

CHAPTERS	CONTENTS	PAGE NO
1	INTRODUCTION	01
	1.1. Background	01
	1.2. Operational Flexibility	03
	1.3. Knowledge Gap	04
	1.3.1. Empirical Studies	04
	1.3.1.1. Studies on Taxonomies of Flexibility	04
	1.3.1.2. Data based Studies on Flexibility and Performance	05
	1.3.1.3. Studies about Historical and Economic Analyses	06
	1.3.1.4. Limitations of Empirical Studies	06
	1.3.2. Analytical Model based Studies	08
	1.3.2.1. Shortcomings of the Analytical Model based Studies	09
	1.4. Research Problem	10
	1.5. Research Aims and Objectives	11
	1.6. Scope of the Research	12
	1.7. Research Method	12
	1.8. Research Significance	12
	1.9. Structure of the Thesis	13
2	THE CONSTRUCTION PROJECT ENVIRONMENT	14
	2.1. Introduction	14
	2.2. Nature of the Construction Industry	14
	2.3. Indian Real Estate Market	14
	2.3.1. Concept of Real Estate Market in India	15
	2.3.2. Market Scenario	15
	2.3.3. Market Segments	15
	2.3.4. Growth Drivers	16
	2.3.5. Policy and Regulatory Framework	16

2.3.5.1. Government Initiatives	16
2.3.6. Environmental Factors	18
2.3.6.1. Demand Supply Dynamics	18
2.3.6.2. Availability of Adequate Land Supply	18
2.3.6.3. Infrastructure Constraints	18
2.3.6.4. Input Cost Inflation	19
2.3.6.5. Approval Delays	19
2.3.6.6. Lack of Clear Taxation Regime	20
2.3.6.7. Limited Financing Avenues	20
2.3.6.8. The Real Estate (Regulation and Development) Bill, 2011	20
2.4. Nature and Characteristics of Construction Projects	21
2.5. Construction Project Management	22
2.5.1. Definitions	22
2.5.2. Project Management Versus General Management	23
2.5.3. Project Management in Developing Countries	24
2.5.4. Challenges in Developing Countries	25
2.6. Construction Project Environment	27
2.6.1. Dimensions of the Project Environment	27
2.6.2. Stakeholder Identification	28
2.6.3. External Versus Internal Stakeholders	29
2.6.4. The Internal Project Culture	30
2.6.5. The Project's External Environment	31
2.7. Developing a Sound Stakeholder Environment	31
2.7.1. Identifying the Project Stakeholders	31
2.7.2. Stakeholder Groupings	31
2.7.3. Stakeholder Categories	32
2.8. Project Public Relations	32
2.9. Variation Orders	32
2.9.1. Types of Variation	33
2.9.2. The Nature of the Variation	33

2.9.3.	Identity of the Initiator	33
2.9.4.	Effect of Variation	34
2.10.	Project Failure and Success	35
2.10.1.	Efficiency and Effectiveness	36
2.11.	Need for Operational Flexibility	36
2.12.	Summary	38
3	THEORETICAL FOUNDATIONS	39
3.1.	Introduction	39
3.2.	Theories	40
3.2.1.	Contingency Theories	40
3.2.2.	Organizational Learning Theory	42
3.2.3.	Resource-based Theories	43
3.2.3.1.	Resources	44
3.2.3.2.	Capabilities	44
3.2.4.	Complexity Theory	44
3.2.5.	Transaction Cost Theory	46
3.2.6.	Organizational Slack Theory	46
3.2.6.1.	Forms of Organisational Slack	46
3.2.6.2.	Financial and Nonfinancial Forms of Slack	47
3.2.6.3.	Sources of Organisational Slack	47
3.2.6.4.	Functions of Organisational Slack	47
3.3.	Summary	49
4	RESEARCH METHODOLOGY	50
4.1.	Part 1-Research Design and Method of Study	50
4.1.1.	Introduction	50
4.1.2.	Research Design	50
4.1.2.1.	Justification for Adopting Survey Research	50
	Method	
4.1.3.	Phases of this Research Design	51
4.1.3.1.	First Phase-Exploratory Phase	52
4.1.3.1.1.	Face to Face Interview During	52
	Exploratory Phase	

4.1.3.1.2. Developing the interview Guide	53
Questions	
4.1.4. Preliminary Interview Findings	54
4.1.4.1. Construction Industry and its Environment in India	54
4.1.4.2. On Perspectives on Flexibility	55
4.1.5. Definition of Terms	55
4.2. Part II-Operationalization of Constructs	56
4.2.1. Introduction	56
4.2.2. Predictor 1-Project Learning Culture	57
4.2.3. Predictor 2- Supply Chain Capabilities	59
4.2.4. Predictor 3- Technological Capabilities	62
4.2.4.1. Dimensions	62
4.2.5. Predictor 4- HRM Practices	63
4.2.6. Predictor 5-Employee Skills and Behaviour	66
4.2.7. Moderator 1 -Micro Environmental Factors	67
4.2.7.1. Cash Flow	67
4.2.7.2. Scope Creep	68
4.2.7.3. Commitment	69
4.2.7.4. Litigation	69
4.2.8. Moderator 2-Macro Environmental Factors	70
4.2.8.1. Demand	70
4.2.8.2. Availability of Raw Materials	71
4.2.9. Operational Flexibility	72
4.2.9.1. Dimensions of Operations Flexibility	72
4.2.10. Effective Project Management	75
4.2.11. Research Hypotheses	77
4.2.12. Pilot Study	81
4.2.13. Population	81
4.2.14. Key Informant Retrospective Reporting	82

