

Procurement Systems – A Cross Industry Project Management Perspective

Taylor & Francis, London.

Editors: Walker, D. H. T. and Rowlinson, S.

Chapters and co-authors:

Preface - General introduction and explanation of the books purpose, focus and value proposition	Derek H.T. Walker and Steve Rowlinson
Chapter 1 Introduction and Procurement Fundamentals - provides a discourse on the nature of value, PM, and procurement and defines terms and the historical journey that has led from a lowest-cost tender to the sophisticated view expressed in this book and the literature that has supported the development of this book. It discusses the 'make or buy' decision and the rationale for outsourcing and also the various outsourcing types.	Derek H.T. Walker, Justin Stark, Mario Arlt and Steve Rowlinson
Chapter 2 - Project Types and their Procurement Needs - addresses the issue of the context of different types of project and how that impacts upon a choice of procurement methods to use. A discussion of relevant contract administration issues is also presented as they relate to generating and maintaining value within the context of procurement choices.	Derek H.T. Walker and Steve Rowlinson
Chapter 3 - Stakeholders and the Supply Chain - views procurement from the stakeholder perspective. Stakeholders can add considerable value to projects as well as negatively threaten projects, draining management energy and causing disruption.	Derek H.T. Walker, Lynda Bourne and Steve Rowlinson
Chapter 4 - Business Ethics and Corporate Citizenship - includes important discussion of ethical issues relating to procurement. This chapter also discusses project and corporate governance and the impact of brand image upon those associated with a project.	Derek H.T. Walker, Michael Segon and Steve Rowlinson
Chapter 5: The Role of Business Strategy in PM Procurement - is important because it discusses the strategic decisions that anchor a project in a particular trajectory, the initial approval to proceed and the strategies that may govern the project throughout its life cycle.	Derek H.T. Walker, Mario Arlt and James Norrie
Chapter 6 - Performance Measures and Project Procurement - logically discusses performance measures and ways of value being perceived and how to assess the effectiveness of project teams in a holistic manner. This chapter indicates how recent research has shown how hidden intangible value can be identified and linked to more tangible project outputs so that the true value of a project can be better articulated and monitored.	Derek H.T. Walker and Kersti Nogeste
Chapter 7 - E-Business and Project Procurement - investigates how e-business has affected project procurement choices and procedures. This chapter also discusses important facets of how information communication technology (ICT) is supporting project procurement and delivery processes and how it should be factored into a project procurement and delivery strategy.	Derek H.T. Walker, Guillermo Aranda-Mena, Mario Arlt and Justin Stark
Chapter 8 - Procurement Innovation and Organisational Learning - addresses the important and often neglected aspect of innovation, organisation learning and KM that can add value to project procurement processes.	Derek H.T. Walker and Tayyab Maqsood

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<p>Chapter 9 - Culture and its Impact Upon Project Procurement - brings forward critically important issues relating to cultural dimensions of procuring and delivering projects. This includes the cultural environment of projects and how a procurement design can set it on a more positive trajectory. Project teams these days comprise cross-cultural groups whether these are cross-national or cross-disciplinary cultural groups. These issues are relevant to considering and designing an effective procurement and project delivery strategy.</p>	<p>Steve Rowlinson, Derek H.T. Walker and Fiona Y.K. Cheung</p>
<p>Chapter 10 -Project Procurement and the Quest for talent - addresses a key issue relating to project delivery. Projects do not deliver themselves, people do. Therefore, effective procurement choices should build in value that tempts the project organisations to attract the best available talent to deliver value. This is as relevant to both in-sourced and outsourced projects.</p>	<p>Beverley Lloyd-Walker, Helen Lingard and Derek H.T. Walker</p>
<p>Chapter 11 Case Study - Developing a Centre of Excellence (CoE) - reports on the initiation and development of a Centre of Excellence at Ericsson P/L - links strongly to the Strategy, Culture and Quest for Talent chapters. This provides a practical example of how a centre of excellence was developed and vital resources procured.</p>	<p>Chris Cartwright and Derek H.T. Walker</p>
<p>Chapter 12 Case Study - Trust, Commitment and Mutual Goals in Alliances - Reports on research undertaken into a significant number of alliance projects in Australia with a focus on how trust and commitment was developed at the start of projects with a formal set of workshops to build relationships between alliance partners. This provides a practical example of how to successfully develop trust and commitment in alliance team members and how an alliance procurement choice can be designed to facilitate this.</p>	<p>Peter R. Davis and Derek H.T. Walker</p>
<p>Chapter 13 Case Study - Innovation Management in Alliances - focuses upon project alliances from several case studies. The chapter then explores how a culture of innovation was engendered and how innovation was better managed through the project alliance. This provides a practical example of how to change culture in organisations to manage innovation and how an alliance procurement choice can be designed to facilitate this.</p>	<p>Steve Rowlinson and Derek H.T. Walker</p>
<p>Chapter 14 Case Study - Business Transformation through an Innovative Alliance - focuses on an innovative way to reconfigure the supply chain through an alliance between an iron or supplier in Brazil, a steel manufacturer in Argentina, a barge operator based in Paraguay and a logistics consultant based in Argentina. The project involved both a physical capacity building exercise involving building barges but also relationship capacity building through strategising a completely new business model. This provides a practical example of a significant business transformation and how a procurement choice facilitated this.</p>	<p>Alejandro C. Arroyo and Derek H.T. Walker</p>