BIBLIOGRAPHY

Abernethy, M. A. & Brownell, P. (1997). Management Control Systems in Research and Development Organizations: the Role of Accounting, Behavior and Personnel Controls. *Accounting, Organizations and Society,* 22(3), 233-248.

Adler, P. S. & Borys, B. (1996). Two Types of Bureaucracy: Enabling and Coercive. *Administrative Science Quarterly,* 41, 61-89.

Alcorn, P. A. (1997). *Social Issues in Technology,* Upper Saddle River, New Jersey: Prentice Hall.

Anuwar, A. (1994). Industrial Development in Malaysia. In *Malaysia Development Experience, Changes and Challenges,* Kuala Lumpur: National Institute of Public Administration (INTAN).

Baum, J. R. & Wally, S. (2003). Strategic Decision Speed and Firm Performance. *Strategic Management Journal,* 24(11), 1107-1129.

Blake, A. D. & Uzzi, B. (1993). Determinants of Employment Externalization: A Study of Temporary Workers and Independent Contractors. *Administrative Science Quarterly,* 38(2), 195-223.

Casa, B., Simonetti, A., Falco, G., & Tonegutti, M. (2009). Italian Refiner Lowers Turnaround Maintenance Complexity, Costs. *Oil & Gas Journal,* 107(2), 48-51.

Child, J. (1975). Managerial and organizational factors associated with company performance – Part II. A contingency analysis. *Journal of Management Studies,* 12, 12-27.

Cleland, D. I. & Ireland, L. R. (2007). *Project Management, strategic design and implementation.* Singapore: McGraw-Hill.

Cole, G. A. (1996). *Management Theory and Practice.* London: DP Publications

Dalton, D. R., Todor, W. D., Spendolini, M. J., Fielding, G. J., & Porter, L. W. (1980). Organization Structure and Performance: A Critical Review. *Academy of Management Review,* 5(1), 49-64.

DeBakey, G. (2007). *A Culture of Turnaround Excellence: How a mid-size refining company went after it.* Retrieved from http://www.ap-networks.com.

DeFillippi, R. J., & Arthur, M. B. (1998). Paradox in Project-Based Enterprise: The Case of Film Making. *California Management Review,* 40 (2), 125-139.

Gandolfo J., & Vichich, B. (2007). *Turnaround Performance Excellence: Breaking the barriers of Traditional Learning.* Retrieved from http://www.ap-networks.com.

Hickson, D. J., Pugh, D. S., & Pheysey D. C. (1969). Operation Technology and Organization Structure: An Empirical Reappraisal. *Administrative Science Quarterly,* 17, 378-397.

Hodgson, D. E. (2004). Project Work: The Legacy of Bureaucratic Control in the Post-Bureaucratic Organization. *Organization*, 11(1), 81-100.

Ittner, C. D., & Larcker, D. F. (1997). Quality Strategy, Strategic Control Systems, and Organizational Performance. *Accounting, Organization, and Society,* 22(3&4), 295-314.

Ivory, C., & Alderman, N. (2005). Can Project Management Learn Anything from Studies of Failures in Complex Systems?. *Project Management Journal,* 36(3), 5-16.

Kelly, A. (1997). *Maintenance organization and system.* Oxford: Butterworth-Heinemann.

Kenyon, R. (2004). *Process Plant Reliability and Maintenance for Pacesetter Performance.* Oklahoma: PennWell Corp.

Khalidah, K., Satirenjit, K., Woon, L. F., Rohani, S., Sofiah, M., Rahayu, A. R., & Ilmiah, I. (2008). *Business Management: A Malaysian Perspective.* Shah Alam: Oxford University Press.

Khandwalla, P. (1973). Viable and effective organizational design of firms. *Academy of Management Journal,* 16, 481-495.

Lawrence, P. R., & Lorsch, J. W. (Ed.). (1967). *Organization and Environment.* New York: Macmillan.

Lawrence, P. R., & Lorsch, J. W. (1986). *Organization and Environment, managing differentiation and integration.* Boston, MA: Harvard Business School Press.

