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Nota di contenuto	Contents; Preface; 1 Introduction; Part A - Construction and its business environment; 2 Construction - an overview of the market; Industrial building; Commercial building; The housing market; Repairs and maintenance; Making sense of the trends; 3 The strategic role of the actors in the construction process; The evolution of the construction industry in the post World War II era; 4 Clients, constructors and competencies; Introduction; The concepts of product and project life cycles in construction; The strategic concepts of industry and market in construction Market structure, price determination and competition in construction Conclusion; Part B - Concepts of strategic management; 5 The firm and the strategic management process; Introduction; The strategic management process; The strategic management process and organisational change; The management of change in construction; Strategic behaviour; Conclusion; 6 Strategic behaviour of construction firms; Introduction; Core business and core competencies in construction; Levels of strategy; Managing the diversified construction firm; Strategies at the operating core in contracting firms Project portfolios and potential capacity Sub-contracting as a

production strategy within project portfolios; The management resource in construction firms as a source of competitive advantage - resolving a strategic paradox; Conclusions; 7 Strategies for international construction; Background; International business strategy; Size and structure; Reasons for internationalism; Characteristics and obstacles to internationalisation; Competitive advantage and strategy in international construction; Competitive advantage in international construction; Factor conditions; Domestic demand conditions Related and supplier/sub-contractor industries Firm strategy, structure and competitiveness; Country analysis; General overview; Strategic positioning competitive intelligence; Part C - Techniques for the strategic planner; 8 Portfolio management, Delphi techniques and scenarios; Business portfolio management; The Boston Consulting Group growth-share matrix; Portfolio management and the construction industry; Delphi techniques; Scenarios; Cross impact analysis; 9 Marketing and promotional strategies in construction; Introduction; The marketing concept Marketing orientation and relationship marketing philosophy Service quality and customer satisfaction; Internal marketing; Internal customer satisfaction; Customer care; Marketing strategies - market choice and segmentation; The marketing mix in service industries; Promotional strategies; Promotional media (personal/non personal); Co-focusing on customer service - the problems to be overcome; Part D - Summary; 10 A synthesis of strategic management in construction; Introduction; Strategic management in the construction industry; Industries and markets in construction Entry and exit barriers exist in an industry

Sommario/riassunto

This book reviews the general theory of strategy, relates it to the particular circumstances of the construction industry, and shows how it can be applied in practice. It brings together ideas from economics, marketing, management, business and politics to develop strategic management for both contractors' firms and the associated professions. Substantial changes have occurred in the industry since the book was first published in 1991. This Second Edition reflects the major developments that have followed the Latham and Egan reports, and includes new chapters on international strategy and ma
