



SECOND EDITION

MANAGEMENT OF CONSTRUCTION PROJECTS

A Constructor's Perspective

John E. Schauffelberger and Len Holm

Management Of Construction Projects A Constructors Perspective

**Rodney J. Turner, Martina
Huemann, Frank T. Anbari, Christophe
N. Bredillet**

Management Of Construction Projects A Constructors Perspective:

Management of Construction Projects John E. Schaufelberger, Len Holm, 2017-03-27 Unlike the majority of construction project management textbooks out there Management of Construction Projects takes a distinctive approach by setting itself in the context of a single and real world construction project throughout and also by looking at construction project management from the constructor's perspective. This project based learning approach emphasizes the skills, knowledge and techniques students require to become successful project managers. This second edition uses a brand new larger and more challenging case study to take students through key stages of the process including contracts and subcontracting, estimating, scheduling and planning, supply chain and materials management, cost control, quality and safety, project leadership and ethics and claims disputes and project close outs. Also new to this edition is coverage of emergent industry trends such as LEAN, LEED and BIM. The book contains essential features such as review questions, exercises and chapter summaries while example plans, schedules, contracts and other documents are stored on a companion website. Written in straightforward language from a constructor's perspective, this textbook gives a realistic overview and review of the roles of project managers and everything they need to know in order to see a successful project through from start to finish.

Management of Construction Projects John Schaufelberger, Len Holm, 2016 Written from the perspective of the general contractor's project manager, this comprehensive construction project management reference illustrates the team approach to project management that is prevalent in private sector construction. Using a single commercial construction project to illustrate concepts, the authors present topics in the sequence the project manager would address them. The focus is on the individual management processes and techniques and tools needed to manage a project. The authors address all aspects of construction from contracts, selecting a project, cost estimating, planning and scheduling, contract development, partnering and team building, subcontracting and material management to project start up, document and record keeping, communications, field questions, submittals, quality and safety management, contract change orders, claims and disputes, warranty management and advanced topics in project management. For construction contractors and those interested in construction management.

Management of Construction Projects John Schaufelberger, Len Holm, 2024-03-14 Unique among construction project management textbooks, Management of Construction Projects third edition takes the constructor's perspective carefully analyzing a complex real world construction case study from multiple angles to demonstrate the skills, knowledge and techniques students require to become successful project managers. Popular as an undergraduate text and as a contractor resource, the book identifies key stages of the project management process such as delivery methods and contracts, estimating, planning and scheduling, preconstruction services, subcontracting and material management, documentation, communications and payment controls, quality and safety, leadership and ethics and claims disputes and close out. This third edition includes a novel case study, a new chapter on preconstruction services, updated contract forms and figures and

additional student exercises and integrates use of project management technology Topics include building information models sustainable construction environmental compliance lean construction and off site construction Boxed examples or short case studies have been included with each chapter These examples correspond directly to the chapters in which they are included and give the reader an applied approach to learning the concepts presented While primarily focused on the management of commercial projects the principles and techniques in Management of Construction Projects also apply to residential industrial and heavy construction Written in straightforward language from a constructor's perspective this textbook prepares upcoming construction project managers with everything they need to see a successful project through from start to finish

101 Case Studies in Construction Management Len Holm, 2018-10-11 This book provides 101 real life construction management case studies from an author with over 40 years experience in the construction industry and as a lecturer in construction management Over 14 chapters Len Holm has included case studies from real jobsites that cover organization procurement estimating scheduling subcontractors communications quality and cost control change orders claims and disputes safety and close outs Other hot topics covered include BIM sustainability and lean Each case is written in straightforward language and designed to test the reader's independent and critical thinking skills to develop their real world problem solving ability The cases are open to interpretation and students will need to develop their own opinions of what's presented to them in order to reach a satisfactory solution The cases are ideal for use in the classroom or flipped classroom for individual or group exercises and to encourage research writing and presenting skills in all manner of applied construction management situations Such a broad and useful selection of cases studies cannot be found anywhere else While there is often no right answer the author has provided model solutions to instructors through the online eResource