Lenahan, T. (1999). *Turnaround Management.* Oxford, England: Butterworth-Heinemann.

Levitt, J. (2004). *Managing Maintenance Shutdowns and Outages.* New York: Industrial Press.

Liyanage, J. P., & Kumar, U. (2003). Towards a value-based view on operations and maintenance performance management. *Journal of Quality in Maintenance Engineering,* 9(4), 333-350.

Marsh, R. M., & Mannari, H. (1981). Technology and Size as Determinants of the Organizational Structure of Japanese Factories. *Administrative Science Quarterly,* 26, 33-57.

Mintzberg, H. (1979). *The Structuring of Organizations.* Upper Saddle River, New Jersey: Prentice-Hall.

Murthy, D. N. P., Atrens, A., & Eccleston, J. A. (2002). Strategic maintenance management. *Journal of Quality in Maintenance Engineering,* 8(4), 287-305.

Oliver, R. (2002). Complete Planning for Maintenance Turnarounds Will Ensure Success. *Oil & Gas Journal,* 100(17), 54-62.

Philbin, S. P. (2008). Managing Complex Technology Projects. *Research-Technology Management,* 51(2), 32-39.

Rejc, A. (2004). Toward Contingency Theory of performance measurement. *Journal for East European Management Studies,* 9(3), 243-264.

Rousseau, D. M., & Libuser, C. (1997). Contingent Workers in High Risk Environments. *California Management Review,* 39(2), 103-123.

Roup, J. (2004). Strategy Maximizes Turnaround Performance. *Oil & Gas Journal,* 102(20), 46-53.

Rumelt, R. P. (1986). *Strategy, Structure, and Economic Performance*. Boston, MA: Harvard Business School Press.

Scott, W. R. (1987). *Organizations: rational, natural, and open systems.* New Jersey: Prentice-Hall Inc.

Shenhav, Y. (1995). From chaos to systems: The engineering foundations of organization theory, 1879-1932. *Administrative Science Quarterly,* 40(4), 557-285.

Schmid, H. (2002). Relationships Between Organizational Properties and Organizational Effectiveness in Three Types of Nonprofit Human Service Organizations. *Public Personnel Management,* 31(3), 377-395.

Smith, A. (Eds.). (1937). *An Inquiry into the Nature and Causes of the Wealth of Nation.* Upper Saddle River, New Jersey: Prentice Hall.

Sullivan, W. G., Wicks, E. M., & Koelling, C. P. (2009). *Engineering Economy.* Upper Saddle River, New Jersey: Pearson Prentice Hall.

Vichich, B. (2006). *Leading Indicators of Turnaround Performance Outcomes.* Retrieved from: http://www.ap-networks.com.

Vichich, B. (2007). Study Measures Effect of Leading Indicators of Plant Turnaround. *Oil & Gas Journal,* 105(19), 48-54.

Woodward, J. (1965). *Industrial Organization: Theory and Practice.* Great Britain: Oxford University Press.

INDEX

A
asset, 2, 3, 5, 10-12, 22, 28, 38-39, 43, 131, 156, 158

B
background, 31-32
business process, 3, 12, 28, 148

C
centralization, 73,76, 98, 106, 123, 147, 150, 152, 158, 160, 162, 164
  operational-related decision, 98, 125, 135
  policy-related decision, 98, 125, 135
company's revenues, 11
conflict, 13, 97, 115, 126, 128, 129, 131, 147
constraints, 12, 46, 82, 115, 123, 136, 163
contractors' management, 132
control, 24, 77-78, 81-82, 97, 100-101, 105, 107-108, 139, 144
  turnaround, 144
  span of, 123, 134
coordination, 24, 61, 97, 132, 134
cost overruns, 11, 82, 147, 156

D
Department of Environment (DOE), 10, 41, 131
Department of Safety and Health (DOSH), 10, 131

E
emergent work, 62, 73, 78, 99, 102, 138
Environmental Management Standards, 130

