

Collaborative Relationships in Construction

This book is dedicated to

David, Pat, Simon and Amanda

Betty and Stanley

Collaborative Relationships in Construction

developing frameworks and networks

Edited by

Hedley Smyth

Senior lecturer in Construction and Project Management
Bartlett School of Graduate Studies
UCL

Stephen Pryke

Senior lecturer in Construction and Project Management
Bartlett School of Graduate Studies
UCL

 **WILEY-BLACKWELL**

A John Wiley & Sons, Ltd., Publication

This edition first published 2008
© 2008 Blackwell Publishing Ltd

Blackwell Publishing was acquired by John Wiley & Sons in February 2007. Blackwell's publishing programme has been merged with Wiley's global Scientific, Technical, and Medical business to form Wiley-Blackwell.

Registered office

John Wiley & Sons Ltd, The Atrium, Southern Gate, Chichester, West Sussex, PO19 8SQ,
United Kingdom

Editorial office

9600 Garsington Road, Oxford, OX4 2DQ, United Kingdom
350 Main Street, Malden, MA 02148-5020, USA

For details of our global editorial offices, for customer services and for information about how to apply for permission to reuse the copyright material in this book please see our website at www.wiley.com/wiley-blackwell.

The right of the authors to be identified as the authors of this work has been asserted in accordance with the Copyright, Designs and Patents Act 1988.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, except as permitted by the UK Copyright, Designs and Patents Act 1988, without the prior permission of the publisher.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books.

Designations used by companies to distinguish their products are often claimed as trademarks. All brand names and product names used in this book are trade names, service marks, trademarks or registered trademarks of their respective owners. The publisher is not associated with any product or vendor mentioned in this book. This publication is designed to provide accurate and authoritative information in regard to the subject matter covered. It is sold on the understanding that the publisher is not engaged in rendering professional services. If professional advice or other expert assistance is required, the services of a competent professional should be sought.

Library of Congress Cataloging-in-Publication Data

Collaborative relationships in construction : developing frameworks and networks /
edited by Hedley Smyth, Stephen Pryke.

p. cm.

Includes bibliographical references and index.

ISBN 978-1-4051-8041-2 (printed case hardback : alk. paper) 1. Construction
industry--Great Britain. 2. Business logistics--Great Britain. I. Smyth, Hedley.
II. Pryke, Stephen.

HD9715.G72C632 2008
690.068--dc22

2008017523

A catalogue record for this book is available from the British Library.

Set in 10/12 Palatino by SNP Best-set Typesetter Ltd., Hong Kong
Printed in Singapore by Utopia Press Pte Ltd

Contents

Preface	ix
About the authors	xi
Foreword	xiii
<i>Stephen Brown</i>	
Introduction Managing collaborative relationships and the management of projects	1
<i>Hedley Smyth and Stephen Pryke</i>	
Section I Collaborative Relationships in Contractual Frameworks	25
Chapter 1 Specialist contractors and partnering	27
<i>Jim Mason</i>	
Chapter 2 Change in the quantity surveying profession	42
<i>Keith Potts</i>	
Chapter 3 Client requirements and project team knowledge in refurbishment projects	59
<i>Cynthia ChinTian Lee and Charles Egbu</i>	
Chapter 4 Contractual frameworks and cooperative relationships	78
<i>Mohan Kumaraswamy, Aaron Anvuur and Gangadhar Mahesh</i>	
Section II Collaborative Relationships and Conceptual Frameworks	105
Chapter 5 Better collaboration through cooperation	107
<i>Aaron Anvuur and Mohan Kumaraswamy</i>	
Chapter 6 Developing trust	129
<i>Hedley Smyth</i>	
Section III Collaborative Relationships and Networks	161
Chapter 7 Disaster mitigation through collaborative knowledge-sharing practices	163
<i>Richard Haigh, Dilanthi Amaratunga, Kaushal Keraminiyage and Chaminda Pathirage</i>	
Chapter 8 Early design management in architecture	179
<i>Leentje Volker</i>	

Chapter 9 Civil construction supply chain management policy to support collaborative relationships in public sector procurement <i>Kerry London and Jessica Chen</i>	197
Chapter 10 Construction and women <i>Dilanthi Amaratunga, Menaha Shanmugam, Richard Haigh and David Baldry</i>	224
Conclusion <i>Hedley Smyth and Stephen Pryke</i>	245
Index	251

Preface

We completed our first collaboration, *The Management of Complex Projects: a Relationship Approach*, at the end of 2005 and it was published the next year. We had not particularly planned a sequel, but this is it, having stumbled into the venture as a result of conversations with Stephen Brown from the RICS Foundation and Madeleine Metcalfe, our commissioning editor at Blackwell, at the annual RICS COBRA Conference, held in September at UCL in 2006. We are pleased it came about.

