

Construction
Management
and
Soft Factors

Talk

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Manual Description

A. General Overview

- **CM**
- **Countries**

B. Soft Factors of CM

- **Identification**
- **Examples**

C. Case Studies

- **Venezuela**
- **Guine Bissau**
- **Estonia**

SOFT FACTORS

"All that are not impersonal"

"Not related with systems"

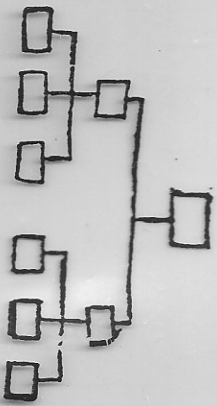
Examples

- Leadership
- Communication
- Culture
- Attitude
- Organization
- Negotiation

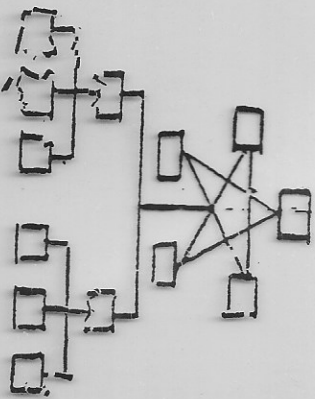
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ORGANIZATIONAL CHARTS

TRADITIONAL



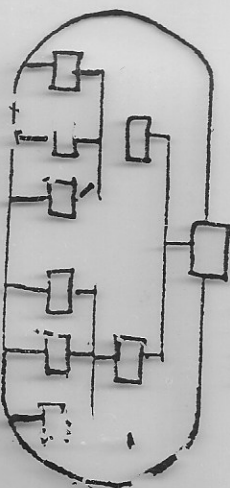
RUSSIAN



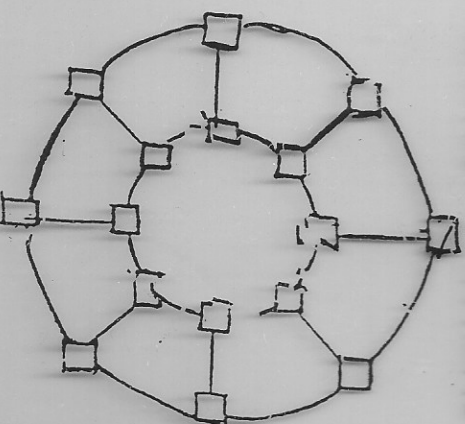
POLISH



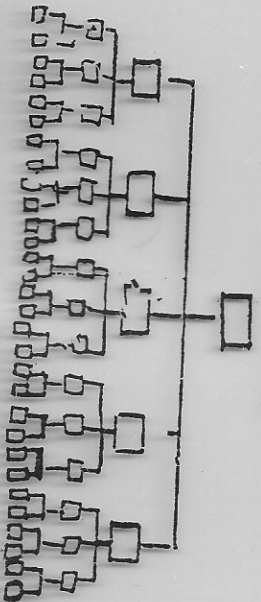
AMERICAN



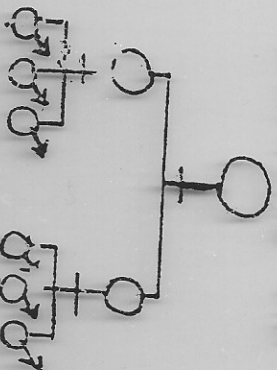
UNITED NATIONS



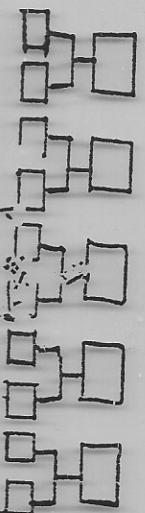
CHINESE



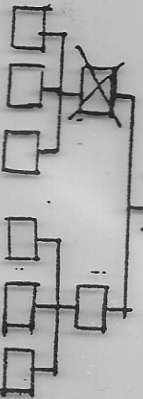
WOMEN'S LIB



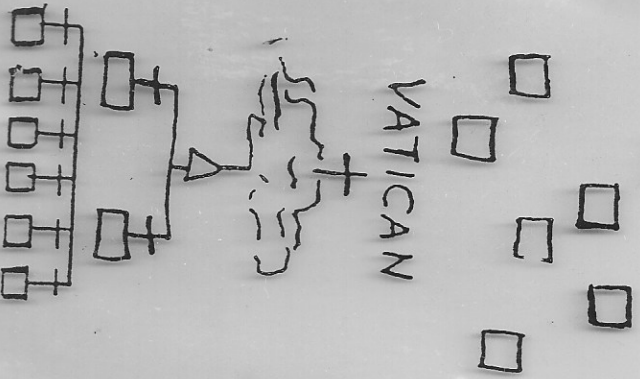
ITALIAN



LATIN AMERICAN



VATICAN



ARAB



Team Work

Availability and involvement of individuals

Group cohesion

Gradual transfer

Continuation of activities

Project Control

Annual statement of expenditure

Activity plan

COMMUNICATION (contd.)

- Document circulation
- Participated decision process

FINANCE MANAGEMENT

- Money / Activity plan
- Justification of expenses
- Equipment / Procurement
- Free contribution
- Understanding and agreement
- Energy source
("money makes the world go round ...")

CASE STUDY A

- **Local: VENEZUELA**

- **Date: 1980/83**

- **Objective:**

**Housing Complex from 6 to 12 stories
using concrete formwork (metallic)
innovative in the country**

- **Value:
5 million ECUs**

- **Organization:**

CM - Portuguese

Client - French

Labour - Local

Supervisors - Portuguese/Local

- **Timeframe:
2 years**

- **Place:
New town in the Amazon**

CASE STUDY A

Building - Venezuela

Schedules

Training

Moral

Breaks

Absences

Language

Patterns

Conflicts

Public Relations

CASE STUDY B

- **Local: GUINE-BISSAU**

- **Date: 1981/84**

- **Objective:**

- **Embassies of United States and USSR**

- **Complete Building**

- **Design from each country**

- **Construction Materials from each country and local**

- **Value:**

- **1.2 million ECUs - USA**

- **1.8 million ECUs - USSR**

- **Organization:**

- **CM - Portuguese**

- **Client - US/USSR**

- **Labour - Local/Portuguese**

- **Supervisors - Portuguese**

- **Construction Control - US/USSR**

- **Timeframe:**

- **1 year**

CASE STUDY B

US Embassy

Supervision

Information

Social

Attitude

Communication

Drawings

Contract

Ethics

CASE STUDY B

USSR Embassy

Change

Communication

Documents

Reply

Relationship

Structure

Payments

Motivation

Flexibility

CASE STUDY C

JEP 06080 - 1993/96

"Continuing Education System for Creating Innovative Engineering Business"

- **Tallinn Technical University
(Estonia) - coordinator**
- **University of Cambridge
(United Kingdom)**
- **Universidad Politecnica de Valencia
(Espana)**
- **Chalmers University of Technology
(Sweden)**
- **Helsinki University of Technology
(Finland)**
- **Universidade do Porto
(Portugal) - contractor**

RECOMMENDATIONS

CASE C

PERSONALITY

- Group work
- Understanding /other reasons
- Cooperation - not scientific or academic
- Global perspective

COMMUNICATION

- Information flow
- Transparency
- Wrong conclusions