Index

actor-network theory, 152
agency theory, 59
alternative methods of management, 268
appointment
  contractor, 277
  project team, 200
approval, 191, 208, 303
arms-length contracting, 171, 265
artefacts, 151
asset specificity, 69, 255
authority
  in matrix structures, 142
  project manager, 128, 144, 153, 191, 239, 263
  in projects, 222
behaviour
  leadership, 234
  organisation, 249, 254
  responses, 19
  schools, 30
  sub-system, 125
boundary
  client and construction process, 166
  with environment, 34, 81
  objects, 162
  between sub-systems, 193
boundary control, 193
  on LRA, 305
  objective, 193
bounded rationality, 58, 254
brief, 120, 127, 201
  competing factors, 122
  conflict, 58, 126, 226
  development of, 110, 115, 133, 145, 199
  feedback, 101, 200
  metaphors, 119
  objectives, 78, 102
  sufficiency, 78, 90
transmission, 200
uncertainty, 78
British Property Federation (BPF), 7, 25, 249
building information modelling (BIM) 75, 127
built-operate-transfer, 288
bureaucracies, 30, 34
business process re-engineering, 30, 56, 162, 176
civil engineering, 2, 14, 180, 202, 220, 255, 271, 276
clients
  environment, 82, 89, 99
  integration, 89, 128, 194, 200, 259, 308
  management of projects, 16
  objectives, 121, 134
    corporate, 115
    establishment of, 199
    public, 116
    variety, 17
  organisation, 17, 129, 134
    effect on managing activities, 178
  profiles, 117
Coase Theorem, 64
commissioning, 204
competitive tendering, 264, 276
conflict
  between firms and projects, 14
  objectives, 78, 126
  within the brief, 78
  in the project management process, 12
construction management (CM), 2, 268, 277
construction process system, 35
contingency theory, 37, 51, 65, 66, 309
strategic, 37, 51, 66, 309
structural, 38, 45, 81
<table>
<thead>
<tr>
<th>Term</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>contractor</td>
<td>277</td>
</tr>
<tr>
<td>integration</td>
<td>264</td>
</tr>
<tr>
<td>matrix structure</td>
<td>9</td>
</tr>
<tr>
<td>relationship with design team</td>
<td>206, 277</td>
</tr>
<tr>
<td>contracts</td>
<td>17, 254</td>
</tr>
<tr>
<td>standard forms</td>
<td>206</td>
</tr>
<tr>
<td>control loops</td>
<td>300, 303, 307</td>
</tr>
<tr>
<td>critical theory</td>
<td>57</td>
</tr>
<tr>
<td>culture</td>
<td>56, 237, 242</td>
</tr>
<tr>
<td>subcultures</td>
<td>160</td>
</tr>
<tr>
<td>decisions</td>
<td>21</td>
</tr>
<tr>
<td>client</td>
<td>115, 129</td>
</tr>
<tr>
<td>feedback</td>
<td>101, 127, 185</td>
</tr>
<tr>
<td>key</td>
<td>185, 203, 251</td>
</tr>
<tr>
<td>on LRA</td>
<td>301</td>
</tr>
<tr>
<td>operational</td>
<td>186, 203, 251</td>
</tr>
<tr>
<td>on LRA</td>
<td>301</td>
</tr>
<tr>
<td>primary</td>
<td>183, 251</td>
</tr>
<tr>
<td>on LRA</td>
<td>301</td>
</tr>
<tr>
<td>process</td>
<td>153</td>
</tr>
<tr>
<td>sub-system</td>
<td>251</td>
</tr>
<tr>
<td>design-and-build</td>
<td>271</td>
</tr>
<tr>
<td>integration</td>
<td>155, 273</td>
</tr>
<tr>
<td>organisation matrix</td>
<td>277</td>
</tr>
<tr>
<td>design team</td>
<td>259</td>
</tr>
<tr>
<td>integration</td>
<td>259</td>
</tr>
<tr>
<td>differentiation</td>
<td>37, 70</td>
</tr>
<tr>
<td>definition</td>
<td>100, 145</td>
</tr>
<tr>
<td>determinants</td>
<td>188</td>
</tr>
<tr>
<td>on LRA</td>
<td>301</td>
</tr>
<tr>
<td>empowerment</td>
<td>240</td>
</tr>
<tr>
<td>environment</td>
<td>41, 42, 81</td>
</tr>
<tr>
<td>client</td>