The book adopts the relationship approach explored in the first book, yet does so casting the net wider. The book pushes beyond obsessions with projects and project management as discrete fields of studies. The UCL Construction and Project Management team within Bartlett School of Graduate Studies has been engaged in research into the management of projects, following Professor Peter Morris' seminal work published in 1994. The so-called 'front-end' begins with strategies to address corporate needs, for which a project becomes the means to the solution. Indeed, the management of projects includes the project in use, that is, beyond handover and final account. We have taken a relationship approach, arguing that it is people that add value throughout the construction process; the manner in which people work together heavily influences and can determine the effectiveness and efficiency of the task-orientated tools and techniques that have been the focus of many articles and texts already.

The book probes the corporate entities of the client and contractor organisations, analysing relationships in frameworks and how these fit into a broader concern for programme and project management for clients and for contractors where value is being added. The book also pushes beyond the organisational boundaries into networks of relationships that involve a broad range of actors in the identification of resources that are levered to help meet expectations and secure financial reward.

The exploration provided comes in the form of a critique of traditional practices both conceptually and through evidence that highlights the constraints of many conceptions and practices. It draws attention, both directly and indirectly, to unconscious shifts amongst key project actors and analyses some emergent trends amongst players in explorations and transition towards new ways of working. Therefore, the book is providing a challenge to researchers and practitioners that will test preparedness to reform and modernise beyond current considerations of good practices. We are not posing the book as prediction – it's a matter of will

and choice, but where there is a will we show there are ways. Nor is it normative for we do not prescribe particular panaceas, but provide a context for others to set out their own stall. This is all working towards improved understanding of the relationships to more effectively manage frameworks and networks through which projects are delivered.

We would like to thank those mentioned above and all those in our own networks who in different ways have influenced the way we have come to understand the management of projects.

H.S.
S.D.P.
London, UK

About the authors

Summary details are provided about each author, arranged in alphabetical order.

Professor Dilanthi Amaratunga is a Chair in Quantity Surveying at the School of the Built Environment, University of Salford.

Aaron Anvuur is a Lecturer in Construction Economics and Management at the Department of Building Technology, Kwame Nkrumah University of Science and Technology, on leave to The University of Hong Kong as a PhD candidate.

David Baldry is Associate Head of Teaching at the School of the Built Environment, University of Salford.

Jessica Chen is a Research Associate in the Centre for Interdisciplinary Built Environment Research, Faculty of Engineering and Built Environment, University of Newcastle, Australia, and teaches undergraduates in architecture and construction management.

Professor Charles Egbu is Professor in the School of the Built Environment at the University of Salford, and researches and lectures in Construction and Project Management.

Dr Richard Haigh is a Lecturer in Construction Management at the School of the Built Environment, University of Salford.

Kaushal Keraminiyage is a Research Assistant at the Research Institute for the Built and Human Environment, University of Salford, where he is currently conducting his PhD.

Professor Mohan Kumaraswamy teaches and researches in Construction Project Management at the Department of Civil Engineering, and is the Executive Director of the Centre for Infrastructure and Construction Industry Development, at The University of Hong Kong.

Dr Cynthia Lee is a Researcher in the School of the Built and Natural Environment, Glasgow Caledonian University.

Dr Kerry London is an Associate Professor in Architecture and Construction Management, in the Faculty of Engineering and Built

Environment, University of Newcastle, Australia, and is the Director of the Centre for Interdisciplinary Built Environment Research.

Gangadhar Mahesh researches on contract negotiations and procurement systems and is a PhD candidate in Construction Engineering and Management at the Department of Civil Engineering, of The University of Hong Kong.

