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Nota di contenuto	Front Cover; Project Engineering; Copyright Page; Dedication Page; Contents; Preface; Acknowledgments; Chapter 1: When Opportunity Knocks; Where Do You Start?; Your Boss(es); What Do They Want?; Do It!; Chapter 2: What Do Project Engineers Do?; Total Area Responsibility; Types of Areas; Defining the Area; The Project Engineer's Duties; Plan and Control the Basic Work; Lead Safety; Identify, Assess, and Mitigate Risks; Achieve Quality Standards; Control Schedule and Cost; Balance the Safety, Quality, Cost, and Schedule Priorities; Control Interfaces; Manage Changes Solve Problems and Commercial Issues Lead the Effort; References; Chapter 3: A Crash Course in Management; The Way It Should Be; The Task Side; The People Side; The Way It Is; Management Skills for a Project Engineer; People-Related Questions; Task-Related Questions; References; Chapter 4: How Projects Work; Plan the Work and Work the Plan; Overall Project Framework; Major Phases; Project Management; Planning; Evaluation and Definition; Evaluation; Definition; Project Approval; Project Implementation; Engineering and Procurement; Engineering and Procurement-An Integrated Process Project Implementation: Manufacturing Client Input; Planning, Basis Development, and Systems Engineering; Engineering; Development; Manufacturing and Subcontracting; Testing; Time Pressure; Role of

Project Engineers; Project Implementation: Construction; Construction Systems; Area Focus; Consequences of Mistakes and Changes; Client Intervention; Focus Shifts to Systems at the End; Project Implementation: Commissioning and Start-up; Transitions and Hand-offs; Back to Project Engineering; Reference; Chapter 5: Learning Project Engineering on the Job: A Case Study; Case Study September 20: Sara Sends Up an SOS September 21: Sara's Fax to Kramer; September 24: Trouble around the Bend; October 1: Jeff Gets Squeezed; October 1: Edgar Jump-Starts the Engineering; October 1: Chet Taps the ""Good Ole Boy"" Network; October 1: Planning Meeting Continues-The Compressor Is a Problem; October 4: Sara Digs in Her Heels; October 13: The Design Review Hits the Fan; October 13: Changes Cost Big Time; October 28: Good Work but Bad Results; November 3: Crunch Time; November 8: Jeff Shows Up; November 16: The Negotiation; November 22: A Pause to Enjoy and Ponder Reflection on the Case Study Chapter 6: Skills That Can Get You Ahead; Perspective on Getting Ahead; What Does It Mean to Get Ahead?; What Does It Take to Get Ahead?; Competence; Technical Skills and Hard Work; Personal Efficiency and Effectiveness; Business Judgment; Performance Evaluations and the Competition; Office Politics; Patrons; Exposure; Dealing with Office Politics; Social Skills; Perspective Revisited; References; Chapter 7: Things That Can Get You Fired; Laws and Regulations; Finance and Accounting; Antitrust; Bribery and Corruption

Classified, Proprietary, and Other Confidential Information

#### Sommario/riassunto

For newly hired young engineers assigned to their first real 'project', there has been little to offer in the way of advice on 'where to begin', 'what to look out for and avoid', and 'how to get the job done right'. This book gives this advice from an author with long experience as senior engineer in government and industry (U.S. Army Corps of Engineers and Exxon-Mobil). Beginning with guidance on understanding the typical organizational structure of any type of technical firm or company, author Plummer incorporates numerous hands-on examples and provides help on getting started with a pro