

Oskar Grün

# Taming Giant Projects

Management  
of Multi-Organization Enterprises



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# Taming Giant Projects

**Katrin Zwirglmaier**



## **Taming Giant Projects:**

**Taming Giant Projects** Oskar Grün, 2013-11-11 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, 2010 The theme of this book is that any management approach for the development of commercial aircraft should seek to integrate the strengths of state of the art management disciplines while limiting their application to some basic essentials It explores the interconnectedness between individual management disciplines by explicitly considering the matter of integrative management

*Reconstructing Project Management* Peter W. G. Morris, 2013-05-28 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

*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

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

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**American Book Publishing Record** ,2005    *Ecoforum* ,2001    **Decision-making on Mega-projects** Hugo Priemus,Bent Flyvbjerg,Bert van Wee,2008 This book enlarges the understanding of decision making on mega projects and suggest recommendations for a more effective efficient and democratic approach Authors from different scientific disciplines address various aspects of the decision making process such as management characteristics and cost benefit analysis planning and innovation and competition and institutions The subject matter is highly diverse but certain questions remain at the forefront For example how do we deal with protracted preparation processes how do we tackle risks and uncertainties and how can we best divide the risks and responsibilities among the private and public players throughout the different phases of the project Presenting a state of the art overview based on experiences and visions of authors from Europe and North America this unique book will be of interest to practitioners of large scale project management politicians public officials and private organisations involved in mega project decision making It will also appeal to researchers consultants and students dealing with substantial engineering projects complex systems project management and transport infrastructure

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