

Table of Contents

Part One: A New Challenge for Project Management.....	1
<i>A. Big Projects – Big Problems.....</i>	<i>3</i>
I. MOEs: Giants Among Projects	3
1. Basic Characteristics	3
2. MOEs as Challenge for Project Management	5
II. Approaches to Research on MOEs	8
1. Lack of Theory	8
2. Lack and Incompatibility of Empirical Studies.....	11
3. Our Research Approach	13
4. Design of the Book.....	17
Part Two: Goal Achievement	21
<i>B. Technical Goals.....</i>	<i>24</i>
I. Structure of Technical Goals	24
II. Different Levels of Achievement	27
III. Summary and Conclusion.....	30
<i>C. Time Goals.....</i>	<i>32</i>
I. Structure of Time Goals	32
II. Different Levels of Achievement	33
III. Summary and Conclusion.....	35
<i>D. Financial Goals.....</i>	<i>37</i>
I. Structure of Financial Goals	37
II. Different Levels of Achievement	41
1. Costs of Completion.....	41
2. Costs of Operation & Maintenance	44
III. Approaches to Explain the Achievement of Financial Goals	45
1. Overview	45
2. Empirical Relevance for the Cost-Accounting Approach	48
3. Summary and Conclusion	53
<i>E. Overall Performance</i>	<i>56</i>

Part Three: Success Factors	61
<i>F. Strategies for Selecting Success Factors</i>	63
<i>G. Formulation and Change of Goals</i>	69
I. Overlapping of Formulation and Change of Goals	69
II. Types of Goal Change and their Impact on Goal Achievement	70
III. Managing Formulation and Change of Goals	74
<i>H. Basic Design</i>	78
I. Meaning and Variety of Basic Design	78
II. Impact of Basic Design on Goal Achievement	82
III. Managing Basic Design	84
1. Limiting Risks	84
2. Breaking Down of Basic Design	87
3. Maintaining Consistency	91
4. Project Owners' Responsibilities	92
<i>I. Socio-Political Environment</i>	94
I. Various Spheres of Socio-Political Environment	94
1. Nature and Development of MOEs	94
2. Parent Organizations	95
3. Contractors	96
4. Local, Regional, and National Institutions	97
II. Impact of the Socio-Political Environment on Goal Achievement	101
III. Managing the Socio-Political Environment	102
<i>J. Management Structure and Management Capacity</i>	105
I. Elements and Variety of Management Structure and Management Capacity	105
1. Type, Time of Establishment, and Size of the Project Company	106
2. Organizational Structure	111
3. Integration of Contractors, Experts, Consultants, Users, and Auditors	116
4. Recruitment of Project Managers and Project Staff	122
5. Staff Turnover in the Project Company	125
6. Summary	126
II. Impact of Management Structure and Management Capacity on Goal Achievement	127
III. Guidelines for the Design of Management Structure and Management Capacity	128
<i>K. Success Factors and Goal Achievement</i>	131
I. Summarized Empirical Findings on Success Factors	131
II. Interdependence of Success Factors	134
III. Interdependence of Success Factors and Goal Achievement	136

Part Four: Case Studies	141
<i>L. The Olympic Summer Games 1972 in Munich.....</i>	<i>143</i>
I. Characteristics of the Summer Games 1972.....	143
II. Achievement of Goals	144
1. Technical Goals.....	144
2. Time Goals	145
3. Financial Goals.....	145
4. Overall Performance	146
III. Success Factors.....	146
1. Formulation and Change of Goals.....	147
2. Basic Design.....	150
3. Socio-Political Environment	153
4. Management Structure and Management Capacity	153
IV. Interdependence of Success Factors and Goal Achievement.....	159
<i>M. The Olympic Winter Games 1980 in Lake Placid.....</i>	<i>162</i>
I. Characteristics of the Winter Games	162
II. Achievement of Goals	163
1. Technical Goals.....	163
2. Time Goals	165
3. Financial Goals.....	166
4. Overall Performance	168
III. Success Factors.....	169
1. Formulation and Change of Goals.....	169
2. Basic Design.....	171
3. Socio-Political Environment	172
4. Management Structure and Management Capacity	173
IV. Interdependence of Success Factors and Goal Achievement.....	176
<i>N. The University Hospital Vienna.....</i>	<i>181</i>
I. Characteristics of the Vienna Hospital	181
II. Achievement of Goals	181
1. Technical Goals.....	181
2. Time Goals	183
3. Financial Goals.....	183
4. Overall Performance	184
III. Success Factors.....	184
1. Formulation and Change of Goals.....	184
2. Basic Design.....	187
3. Socio-Political Environment	189
4. Management Structure and Management Capacity	190
IV. Interdependence of Success Factors and Goal Achievement.....	196

<i>O. The University Hospital Munich</i>	200
I. Characteristics of the Munich Hospital	200
II. Achievement of Goals	200
1. Technical Goals.....	200
2. Time Goals.....	201
3. Financial Goals	202
4. Overall Performance	203
III. Success Factors.....	203
1. Formulation and Change of Goals	203
2. Basic Design	205
3. Socio-Political Environment	207
4. Management Structure and Management Capacity	207
IV. Interdependence of Success Factors and Goal Achievement.....	210
<i>P. The Large Energy Converter Growian</i>	214
I. Characteristics of GROWIAN.....	214
II. Achievement of Goals	215
1. Technical goals	215
2. Time goals.....	216
3. Financial Goals	217
4. Overall Performance	218
III. Success Factors.....	218
1. Formulation and Change of Goals	218
2. Basic Design	221
3. Socio-Political Environment	224
4. Management Structure and Management Capacity	225
IV. Interdependence of Success Factors and Goal Achievement.....	229
Part Five: Conclusion	235
<i>Q. Lessons for the Future</i>	237
I. Pre-Start Activities	237
1. Questioning MOE-Initiatives	237
2. Assessing Project Management Capacity.....	239
II. Minimax Versus Maximin.....	240
1. Limiting Risks.....	240
2. Learning in MOEs as a Tool for Limiting Risks.....	245
III. Benefits of Indirect Cost Management	249
IV. Internal and External Reporting Systems	254
V. The Futility of Final Words	256
List of Figures	259
List of Tables	263
References	265



<http://www.springer.com/978-3-540-21440-3>

Taming Giant Projects

Management of Multi-Organization Enterprises

Grün, O.

2004, XII, 273 p., Hardcover

ISBN: 978-3-540-21440-3