

Making Sense Of Construction Improvement

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American Society of Municipal Engineers
Brian Atkin
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Western Society of Engineers (Chicago, Ill.)
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the book sets out deliberately to challenge the current construction improvement

debate and the way in which it is conducted it confronts the supposedly neutral nature of construction best practice and demonstrates that that the advocated recipes seldom stand up to critical scrutiny it further argues that commonly accepted components of best practice such as lean construction partnering and collaborative working rarely live up to the claims made on their behalf such recipes invariably suffer from definitional vagueness and are constantly reinterpreted to suit the needs the different audiences making sense of construction improvement argues that construction sector improvement techniques cannot be understood in terms of their substantive content and are best understood in terms of the rhetoric within which they are presented the author also contends that the persuasiveness of such recipes depends upon the extent to which practitioners can adopt them for the purposes of making sense of the changes they observe happening around them to be accepted as best practice construction improvement techniques must also resonate with broader agendas of socio technological change the author charts how the best practice debate has developed from the aftermath of the second world war through to the election of david cameron s coalition government in 2010 attention is given to the way in which the improvement debate throughout the 1960s and 70s was shaped by the broader aspirations of the post war social consensus and the associated desire for a centrally planned economy attention thereafter is given to the way the construction sector was radically re shaped by the advent of the enterprise culture the privatisation of the sector s client base coupled with the withdrawal of the state as a provider of mass housing caused a significant and long lasting shift in the construction landscape private sector clients similarly experienced extensive downsizing while outsourcing their procurement capabilities such strategies were frequently justified by mobilising the rhetoric of business process re engineering bpr contracting firms simultaneously faced unpredictable workloads and increasing market competition in response the sector at large chose to base their competitive advantage on leanness and agility hence the emergence of the hollowed out firm as the dominant form of organising these structural trends combined to provide the backcloth to the industry improvement agenda throughout the 1980s and 1990s making sense of construction improvement argues that the popularity of improvement recipes such as partnering collaborative working and integrated teams can be understood as strategies for overcoming the loss of control associated with downsizing and outsourcing in contrast to other textbooks making sense of construction improvement does not offer advice on how to manage construction projects more effectively the aim is rather to understand the forces which have shaped the construction sector improvement agenda over time

making sense of construction improvement provides a critical evaluation of the construction improvement debate from the end of the second world war through to the modern era the book offers unique insights into the way the uk construction sector is continuously shaped and re shaped in accordance with changes in the prevailing political economy this second edition brings the book up to date by

including coverage of key trends from 2010 2023 the book has been substantially revised and reworked to include new material relating to the age of austerity and the subsequent period of political uncertainty initiated by the brexit referendum changes in the political economy are positioned alongside the rise of the sustainability agenda and the advent of zero carbon particular attention is paid to the ongoing skills crisis and the over hyped advocacy of modern methods of construction mmc as the latest supposed panacea of industry improvement coverage includes the former 2016 report modernise or die and the construction playbook hm government 2020 however perhaps the most important addition is a focus on the grenfell disaster 2017 and the subsequent revelations from the public enquiry further intermediate milestones include building a safer future hackitt 2018 and the construction sector deal hm government 2018 the emerging consensus points towards a systemic failure involving not only the construction sector but also the entire system of regulation and compliance tracing the failings back over time and scrutinising the role played by previous generations of policymakers stuart green ultimately argues that grenfell was a disaster entirely foretold the insightful and critical analysis of the industry contained within these pages is essential and timely reading for anyone who wants to understand how the construction sector arrived at where it is today and with that knowledge give further thought to where it might go next

continuous cost improvement in construction theory and practice aims to provide students and practitioners with an all inclusive understanding of strategies for adopting continuous improvement in construction cost management this book addresses continuous improvement practices from the perspective of cost management and applies case study examples to question the readers perspective of continuous cost improvement strategies in the project lifecycle continuous cost improvement practices in managing the cost of minor major and mega projects are all connected with decision making tools for devising strategies for choosing the approaches for mitigating the effect of cost overruns in construction projects continuous cost improvement should be taught as part of modern methods and processes of construction in further and higher education institutions this book will be key reading for all advanced undergraduate and postgraduate courses in construction project management building and quantity surveying professionals in all aspects of the aec industry will also gain greatly from engaging with the key concepts of continuous cost improvement throughout this book

innovation in construction is essential for growth the industry strives to remain competitive using a variety of approaches and needs to engage structured initiatives linked to proven innovation concepts techniques and applications even in mature markets like the architecture engineering and construction aec sector where business behaviour is generally considered as being risk averse it is increasingly important to embed innovation into mainstream business practices in construction innovation and process improvement a number of wide ranging issues

from construction practice in different countries with different contexts are presented to provide a rich collection of literature embracing theory and practice chapters are divided into three broad themes of construction innovation relating to theory and practice process drivers and future technologies several questions are posed including for example what is particularly unique about construction innovation in theory and practice what are the major drivers of construction innovation what factors are needed to support and deliver future construction technologies in attempting to respond to such questions the book sheds new light on these challenges and provides readers with a number of ways forward especially cognisant of the increased role of globalisation the enhanced impact of knowledge and importance of innovation all these can have a significant impact on strategic decision making competitive advantage and sustainable policies and practices part one deals with change management technology sustainable construction and supply chain management part two addresses innovation and process improvement drivers including strategic management concurrent engineering risk management innovative procurement knowledge management part three explores future technologies in construction and particularly how these can be harnessed and leveraged to help procure innovation and process improvement

list of members in each vol except vol for 1924

this collection of reviews bridges the gap between construction research and practice under three major themes innovation organisation and human behaviour and methods and tools many of the authors have worked in technology transfer as change agents resolving industrially relevant problems by using scientifically based research the book reveals the source of ideas data and results to provide a useful resource for researchers academics and graduate students and a challenging guide for senior industry managers

performance and improvement of green construction projects management strategies and innovations expertly explains the specific characteristics and management approaches of green construction projects using in depth examples that compare presented tactics to conventional construction projects the book provides a holistic view on management strategies and innovations focusing on the assessment and improvement of green construction projects and how to manage performance with respect to cost scheduling quality safety risk productivity and leadership development addresses performance improvement and project management in green construction projects covering cost scheduling safety quality risk productivity and leadership clearly explains the obstacles challenges and barriers to implementing green construction projects discusses special issues that are inherent in green construction projects from inception to delivery

quality management has received much attention in recent years not least in the construction industry this book provides a description of the techniques of quality

management and how they are implemented regardless of the context the author applies the techniques to the construction industry and brings in some practical experience from contractors in the construction industry

this handbook presents opportunities best practices and case studies backed by cutting edge research on the drivers of continuous improvement of health safety and wellbeing in the architecture engineering construction and facility management sector the book consists of 23 chapters with six themes covering drivers of the business case for healthier and safer construction opportunities and drivers of digital technologies for improving health and safety drivers of human factors for improving health and safety drivers of safer design and procurement drivers of better health and wellbeing for construction opportunities for driving equality and inclusivity for safer construction the book will be beneficial to academics undergraduate and postgraduate research and taught students professional institutions such as the institution of occupational safety and health health and safety professionals health and safety officers consultants and managers occupational health professionals mental health and wellbeing professionals construction managers architects project professionals engineers design construction project site electrical mechanical civil building services and structural facilities managers quantity surveyors and site managers the aim of the book is to provide critical perspectives alongside evidence based practical examples of success stories that should inspire readers and engender continuous improvement in health safety and wellbeing in the construction industry

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