

# **W65 - Organisation and Management of Construction**



# **Transfer of Construction Management Best Practice Between Different Cultures**

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Edited by the Norwegian Building Research Institute

This Publication is the Proceedings of the W65 Workshop held on 6th and 7th June 1997 in Oslo, Norway.

The Workshop was initiated during the W65 International Symposium for the O & M of Construction which took place in Glasgow in September/October 1996.

The enthusiasm shown for the topic of Cultural Factors and Management Practice led to the Workshop becoming a special meeting in itself.

## **Contents**

These Proceedings commence with a brief conclusion. There is an initial assessment, matching the results against the objectives, a presentation of the workshop's outcome and some suggestions for the future. The main content consists of the submitted papers, sorted into three main categories: (1) as post-workshop papers, (2) as topic papers and (3) as national reports. Each main category has its own introduction, including summaries for each single paper.

The five post-workshop papers give an introduction to the discussions and the topic as such. The first paper sorts out some basic elements in the holistic structure - and indicates connections. The second paper gives a very realistic and clear description about transference of management technologies from one country to another.

Next follows a group of nine topic papers. They cover rather different topics. One, for example, discusses the measurement of culture differences. Another paper compares Japanese and Western philosophies concerning management of safety, discussing the influence of cultural elements. Some other illustrates the export situation, like problems or precautions to be taken when a company enters another country with a very different culture.

Last, but not least, follow the 15 National Reports. They are presented in a pre-defined format, based on (1) a description of one outstanding national improvement achieved in the field of management and (2) one improvement practice as a forecast for the future, both preferably referring to a framework of cultural factors.

## **Countries featured are:**

- Brazil
- Chile
- Denmark
- Finland
- Hong Kong
- Japan
- New Zealand
- Norway
- Poland
- Portugal
- Singapore
- Spain
- Sweden

- United Kingdom
- USA

The papers show many development topics as being common to a number of countries. Quality, design and build, partnership and information technology in management are some recurring concepts. These clusters gave background for many reflections on how ideas are pulled or pushed around intra- or internationally, and which are those organisations (or persons/professions) that initiate and stimulate this pulling and pushing. Is the progress primarily industry driven, or governmental or by researchers? Are there cultural factors affecting the ways of international transfer or its speed? How do the national economies influence the direction of transfer?

Finally, the Proceedings include 15 selected references as a literature review. Each reference is summarised, so as to fit in the perspective of the workshop.

Approximately 200 pages.

### **Price per Copy**

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