<td>81, 113, 120, 127</td>
</tr>
<tr>
<td>definition</td>
<td>34</td>
</tr>
<tr>
<td>differentiation</td>
<td>37</td>
</tr>
<tr>
<td>institutional</td>
<td>84, 91</td>
</tr>
<tr>
<td>protected niche</td>
<td>98</td>
</tr>
<tr>
<td>task</td>
<td>92, 98</td>
</tr>
<tr>
<td>uncertainty</td>
<td>117, 121, 127, 182</td>
</tr>
<tr>
<td>environmental forces</td>
<td>84</td>
</tr>
<tr>
<td>classification</td>
<td>84</td>
</tr>
<tr>
<td>direct</td>
<td>89</td>
</tr>
<tr>
<td>indirect</td>
<td>89</td>
</tr>
<tr>
<td>non-technical</td>
<td>81</td>
</tr>
<tr>
<td>at start of project</td>
<td>125</td>
</tr>
<tr>
<td>sustainability</td>
<td>93</td>
</tr>
<tr>
<td>technical</td>
<td>81</td>
</tr>
<tr>
<td>equifinality</td>
<td>105</td>
</tr>
<tr>
<td>ethics</td>
<td>161, 175</td>
</tr>
<tr>
<td>feedback</td>
<td>101, 127, 185</td>
</tr>
<tr>
<td>managing system</td>
<td>190, 200</td>
</tr>
<tr>
<td>negative</td>
<td>101</td>
</tr>
<tr>
<td>positive</td>
<td>102</td>
</tr>
<tr>
<td>firms</td>
<td>75, 79</td>
</tr>
<tr>
<td>First World War</td>
<td>4</td>
</tr>
<tr>
<td>general systems theory</td>
<td>34</td>
</tr>
<tr>
<td>governance structure</td>
<td>249</td>
</tr>
<tr>
<td>groupthink</td>
<td>147, 221</td>
</tr>
<tr>
<td>guaranteed maximum price contracts</td>
<td>265</td>
</tr>
<tr>
<td>hierarchy</td>
<td>27, 61, 186, 195</td>
</tr>
<tr>
<td>industrial ecology</td>
<td>94</td>
</tr>
<tr>
<td>industrial revolution</td>
<td>3</td>
</tr>
<tr>
<td>informal structures</td>
<td>31</td>
</tr>
<tr>
<td>innovation</td>
<td>5, 8, 17, 38</td>
</tr>
<tr>
<td>input</td>
<td>124</td>
</tr>
<tr>
<td>institution theory</td>
<td>40, 45</td>
</tr>
<tr>
<td>integrating mechanism</td>
<td>91, 129</td>
</tr>
<tr>
<td>contingency theory</td>
<td>37</td>
</tr>
<tr>
<td>range</td>
<td>150</td>
</tr>
<tr>
<td>uncertainty</td>
<td>99</td>
</tr>
<tr>
<td>integration</td>
<td>37, 99, 150</td>
</tr>
<tr>
<td>client</td>
<td>91, 200, 308</td>
</tr>
<tr>
<td>design team</td>
<td>259</td>
</tr>
<tr>
<td>interdependency</td>
<td>149, 149</td>
</tr>
<tr>
<td>pooled</td>
<td>149</td>
</tr>
<tr>
<td>reciprocal</td>
<td>149</td>
</tr>
<tr>
<td>sequential</td>
<td>149</td>
</tr>
<tr>
<td>on LRA</td>
<td>307</td>
</tr>
<tr>
<td>meeting</td>
<td>202</td>
</tr>
<tr>
<td>tasks</td>
<td>199</td>
</tr>
<tr>
<td>uncertainty</td>
<td>99</td>
</tr>
<tr>
<td>interdependency</td>
<td>84, 99</td>
</tr>
<tr>
<td>on LRA</td>
<td>301, 307</td>
</tr>
<tr>
<td>pooled</td>
<td>148</td>
</tr>
<tr>
<td>reciprocal</td>
<td>60, 148, 187, 193</td>
</tr>
<tr>
<td>sequential</td>
<td>100, 148, 187, 193</td>
</tr>
<tr>
<td>Joint ventures</td>
<td>163, 168</td>
</tr>
<tr>
<td>Key personnel</td>
<td>155, 170</td>
</tr>
<tr>
<td>Knowledge based economy</td>
<td>105</td>
</tr>
<tr>
<td>leadership</td>
<td>162</td>
</tr>
<tr>
<td>charismatic</td>
<td>48</td>
</tr>
<tr>
<td>lean construction</td>
<td>171</td>
</tr>
<tr>
<td>linear responsibility chart (LRC)</td>
<td>297</td>
</tr>
<tr>
<td>location (territory)</td>
<td>189, 304</td>
</tr>
</tbody>
</table>
manager
  construction, 13
  contract, 13
  design, 13
  project, 6, 36, 126, 261
management
  construction project
    definition, 7, 11
    executive, 262, 275
    non-executive, 261, 275
    objectives, 16
  definition, 9
  firms, 139
  general, 13
  gurus, 24, 56, 66, 102, 233
  matrix, 14
  'principles of', 27, 76
  scientific, 127
management contracting, 2, 268, 277
