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| Nota di contenuto       | CONTENTS; Acknowledgements; Preface; Part I Structure Past; 1 Searching for the Real Project: the Historical Approach; Introduction; 1.1 Information as a production resource; 1.2 Identifying the project nature in system terms; 1.3 Effects on the internal environment; 1.4 The conversion process; 1.5 Conclusions; 2 Open System Characteristics in Industrial Terms: Relatively Recent Developments; Introduction; 2.1 Energy; 2.2 Throughput; 2.3 Output; 2.4 Event management; 2.5 Entropy and the issue of noise; 2.6 Feedback; 2.7 Steady state; 2.8 Differentiation - further discussion of Case study 1 |

2.9 Equifinality 2.10 Conclusions; Part II Structure Present; 3 Establishing a Project's Relevant Environmental Forces: Recognise the Relevant - Ignore Everything Else?; Introduction; 3.1 Gathering information; 3.2 Application: a hypothetical project scenario; 3.3 Project objectives and organisation structure; 3.4 Traditional organisation structures; 3.5 Variations on the basic themes; 3.6 Selecting an organisational form; 3.7 Integrated project teams (IPTs); 3.8 Conclusions; 4 Further Factors in a Possible Model for Organisation Structure Design; Introduction 4.1 Changes in the external environment 4.2 Environments becoming unfavourable; 4.3 Virtual teams; 4.4 Transformational organisation structures; 4.5 Conclusions; 5 Control is Not Total; Introduction; 5.1 Project boundaries; 5.2 Control of the human resource; 5.3 Caveat emptor; 5.4 Conclusions; Part III Structure Future?; 6 The Genome Approach; Introduction; 6.1 The simplified genome; 6.2 Expanding the start genome; 6.3 Conclusions; 7 Taking Up the Options; Introduction; 7.1 Required structure characteristics: discussion of Skunkworks; 7.2 Achieving the project-specific genome (PSG) 7.3 Implementing the structure 7.4 The learning organisation; 7.5 The humorous organisation; 7.6 Conclusions; 8 Future Challenges; Introduction; 8.1 The short term; 8.2 The medium term; 8.3 The long term; Appendix 1 Glossary of Project Management Terms; Appendix 2 Glossary of Structure and Gene Terms; References; Index

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## Sommario/riassunto

Organisation structure can make or break the project manager... New forms of organisation are emerging in the construction industry - from partnering to virtual teams. There is a growing need to consider project organisational structures carefully. This book differs from the many other texts on project management by concentrating on the challenges of devising relevant structures for project management. It examines the diverse factors to be considered when determining an initial overall organisation for new construction projects. It also looks at how to vary the o

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