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| Nota di contenuto | MANAGING THE PROFITABLE CONSTRUCTION BUSINESS; CONTENTS; FOREWORD; PREFACE; ACKNOWLEDGMENTS; HOW TO USE THIS BOOK; ABOUT THE AUTHORS; PART 1; 1 MANAGING WITH CONFIDENCE; 1.1 LESSONS LEARNED; 1.2 OBJECTIVES OF THIS BOOK; 1.3 MANAGING AREAS OF RISK; 1.4 RECOGNIZING SIGNS OF POTENTIAL TROUBLE; 1.5 LAYERS OF MANAGEMENT; 1.6 OWNER VERSUS TOP MANAGEMENT; 1.7 DISCIPLINING PERFORMANCE; 1.8 BOARDS OF DIRECTORS; 1.9 ACCOUNTABILITY; 1.10 SELECTING THE MEMBERS; 1.11 IMPORTANCE OF CREDIT; 1.12 VOLUME VERSUS PROFIT; 1.13 EMPLOYEE BENEFITS AND COMPENSATION; 1.14 BORROWING; 1.15 BUSINESS PLANNING CHAPTER REVIEW QUESTIONS CRITICAL THINKING AND DISCUSSION QUESTIONS; NOTES; 2 ELEMENTS OF CONTRACTOR FAILURE; 2.1 CAPITALIZING ON EXPERIENCE; 2.2 INCREASE IN PROJECT SIZE; 2.3 UNFAMILIARITY WITH NEW GEOGRAPHIC AREAS; 2.4 MOVING INTO NEW TYPES OF CONSTRUCTION; 2.5 CHANGES IN KEY PERSONNEL; 2.6 LACK OF MANAGERIAL MATURITY IN EXPANDING ORGANIZATIONS; CHAPTER REVIEW QUESTIONS; CRITICAL THINKING AND DISCUSSION QUESTIONS; |

NOTES; 3 INCREASE IN PROJECT SIZE; 3.1 LIMITS OF GROWTH; 3.2 INCREASED RISKS WITH LARGER PROJECTS; 3.3 CASE STUDY; 3.4 CASE STUDY REVIEW; 3.5 UNDERESTIMATING THE SIZE
3.6 OWNERS AND RETAINAGE 3.7 ALLOCATING TIME; 3.8 ALTERNATIVES TO TAKING ON LARGE PROJECTS; 3.9 CONCLUSION; CHAPTER REVIEW QUESTIONS; CRITICAL THINKING AND DISCUSSION QUESTIONS; NOTES; 4 CHANGE IN GEOGRAPHIC LOCATION; 4.1 DEFINING "NORMAL AREA"; 4.2 REASONS FOR CHANGING GEOGRAPHIC AREA; 4.3 CASE STUDY: LONG DISTANCE PROJECT; 4.4 REVIEW OF THE LONG DISTANCE PROJECT CASE STUDY; 4.5 MANAGING THE RISK WITH LONG DISTANCE PROJECTS; 4.6 CASE STUDY: REGIONAL OFFICE; 4.7 REVIEW OF THE REGIONAL OFFICE CASE STUDY; 4.8 THE NEED FOR PERSONAL ATTENTION; 4.9 OPENING A REGIONAL OFFICE
4.10 REGIONAL OFFICE CONTINGENCY PLAN 4.11 CONCLUSION; CHAPTER REVIEW QUESTIONS; CRITICAL THINKING AND DISCUSSION QUESTIONS; NOTES; 5 CHANGING OR ADDING TO TYPE OF CONSTRUCTION PERFORMED; 5.1 REASONS FOR CHANGES IN TYPE OF WORK; 5.2 CHALLENGE: LACK OF EXPERIENCE; 5.3 CHALLENGE: DIFFERENCES THAT APPEAR SUBTLE; 5.4 RESOLUTION: KNOW YOUR SPECIALTY; 5.5 BACKGROUND TO CASE STUDIES; 5.6 CASE STUDY 1; 5.7 CASE STUDY 2; 5.8 EXAMPLE: UNION VERSUS OPEN SHOP; 5.9 KNOW THE RISKS; 5.10 VOLUME VERSUS PROFIT ALTERNATIVE; 5.11 WITHDRAWAL PLAN; 5.12 CONCLUSION; CHAPTER REVIEW QUESTIONS CRITICAL THINKING AND DISCUSSION QUESTIONS NOTES; 6 REPLACE KEY PERSONNEL; 6.1 IDENTIFYING KEY PEOPLE; 6.2 PARTNERS; 6.3 FOUNDERS AND SUCCESSION; 6.4 INACTIVE FOUNDERS; 6.5 SUCCESSION CASE STUDY; 6.6 NEW MANAGEMENT TEAM; 6.7 ADDING KEY PERSONNEL; 6.8 MANAGEMENT "DILUTION"; 6.9 SUMMARY; CHAPTER REVIEW QUESTIONS; CRITICAL THINKING AND DISCUSSION QUESTIONS; NOTES; 7 MANAGERIAL MATURITY; 7.1 START-UP CONSTRUCTION COMPANIES; 7.2 IMPORTANCE OF MANAGEMENT SKILLS; 7.3 COMPANY GROWTH PHASES; 7.4 LIMIT OF MANAGERIAL EFFECTIVENESS; 7.5 COMPANY GROWTH AND MANAGEMENT THRESHOLDS
7.6 TELLTALE SIGNS OF INSUFFICIENT MANAGERIAL MATURITY

Sommario/riassunto

This book is based on Dr. Schleifer's 45 years experience, a combination of practical, hands-on work as a contractor and his work assisting financially distressed companies. This has given Dr. Schleifer a unique perspective on the causes of business failure and how to avoid them. His no-nonsense philosophy is: "We cannot control the market, but we can control our response to it." Part one of each chapter focuses on potential causes of contractor failure and how to avoid them. Schleifer's methods are largely based on data from his 8 years as a surety consultant in