Construction Project Scheduling and Control Saleh A. Mubarak, 2025-07-16 Comprehensive guide examining analytical methods used to devise an efficient and successful schedule for construction projects of all sizes The newly revised and updated Fifth Edition of Construction Project Scheduling and Control describes the tools and methods that make projects run smoothly with invaluable information from a noted career construction professional along with updated information on Building Information Modeling BIM and new technologies impacting project scheduling The first chapter is now replaced by two chapters on planning and scheduling separately A new chapter on optimizing the schedule that applies all scheduling concepts has been added The book also includes worked problems and exercises with scheduling software hints to enable students and practicing professionals to apply critical thinking to issues in construction scheduling This Fifth Edition includes a revised chapter on the definition of the critical path which follows a discussion of resource management schedule updating and project control schedule acceleration risk and other topics This edition also includes numerous notes on all aspects of the project that may impact the schedule In addition it features a chapter on project scheduling and control as viewed through the owner's perspective as well as an expanded glossary a list of acronyms and more Instructors who adopt this book will be

provided with valuable materials including PowerPoint lecture slides an instructor s manual with complete solutions to the book s exercises and additional questions for exams Sample topics covered in Construction Project Scheduling and Control include Planning and scheduling as two different but related concepts Bar Gantt charts Basic networks covering arrow networks node networks a comparison between the two networks versus bar charts and time scaled logic diagrams Precedence networks covering CPM calculations for precedence diagrams for contiguous and interruptible activities and types of lags Resource allocation and leveling covering labor equipment and materials and assigning budgets in computer scheduling programs Schedule updating and project control covering steps for updating a schedule measuring work progress and earned value management EVM Schedule acceleration concepts and techniques and the impact of schedule acceleration on cost Reports and documentation especially as related to the project schedule Schedule risk management Delay and other claims management Other scheduling methods such as PERT and LSM Dynamic Minimum Lag DML relationship a new concept BIM and other technologies in modern construction scheduling Construction scheduling from the owner s perspective Written for undergraduate and graduate students in construction management civil engineering and architecture as well as practicing construction management professionals the Fifth Edition of Construction Project Scheduling and Control is an essential resource for gaining a foundational understanding of the field along with the latest and most effective practices

Construction Business Management John E. Schaufelberger, 2011-11-21 This is the eBook of the printed book and may not include any media website access codes or print supplements that may come packaged with the bound book Construction is a risky business And unfortunately the reality is that construction company managers often lack the necessary business management skills needed to ensure the survival of their firms This groundbreaking new book is the first of its kind that consolidates critical business management topics and presents them practically and accessibly by showing how they relate to the management of a construction company

Cost Accounting and Financial Management for Construction Project Managers Len Holm, 2018-09-03 Proper cost accounting and financial management are essential elements of any successful construction job and therefore make up essential skills for construction project managers and project engineers Many textbooks on the market focus on the theoretical principles of accounting and finance required for head office staff like the chief financial officer CFO of a construction firm This book s unique practical approach focuses on the activities of the construction management team including the project manager superintendent project engineer and jobsite cost engineers and cost accountants In short this book provides a seamless connection between cost accounting and construction project management from the construction management practitioner s perspective Following a complete accounting cycle from the original estimate through cost controls to financial close out the book makes use of one commercial construction project case study throughout It covers key topics like financial statements ratios cost control earned value equipment depreciation cash flow and pay requests But unlike other texts this book also covers additional

financial responsibilities such as cost estimates change orders and project close out Also included are more advanced accounting and financial topics such as supply chain management activity based accounting lean construction techniques taxes and the developer s pro forma Each chapter contains review questions and applied exercises and the book is supplemented with an eResource with instructor manual estimates and schedules further cases and figures from the book This textbook is ideal for use in all cost accounting and financial management classes on both undergraduate and graduate level construction management or construction engineering programs Sustainable Value Management for Construction Projects Ayodeji E. Oke,Clinton O. Aigbavboa,2017-03-16 This book provides a unique guide to value management and sustainability in construction to researchers and professional The book provides a better understanding of the concept of value management the basis of sustainable construction and thereafter demonstrates how using the principles of value management can help to achieve successful construction projects that are financially viable socially beneficial and do not damage the environment The book serves as an introduction to value management for scholars and researchers at all levels and also as a practical guide for construction professionals employers and other stakeholders in the construction industry