Jim Mason teaches and researches in the field of Construction Law, Faculty of the Built Environment, University of the West of England. He is a non-practising solicitor and programme leader for Quantity Surveying and Commercial Management.

Dr Chaminda Pathirage is a Lecturer in Quantity Surveying at the School of the Built Environment, University of Salford.

Keith Potts is a Senior Lecturer in Quantity Surveying and Project Management at the University of Wolverhampton, and is Award Leader for the RICS accredited MSc in Construction Project Management.

Dr Stephen Pryke is a Senior Lecturer in Construction and Project Management, Bartlett School of Graduate Studies, UCL, and is Director of the Masters course Project and Enterprise Management.

Menaha Shanmugam is undertaking research at the Research Institute for the Built and Human Environment, University of Salford, where she is currently conducting her PhD.

Dr Hedley Smyth is a Senior Lecturer in Construction and Project Management, Bartlett School of Graduate Studies, UCL, and is Director of the Graduate Research Programme.

Leentje Volker is a part-time Researcher at the Faculty of Architecture, Delft University of Technology, in the Netherlands where she is currently conducting her PhD on Design Management. She is also a part-time Project Manager and Researcher at the Center for People and Buildings, an independent organisation founded by Delft University of Technology.

Foreword

This book represents an important step forward in the development of COBRA, the construction and building research conference of the Royal Institution of Chartered Surveyors. For the first time, we have taken the work presented at COBRA, which represents the very latest work of researchers from around the world, and encouraged researchers to think further about their work and present it within a unifying context, in this case the management of collaborative relationships and the management of projects.

This book is welcome and important for a number of reasons. Firstly, it has provided an opportunity to take ideas and concepts put forward by a range of researchers at the 2006 COBRA conference and to take them to the next level. It will enable these ideas to be discussed and debated more widely and, as a result, for the body of knowledge to be moved forward. It also represents the best in academe, with researchers from around the world, and from different stages in their academic lives, being prepared to work together to address issues of real-life concern to industry and society. Given the focus of the book, on collaborative relationships, this book is a credit to everyone who showed themselves prepared to be involved in this endeavour. Finally, it is in itself a valuable and important collection. In an industry which is often, and often unfairly, criticised for problems with the management of major projects, the insights contained in this book are timely and welcome.

Stephen Pryke and Hedley Smyth are to be congratulated on bringing together this book, which represents the first in what I hope is an annual series of books to emerge from the COBRA conference. They have set a standard that others must now seek to meet. I look forward to the next books in this series.

Stephen Brown
Head of Research
Royal Institution of Chartered Surveyors, London

Introduction

Managing collaborative relationships and the management of projects

Hedley Smyth and Stephen Pryke

Value is added to projects through people. Individuals and people working together as teams use the tools and techniques for managing projects. The development of front-end strategies and tactics, and the project execution phases, are only as good as the people behind them. For complex projects with high levels of uncertainty effective management of complexity and risk depends upon how well people work together. Therefore the management of relationships is important, yet much of the project management literature has focused upon managing the tools and techniques. In the book *The Management of Complex Projects*, Pryke and Smyth (2006) began to explore and redress this imbalance, developing a *relationship approach* to managing projects. This book on collaborative relationships takes the approach forward, considering relationships in the broader context, which in practice raises many issues that those managing projects are forced to address.

The *relationship approach* is complementary to other approaches or 'paradigms'. It is not a replacement. The four major paradigms are set out in Table I.1. This conceptualisation is inclusive of the 'management of projects' (Morris, 1994) and the project execution emphasis of 'project management' (PMI, 2004). It is also inclusive of 'critical management theory' employed in the research of projects, but recognises that critical theory currently tends towards seeking out particular phenomena as a challenge to the application of project management tools and techniques in contrast to most other conceptualisations, which try to impose rational order on a project environment of complexity and uncertainty. There is a legitimate place for both. A relationship approach acknowledges the context and conditions that can disrupt rational applications and produce particular, often unpredictable, outcomes or events. Yet, the approach also recognises that there are patterns of phenomena and activities that produce general, often regular, events and outcomes (Smyth and Morris, 2007; Smyth *et al.*, 2007). Indeed, one of the key themes of the