F
formalisation, 77, 87, 98, 100-109, 128, 134, 149
  action planning, 100-101, 105, 108, 131, 137, 151
  behaviour, 100, 105, 108, 130, 137, 151
  coercer, 137
  enabler, 137, 138, 139
  performance control, 100-101, 105, 108, 131, 137, 151

I
issues, 17, 19, 26, 71, 123

L
levels of hierarchy, 31, 55-57, 123, 126, 134

M
major tasks, 12
management, 18, 26, 43, 46, 59, 60-62, 77
  functions, 14, 151
  contractor, 132, 151, 158-159,
maintenance
  cycle, 17-18, 26,
  manager, 4, 19, 25, 46, 60, 135

O
organizational context, 1-4, 10, 31, 84, 87, 119, 125, 128, 161-163
  contract management, 151, 163
  human resource strategy, 2, 5, 163
  management style, 163
  memory, 29, 129, 136
organizational communication, 163
  turnaround leadership, 163
organization-specific knowledge, 132
organizational structure, 21, 24, 26, 51-55, 97, 103, 119, 132-136
  culture , 20, 137, 163
  functional-type, 72, 121
  performance, 31, 72, 80-81, 84, 135, 149
  structuring processes, 14, 103, 106, 134

P
personnel, 24-25, 49-50, 60, 77, 93, 97, 123, 138-140
petrochemical, 9, 19, 23, 49, 60, 65, 88, 135
phase
  execution, 17, 18, 24-26, 71, 115-116, 128
  initiation, 17-21, 26, 116, 128
  planning, 18, 21, 24, 26, 116
  termination, 17-18, 25
plants
  cement, 9-10, 25, 44, 47, 49, 55, 57, 63, 67, 88, 115, 143
  chemical, 9, 33-34, 36, 44-45, 47, 52, 57, 63, 88, 124, 157, 159
  power, 32, 34-35, 63, 65, 82, 130
  reliability, 10-11, 14-15
  technology, 9, 32, 36, 38, 40, 42, 45, 49, 51, 54, 57, 65, 68, 70, 75, 80, 84, 87, 88, 89, 97-98, 113, 119, 123, 128, 149
policy team, 19-23, 54, 72, 133, 148
post turnaround analysis, 78, 102, 137-138, 144-145
power plants, 32, 34-35, 63, 65, 82, 130
process-based, 40, 43, 51, 55, 57, 65, 72, 77, 80, 97-98, 100

Q
quality, 21, 40-42, 53-54, 73, 77-78, 81, 99, 101, 107, 135, 138-139, 142, 160
  plan, 23, 73, 99, 130, 151
  objectives, 142
  workmanship, 20, 142-143, 152, 160
  management system, 130

R
readiness, 137
refineries, 30, 33, 36, 45, 52, 88, 113, 115, 157, 159
resource scheduling, 138, 140
risk management system, 137

S
safety plan, 23, 73, 77-78, 99, 101, 126, 130, 139-141, 151
size of companies, 36, 114
small tasks, 12
start-up operation, 81-82, 107, 136, 139
statutory requirements, 10, 12, 24, 159

T
task, 11-12, 17, 23-24, 28, 57, 71, 78, 97, 101, 121, 124, 126, 131, 133, 139-140, 142-143
  small, 12
  major, 12
  centred, 131
turnaround
  control, 144
  cost of, 60, 64-65, 90-91, 96-97, 104-105, 109-110, 152
  cost profile, 22, 60-62, 117
  duration, 117-118
  frequency of, 31, 40, 43-45, 84, 87-93, 95, 116, 118
  inherent characteristics of, 95, 118
  manager, 25
  master plan, 19-20
  performance
    planning, 11, 15-18
  policy team, 19- 23, 54, 72, 92, 133, 148
  size of
    staffing profile of, 70-71,
    stakeholders, 19, 123, 127, 138, 148, 159,

W
work
  scope, 40-42, 46, 76, 78, 123, 138, 140, 158, 160
    optimization, 18
  specification, 77-78, 101, 129, 138, 140