

1. Record Nr.	UNINA9910782917003321
Autore	Miller Roger <1938->
Titolo	The strategic management of large engineering projects : shaping institutions, risks, and governance / / Roger Miller and Donald Lessard ; with the participation of Serghei Floricel and the IMEC Research Group
Pubbl/distr/stampa	[Cambridge, Mass.] , : [MIT Press], ©2000
ISBN	0-262-27986-X 1-61583-104-5 1-4237-2540-9
Descrizione fisica	1 online resource (258 p.)
Altri autori (Persone)	LessardDonald R
Disciplina	658.5
Soggetti	Engineering - Management Construction industry - Management
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	"Contributors Bjorn Andersen, Richard Brealey, Ian Cooper, Serghei Floricel, Michel Habib, Brian Hobbs, Donald R. Lessard, Pascale Michaud, Roger Miller, Xavier Olleros."
Nota di bibliografia	Includes bibliographical references (p. [223]-230) and index.
Nota di contenuto	Machine generated contents note: 1 Public Goods and Private Strategies: Making Sense of Project -- Performance 19 -- Roger Miller and Donald Lessard -- 2 Transformations in Arrangements for Shaping and Delivering -- Engineering Projects 51 -- Roger Miller and Serghei Floricel -- 3 Mapping and Facing the Landscape of Risks 75 -- Donald Lessard and Roger Miller -- 4 Project Shaping as a Competitive Advantage 93 -- Roger Miller and Xavier Olleros -- 5 Strategic Systems and Templates 113 -- Serghei Floricel and Roger Miller -- 6 Building Governability into Project Structures 131 -- Roger Miller and Serghei Floricel -- 7 Transforming Institutions 151 -- Pascale Michaud and Donald Lessard -- 8 The Financing of Large Engineering Projects 165 -- Richard Brealey, Ian Cooper, and Michel Habib -- 9 Partnering Alliances for Project Design and Execution 181 -- Brian Hobbs and Bjorn Andersen -- 10 Rising to the Challenge of Evolving High-Stakes Games 197 -- Roger Miller and Donald Lessard.
Sommario/riassunto	"As the number, complexity, and scope of large engineering projects (LEPs) increase worldwide, the huge stakes may endanger the survival of corporations and threaten the stability of countries that approach

these projects unprepared. According to the authors, the "front-end" engineering of institutional arrangements and strategic systems is a far greater determinant of an LEP's success than are the more tangible aspects of project engineering and management. The book is based on an international research project that analyzed sixty LEPs, among them the Boston Harbor cleanup; the first phase of subway construction in Ankara, Turkey; a hydro dam on the Caroni River in Venezuela; and the construction of offshore oil platforms west of Flor, Norway. The authors use the research results to develop an experience-based theoretical framework that will allow managers to understand and respond to the complexity and uncertainty inherent in all LEPs. In addition to managers and scholars of large-scale projects, the book will be of interest to those studying the relationship between institutions and strategy, risk management, and corporate governance in general."