Construction Superintendents Len Holm,John Schaufelberger,2019-10-16 Construction Superintendents Essential Skills for the Next Generation is the first college level textbook designed to prepare you to take on a site supervisor role on a complex jobsite The book covers the responsibilities of superintendents in relation to the jobsite project management team the project owners designers and municipal services The book outlines the development of the superintendent and his or her role and responsibilities in twenty first century construction projects Using examples and case studies of cutting edge jobsite practices from the use of computer applications to leadership and capital development this book lays out all the functions of a modern site superintendent in an easy to understand format The book includes coverage of the full spectrum of tasks and skills required from the pre construction phase through start up operation and close out plus advanced topics for those serious about leading the field real world case studies forms and documentation stored on a companion website chapter summaries review questions and exercises to aid both teaching and learning This book fills in the long standing need for an academic textbook designed as an applied instructional resource suitable for university and college students enrolled in construction management and construction engineering programmes A Contractor's Guide to Planning, Scheduling, and Control Len Holm,2022-02-02 A MUST HAVE PRACTICAL GUIDE THAT CONNECTS SCHEDULING AND CONSTRUCTION PROJECT MANAGEMENT In A Contractor s Guide to Planning Scheduling and Control an experienced construction professional delivers a unique and effective approach to the planning and scheduling responsibilities of a construction project manager superintendent or jobsite scheduler The author describes the complete scheduling cycle from preconstruction and scheduling through controls and closeout from the perspective of real world general contractors and scheduling professionals Filled with tools and strategies that actually help contractors build projects and light on academic jargon and

terminology that is not used in the field the book includes examples of real craft workers and subcontractors like electricians carpenters and drywallers to highlight the concepts discussed within Finally an extensive appendix rounds out the book with references to additional resources for the reader This comprehensive guide includes Thorough introductions to construction contracting lean construction planning subcontractor management and more A comprehensive exploration of a commercial case study that is considered in each chapter connecting critical topics with a consistent through line End of chapter review questions and applied exercises Access to a companion website that includes additional resources and for instructors solutions additional case studies sample estimates and sample schedules Perfect for upper level undergraduate students in construction management and construction engineering programs A Contractor's Guide to Planning Scheduling and Control is also an irreplaceable reference for general contractors and construction project management professionals

Construction Cost Estimating Len Holm, John E. Schauffelberger, 2021-04-07 Construction Cost Estimating equips a new generation of students and early career professionals with the skills they need to bid successfully on projects From developing bid strategies to submitting a completed bid this innovative textbook introduces the fundamentals of construction estimating through a real life case study that unfolds across its 24 chapters Exercises at the end of each chapter offer hands on practice with core concepts such as quantity take offs pricing and estimating for subcontractor work Online resources provide instant access to examples of authentic construction documents including complete detailed direct work estimates subcontractor work estimates general conditions estimates markups and summary schedules Through its unique mix of real world examples and classroom tested insights Construction Cost Estimating ensures that readers are familiar with the entire estimating process even before setting foot on the jobsite *Unpacking the Decent Work Agenda in Construction*

Operations for Developing Countries Tirivavi Moyo, Gerrit Crafford, Fidelis Emuze, 2023-06-07 Low construction labour productivity and the inadequate welfare of construction workers are consistent challenges in developing countries These challenges are partially due to shortcomings situated in the Decent Work Agenda This book proposes ways of sustaining construction labour productivity through fulfilling the Decent Work Agenda This is a unique area of focus that is essential to fulfilling the broader and global aspects of decent work sustainability and construction labour productivity Also the focus of this book is on contributing to the plight of construction workers whose treatment is significantly unsound The construction industry needs to develop a humanistic face and contribute to the UN's sustainable development goal of achieving full and productive employment and decent work for all women and men To achieve this construction companies are encouraged to implement corporate social responsibility strategies by equipping workers of different educational levels with knowledge and skills that can be transferred to benefit themselves and their communities Thus establishing structured on the job training that incorporates sustainability learning objectives to achieve workers safety on sites is essential The book advocates for decency in the workplace through people centred management sustainability learning of skilled and semi skilled construction

workers and decent working conditions It will be of interest to construction industry policymakers construction professionals academics and students of sustainable development and developing economies

