, researchers, practitioners and policymakers interested in all aspects of strategic infrastructure planning, project management, construction management, engineering and business management.

Large infrastructure projects generally involve multiple stakeholders such as government parties, local communities, and private organizations. New projects can create tensions between different stakeholder groups because different groups naturally have different interests and opinions. This book offers a view of how stakeholders are able to influence the project management's decision-making process as the project proceeds from the investment preparation phase, to the project execution phase, and on to the operations phase through various methods such as protests, legal battles, and even illegal activities. This book provides multiple case studies in aviation industry reflecting how large projects create dynamic

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contexts for stakeholder management and stakeholder behaviour as the project moves through different phases of its lifecycle. Infrastructure construction projects engage multiple stakeholders directly and indirectly during the pre-construction stages.

Stakeholder engagement is an essential part of the management process, particularly for megaprojects. In large projects, stakeholders have varying information needs and interests, and projects that actively engage with their stakeholders are more likely to succeed. One of the reasons for engaging stakeholders is to promote equity and fairness to both external and internal stakeholders.

Individuals and groups who are excluded from the decision-making processes do not have their needs and preferences reflected in the final project. Moreover, engagement of stakeholders maximises the ability to address shared challenges and better manage risks.

The collaborative procurement approach has been acknowledged as an approach that can provide a way to manage stakeholder complexity. This research aims to investigate the influence of stakeholders during the engagement process and stakeholders' effects on project outcomes. This thesis applies a qualitative research methodology based on interviews and observations from two case studies in New Zealand and two case studies in Malaysia. The research draws information from stakeholder engagement reports, project documentation, public engagement reports,

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transportation agency reports and interviews. The comparative findings show the values of stakeholder engagement obtained during the pre-construction process for large infrastructure projects. The engagement process involves internal preparation and alignment, consulting, monitoring and planning. The engagement process is difficult to manage because it requires public and community consultation. Comparison of these case studies enables lessons to be learnt that could improve stakeholder engagement. The findings provide insight into how the features of a project (project governance and a commercial model) formulate an effective approach (building a culture of care, communicating beyond compliance and responsiveness) to managing multiple stakeholders during the planning and consenting phase. The thesis provides a reference for construction organisations to help them develop best practices for successfully managing stakeholder complexity in future construction infrastructure projects. Keyword: Stakeholder engagement, collaborative procurement, infrastructure projects, stakeholder engagement process, best practice guideline.

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