

The anatomy of major projects: A study of the reality of project management.

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AbstractAbstract

[en] Large complex projects are essential to the development of society, but are invariably poorly understood and often inadequately managed. Charting the history of eight major UK and European projects undertaken in the past few decades, this book provides a rare insight into the complex issues of risk, contracting strategy, and multi-organization management, and presents a critical analysis of many sectors of industry. Derived from recent research at Templeton College, Oxford, which aimed to determine the success and failure of large projects, this book offers a sophisticated view of project management in terms of technology, policy, government and the community and shows how major undertakings should, and should not, be managed. Part One looks at Major Projects and Project Management: The Study of Major Projects. The Case Studies are considered in Part Two. These are: The Channel Tunnel, 1960-75; Concorde; The Advanced Passenger Train; The Thames Barrier; Heysham 2 Nuclear Power Station and the AGR Programme; The Fulmar North Sea Oil Field; The Computerization of PAYE; Project Giotto. In Part Three the projects are analysed by looking at The Anatomy of Major Projects: The Question of Success and Failure; The Dimensions of Project Success; The Strategic Management of Projects. There is an Appendix and Bibliography. (author)

Primary Subject

SPECIFIC NUCLEAR REACTORS AND ASSOCIATED PLANTS (E3300)

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