Proceedings of the 21st International Symposium on Advancement of Construction Management and Real Estate K. W. Chau, Isabelle Y.S. Chan, Weisheng Lu, Chris Webster, 2017-12-18 This book presents the proceedings of CRIOCM_2016 21st International Conference on Advancement of Construction Management and Real Estate sharing the latest developments in real estate and construction management around the globe The conference was organized by the Chinese Research Institute of Construction Management CRIOCM working in close collaboration with the University of Hong Kong Written by international academics and professionals the proceedings discuss the latest achievements research findings and advances in frontier disciplines in the field of construction management and real estate Covering a wide range of topics including building information modelling big data geographic information systems housing policies management of infrastructure projects occupational health and safety real estate finance and economics urban planning and sustainability the discussions provide valuable insights into the implementation of advanced construction project management and the real estate market in China and abroad The book is an outstanding reference resource for academics and professionals alike

Construction Safety: Economics and Informatics Perspectives Rita Yi Man Li, 2022-11-30 This book covers the economics of construction safety such as the asymmetric information of different construction practitioners in Hong Kong studies feminism in Australia's traditionally male dominated construction industry and researches an efficient Small Scale Contractors construction health and safety performance management in Zambia It also constructs the risk rating matrix and assesses occupational hazards identification and risk Assessment in Kaligandaki's Construction Project Besides it throws light on construction safety informatics such as scaffolds safety via rule based safety checking and BIM It compares safety awareness in academic databases in construction manufacturing traffic and health and food industries It studies construction real estate hazard and urban renewal hazard articles indexed on the Web of Science It conducts a systematic literature review on safety culture Lastly it reviewed refurbishment and demolition work in Hong Kong's legal databases

Developing A Body Of Knowledge For Green Construction Project Management Amos Darko, Albert P C Chan, 2024-09-10 Growing global imperatives to address sustainability concerns have boosted the importance and prominence of green construction projects worldwide However project managers may lack the specialist knowledge and or technical skills to overcome the unique challenges to successfully deliver suitably sustainable green projects This book aims to address this shortfall by unearthing refining and synergising the hitherto scattered gems of experiential and theoretical knowledge into a unified Body of Knowledge for green construction project management Comprising both conceptual principles as well as practical case studies this book for the first time assembles structures and consolidates a comprehensive body of knowledge for green construction project management that addresses the unique aspects of this critical domain It will fulfil a now critical need equipping industry practitioners

researchers and students with the core project management knowledge and skills needed to successfully deliver green construction projects. It is a must read for anyone who seeks to develop core green construction project management knowledge and skills and those intending to move into green construction project management.

Perspectives on Projects Rodney J. Turner, Martina Huemann, Frank T. Anbari, Christophe N. Bredillet, 2010-06-10. Perspectives on Projects describes the full range of skills a project manager must develop. By grouping these skills into nine schools and developing a metaphor for each approach, students and managers alike are better able to apply the theory in developing a strategy for managing their project.

Managing Construction Projects Graham M. Winch, 2012-11-20. Project management is of critical importance in construction, yet its execution poses major challenges. In order to keep a project on track, decisions often have to be made before all the necessary information is available. Drawing on a wide range of research, Managing Construction Projects proposes new ways of thinking about project management in construction, exploring the skills required to manage uncertainty and offering techniques for thinking about the challenges involved. The second edition takes the information processing perspective introduced in the first edition and develops it further. In particular, this approach deepens the reader's understanding of the dynamics in the construction project process from the value proposition inherent in the project mission to the functioning asset that generates value for its owners and users. Managing Construction Projects is a unique and indispensable contribution to the available literature on construction project management. It will be of particular benefit to advanced students of construction and construction project management as well as contractors and quantity surveyors.

