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New Developments in Project Management and Engineering

Développements dans la gestion du projet et de la construction

Neue Entwicklungen im Projekt- und Baumanagement

The owner or client in charge of a project is interested in getting the best **overall result.** This is not a simple task to-day with all the factors that should be taken into account and the many disciplines and relationships involved in a construction project. Nevertheless, the civil engineer should be willing and in a position to take on the overall responsibility for his constructed facilities using all the necessary expertise from different disciplines.

Project management is the way to manage as an entire task projects that are limited in scope and time. Complex situations can be simplified and better controlled by defining projects and by managing them professionally. A project directive with the essential specific management information about the whole project in a short document and a project handbook containing more extensive and general working guidelines help to create and to maintain a common policy.

Large projects involve large risks and benefits. However, project managament is applicable to a much wider **range of projects.** There are many medium- and small-scale construction projects, and even in a large project, there are many subprojects. Indeed, each consultant, contractor, supplier, and subcontractor manages a project of his own.

The problems of project management are to define and to achieve the project objectives, to know the actual status at all times, and to know the ways and means to achieve the next intermediate targets. This means maintaining the control in the following theoretically known **areas** during all phases of the project cycle:
- project scope and objective: operations in thee constructed facility, with best possible long-range cost-benefit ratio.
- technical concept: configuration, layout, dimensions and quality of the facility and all subsystems and components
- project organization: positions, work tasks, responsibility, motivation, procedures, communication
- time schedules: resource usage, durations and work sequences on several levels and in all disciplines
- cost accounts and financing: project costs, life-cycle costs and benefits, expenditure and sources of funds
- environment: physical, economic, legal and socio-psychological conditions and their development

The technical system can be considered as the basic reference system for all these areas of control. With this **Special Issue** of the IABSE Journal, we want to draw your attention to some needs, problems and opportunities both at present and in the future of project management and engineering.

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