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conceptualise the project? Procurement through markets and hierarchies; project design and delivery through networks Summary and conclusions Chapter 6 Game Theory and Networks Some history to start Game theory applied to construction projects What is a game? Key assumptions Benefits of applying game theory to project networks Other considerations Choices about actions and co-players: The Prisoner's Dilemma Nash equilibrium Anti-coordination behaviour: Hawk-Dove and Chicken Game theory and information exchange network formation Game theory and five dangerous assumptions Summary and conclusions Chapter 7 Network roles and personality types Network roles: prominent disseminators, gatekeeper hoarders, isolates, dyads and triads, boundary spanners and bridges Personality traits Humour and behaviour in networks Profiling and ideal project network actor Specific personality traits Network roles and personality traits Summarising on actor traits and project networks Chapter 8 Network enabling What do we mean by network enabling? Trust Empathy Reciprocity, favours and psychological contracts Implications for violations of psychological contracts in networks Generosity Characteristics of individual that are destructive for networks Narcissism Egotism Summary Chapter 9 Project Networks and BIM BIM origins BIM and information management Information management and organisation structure The BIM model as an artefact Self-organising networks in the context of design BIM and networks, a research agenda Chapter 10 Introduction to the Case Studies Technical overview Research funding Summary Chapter 11: Case Study No.1- Communities in Self-Organising Projects Networks Data collection Data analysis Findings Communities in self-organising project networks Summary Chapter 12: Case Study No.2 - Dysfunctional Prominence in Self-Organising Project Networks Data collection Data analysis Actor prominence measures Summary Chapter 13: Case Study No.3 - Costing Networks Conceptual framework Network costs Data analysis Summary Chapter 14: Summary and Conclusions Brief summary of each chapter Theoretical Issues What might industry learn from the content of this book? Appendix References Index.

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## Sommario/riassunto

"The first book demonstrating how to apply the principles of social network analysis to managing complex projects This groundbreaking book gets project managers and students up to speed on state-of-the-art applications of social network analysis (SNA) for observing, analysing, and managing complex projects. Written by an expert at the leading edge of the SNA project management movement, it clearly demonstrates how the principles of social network analysis can be used to provide a smarter, more efficient, holistic approach to managing complex projects. Project managers, especially those tasked with managing large, complex construction and engineering projects, traditionally have relied upon analysis and decision-making based upon hierarchical structures and vaguely defined project systems, much of which is borrowed from historic scientific management approaches. However, it has become apparent that a more sophisticated methodology is required for observing project systems and managing relationships with today's more knowledgeable and demanding clients. Social network analysis (SNA) provides just such an approach. Unfortunately, existing books on social network analysis are written primarily for sociologists and mathematicians, with little or no regard for the needs of project managers — until now. The first and only book of its kind, *Managing Networks in Project-Based Organisations*; Offers a framework and a fully-developed approach to applying SNA theory and methodologies to large, complex

projects Describes highly effective strategies and techniques for managing the iterative and transient relationships between network-defining actor roles involved in the delivery of complex projects Uses numerous real-world examples and case studies of successful applications of SNA to large-scale construction and engineering projects around the world Draws on its author's decades of experience managing complex projects for demanding clients, as well as his extensive academic research in Project Management Managing Networks in Project-Based Organisations is an important working resource for project management professionals and consultants, especially those serving the construction and engineering industries. It is also an excellent text/reference for postgraduate students of project management and supply chain management, as well as academic researchers of project management"--

"Contributes to a re-evaluation of how project activity is conceptualised and managed and demonstrates how the principles of social network analysis are applied as a smarter way of managing complex projects"--

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