Reviews of the First edition: A massive review of the art and science of the management of projects that has the great virtue of being a good read wherever it is touched. It spills the dirt on things that went wrong, elucidates the history so you can understand the industry's current stance, draws on other countries' experience and explains the latest management processes. Throughout it is liberally sprinkled with anecdotes and case histories which amply illustrate the dos and don'ts for practitioners wishing to deliver projects on time to expected quality and price. A valuable book for students and practitioners alike. John D Findlay, Director, Stent. This is a valuable source for practitioners and students. It covers the A-Z of project management in a confident, contemporary manner and provides a powerful and much-needed conceptual perspective in place of a purely prescriptive approach. The engaging presentation introduces a range of challenges to established thinking about project management often by making comparisons between practices in the UK and those of other countries. Peter Lansley, Professor of Construction Management, University of Reading. A refreshing and unique study of information management and its impact upon international construction project management. The book is well presented and written logically and succinctly and is flexible enough to allow readers to either read from start to finish or to dip into selected chapters. This book deserves to be an established text for any construction or civil engineering undergraduate and/or postgraduate course. CNBR, 25th November 2003. Generous use is made of anecdotes and case histories throughout to support the theory the book illustrates; the

mistakes made by others and the means to deliver projects on time and to cost Building Services Journal April 2004

Handbook for the Architectural Manager Stephen Emmitt, Mohammed A. Alharbi, 2018-04-25 The essential resource for becoming more effective in the highly competitive architectural marketplace Handbook for the Architectural Manager offers architects a comprehensive resource that brings together critical information on four interlinked areas managing the architectural office projects stakeholders and learning Unlike other books on the topic that only stress management of the business or the management of projects this book offers a guiding framework that encompasses the architectural manager's role in developing the practice's competitive strategies and overseeing the project portfolio Written by noted experts in the field Handbook for the Architectural Manager is grounded in current research in which for the first time the components of architectural management have been analyzed systematically tested and developed for practical application Designed to explore typical architectural management issues the book provides clear and concise direction with practical step by step guidance as well as helpful checklists templates and scenarios and case studies to illustrate best practice This essential resource Offers a groundbreaking handbook that contains a comprehensive management framework for architectural practice Contains new insights and guidance based on solid research on managing the architectural practice Brings together in one book the best management techniques of the office projects stakeholders and learning Includes a well grounded critical review of the existing literature on the topic Designed for professionals in the field but written in accessible language suitable for students Handbook for the Architectural Manager offers a practical guide for overseeing the development of architectural designs and associated activities and ensuring all work is consistent i.e. adheres to current standards legislation client specifications and office protocols and completed on time as well as information on staff development and learning

Digital Project Management - Strategic Theory and Practice, 2025-03-19 In Digital Project Management Strategic Theory and Practice the authors emphasize the importance of maintaining rigor and depth while leveraging digital tools to address traditional challenges such as cost overruns and time constraints This book is written for a wide ranging audience with varying expertise in project management Undergraduate and postgraduate students and practitioners in social sciences science technology business healthcare and education will benefit from foundational and advanced concepts Experienced project management researchers seeking to incorporate digital tools into their methodologies will find practical and theoretical insights Additional audiences include industry practitioners in project management research strategic consulting and policy analysis who can use the book to enhance the strategic application of digital project management in real world scenarios Non traditional project managers are also addressed as individuals exploring project management practice in a digital age for creative government funded projects NGOs and advocacy projects This book is a foundational resource for courses on digital project management methods offering step by step guidance and real world examples It provides actionable insights into implementing digital tools in project management studies from data collection to visualization The

book also highlights the role of strategic theory and practice in project management strategic decision making across project planning execution monitoring and control management

The Client Role in Successful Construction Projects Jason Challender, Russell Whitaker, 2019-05-08

The Client Role in Successful Construction Projects is a practical guide for clients on how to initiate procure and manage construction projects and developments This book is written from the perspective of the client initiating a construction project as part of a business venture and differs from most available construction literature which can externalise the client as a risk to be managed by the design team The book provides a practical framework for new and novice clients undertaking construction giving them a voice and enabling them to Understand the challenges that they and the project are likely to face Communicate and interact effectively with key stakeholders and professionals within the industry Understand in straightforward terms where they can have a positive impact on the project Put in place a client side due diligence process Reduce their institutional risk and the risk of project failure Discover how their standard models are able to co exist and even transfer to a common client side procedure for managing a construction project Written by clients for clients this book is highly recommended not only for clients but for construction industry professionals who want to develop their own skills and enhance their working relationship with their clients A supporting website for the book will be available which will give practical examples of the points illustrated in the book and practical advice from specialists in the field

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