  integration, 270
  matrix structures, 15, 22
  mechanistic structures, 42, 81, 87, 91
  megaprojects, 288
  Mintzberg's classification, 115, 215, 226
  multi-disciplinary practices, 17, 49
    integration, 154, 260
    responsibility, 263
negentropy, 97
negotiated contracts, 17, 259, 267, 276
  integration, 268
  NIMBY, 110
objectives, 58, 78, 250, 256, 273
  clients, 96, 134, 136
    corporate, 115
    establishment of, 199
  public, 117
  variety, 17
  conflicting, 78
  firms, 15
  multiple, 126
  project management, 12, 15
  objects, 123, 151
opportunism, 161, 254
organic structures, 42, 81, 87, 91
organisation
  clients, 13, 120, 126, 134
  competence, 96
  complexity, 90
  construction project
    conventional, 17, 259, 275
    definition, 1
feedback, 101
  reform, 6
  design of, 200
  effectiveness, 253, 276
  informal, 18, 30, 44
  learning, 55
  matrix, 142
  patterns, 17
  theory, 17, 45, 249
  uncertainty, 208
organisational economics
  (OE), 59
output, 24
oversight
  direct, 195
    on LRA, 297
  general, 195
    on LRA, 297
partnering, 197, 227
plans of work, 297
population ecology, 45, 67
post-war, 5
power, 28, 61, 125
  gap, 228
    in projects, 223
  structures, 30
prime contracting, 274
private-finance initiative
  (PFI), 288
production costs, 252
professional
  adhocracy, 48
  institutions, 2, 4, 86, 98, 106
  organisation, 22, 47
professions, 2, 17
  change, 100
project
  change, 90
  conception, 180
  co-ordinator, 128, 261
  disposal, 204
  inception, 182
outcome
  evaluation, 204, 311
  functions of project
    management, 191
performance, 150
programme, 201
realisation, 183
responsibility, 263
tasks, 188
project management theory, 51, 74
project manager, 6, 26, 122, 221, 246, 263
authority, 129, 144, 242
executive, 261
relationship with client, 144
recommendation, 191, 197, 205, 208
on LRA, 303
resource dependency model, 40, 83
SARFIT, 46, 67, 81, 97, 310
Second World War, 5
sentence, 20, 79, 146, 161, 189, 223, 301
on LRA, 302
separate trades contracting, 268
sequence (time), 189, 304
serial tendering, 267, 277
skill (technology), 189, 304
social network theory (SNA), 296
socially constructed, 56, 61, 151
socio-technical approach, 151
soft systems methodology, 74, 119
stakeholders, 100, 122
strategic contingency, 39
subcontractors, 15, 17, 50, 143, 169, 207
management contracting, 268, 277
relationship to project management, 268, 277
sustainability, 93, 121, 182, 200
systems
adaptive, 54, 98
boundary, 77, 190
classification, 77
closed, 34
construction process, 35
hierarchy, 77
maintenance, 190, 193, 198, 208
on LRA, 306
managing, 207, 250, 259
feedback, 284
on LRA, 284
monitoring, 191, 198, 208
on LRA, 305
objectives, 35
open, 34, 123
operating, 198, 207, 248, 251, 259
on LRA, 300
target cost contracts, 265
task sub-systems, 188, 208
integration, 203
teamthink, 147
techniques, 6, 17, 72, 87
for organisational design, 296
technology, 19, 124
clusters, 287
skill, 189, 304
territory (location), 189, 304
time (sequence), 189, 304
transaction cost economics, 83, 156, 166, 290
transformation, 124
TREND, 296
trust, 155, 167
two-stage tendering, 17, 266, 276
uncertainty, 18, 78, 90
contingency theory, 37
effect on brief, 78
effect on integration, 99
effect on organisation design, 208
environment, 127, 182, 208
value management, 130
virtual design and construction (VDC), 73
virtual teams, 69, 144