4.3. Part III Questionnaire Development	83
4.3.1. Introduction	83
4.3.2. Use of Multiple Item Approach	83
4.3.3. Generation of Measurement Items	84
4.3.4. Design of the Questionnaire	84
4.3.5. Organization of Questionnaire	84
4.3.6. Short Description of each Part	84
4.4. Part IV Methods of Research Analysis	86
4.4.1. Introduction	86
4.4.2. The SEM Analysis Procedure	86
4.4.3. PLS Modelling Procedure-5 Step Procedure	87
4.4.3.1. Step 1-Sample Data Preparation	87
4.4.3.2. Step 2-PLS Model Specification	88
4.4.3.3. Step 3-Execution of PLS Iterative Process	89
4.4.3.4. O'leary- kelly and Vokurka Construct Validation	91
Process	
4.4.3.4.1. Classical Validation	93
4.4.3.4.2. Contemporary Validation	94
4.4.4. Moderator Analysis	96
4.4.4.1. PLS Product Indicator Approach	96
4.5. Summary	97
5 DATA VALIDATION	99
5.1. Introduction	99
5.2. Sample Profile	99
5.3. Validation Tests	101
5.3.1. Missing Data	102
5.3.2. Normality	102
5.3.3. Outliers	103
5.3.4. Common Method Bias	103
5.3.5. Questionnaire Length Bias	104
5.3.6. Multicollinearity	104

5.3.7. Suitability for EFA (Factorability)	105
5.4. Results of Classical Validation	105
5.4.1. Cronbach's Alpha Coefficient, Item -Total Correlation-Subscale, Whole Scale - Factor Loadings	111
5.5. Exploratory Factor Analysis	111
5.5.1. Factor Analysis of Project Learning Culture	111
5.5.2. Factor Analysis of Supply Chain Capabilities (X2)	113
5.5.3. Factor Analysis of HRM Practices (X4)	114
5.5.4. Factor Analysis of Operational Flexibility	115
5.5.5. Factor Analysis of Micro Environmental Factors (M1)	117
5.5.6. Factor Analysis of Macro Environmental Factors (M2)	118
5.5.7. Factor Analysis of Effective Project Management (Z)	120
5.5.8. Factor Analysis of Technological Capabilities (X3) and Employee Behaviour and Skills (X5)	121
5.6. Standard Deviation of Measurement Items	123
5.7. Summary	124
6 MODEL & HYPOTHESIS TESTING	125
6.1. Introduction	125
6.2. Statistical Methods for Testing Hypotheses	125
6.3. Model Evaluation	126
6.4. Assessment of the Outer / Measurement Model	126
6.4.1. Reliability	126
6.4.1.1. Individual Item Reliability	127
6.4.1.2. Composite Reliability	128
6.4.2. Results	128
6.4.3. Validity	130
6.4.3.1. Measurement of Validity (Convergent Validity)	131
6.4.3.2. Measurement of Validity (Discriminant Validity)	132
6.4.4. Reliability of Formative Constructs	133
6.4.4.1. Results	133

6.5. Assessment of the Inner / Structural Model	134
6.5.1. Results of Path Estimation (β) and (t) Statistic	135
6.6. Results of Coefficient of Determination (R^2)	136
6.7. Results of Predictive relevance (q^2), CV-Communality (H^2) and CV-Redundancy (F^2)	136
6.8. Mediating Effects	137
6.9. Results-Mediation	139
6.10. Moderated Mediation	140
6.10.1. Models of Moderated Mediation	140
6.10.2. Testing Moderating Effects	141
6.11. Results of Micro Environment Moderating Effect	143
6.12. Results of Macro Environment Moderating Effect	145
6.13. Results of Hypotheses Testing (Refer Page 90 for Hypotheses)	149
6.14. Summary	153
7 FINDINGS AND DISCUSSIONS	155
7.1. Introduction	155
7.2. Findings	155
7.3. Discussions	156
7.3.1. Hypothesised Relationships	156
7.3.2. Operational Flexibility	157
7.4. Theoretical Implications	162
7.5. Practical Implications	165
7.6. Limitations	167
7.7. Directions of Future Research	168
7.8. Summary	170
8 SUMMARY AND CONCLUSION	172
8.1. Summary	172
8.2. Conclusion	174
REFERENCES	
APPENDIX	

TABLE NO	LIST OF TABLES	PAGE NO
2.1	Projects and the Project Environment in Developing Countries	25
4.1	Measurement Items of Project Learning Culture	59
4.2	Measurement Items of Supply Chain Capabilities	61
4.3	Measurement items of Technological Capabilities	63
4.4	Measurement Items of HRM Practices	64
4.5	Measurement Items of Employee Behaviour and Skills	67
4.6	Measurement Items of Micro Environmental Factors	70
4.7	Measurement Items of Macro Environmental Factors	71
4.8	Measurement Items of Operational Flexibility	74
4.9	Measurement Items of Effective Project Management	76
4.10	Rules of Elimination of Incompatible Measurement Items	95
5.1	General Information about the Interviewees Firms	100
5.2	Tests Considered in the Validation Stage of Data	101
5.3	Mann-Whitney-U-test Results	104
5.4	KMO, Variance Explained Values	105
5.5	Cronbach's Alpha Values, Item to Total Correlation and Factor Loadings	106
5.6	Total Variance Explained for Project Learning Culture	111
5.7	Project Learning Culture-Factor Matrix	112
5.8	Total Variance Explained for Supply Chain Capabilities	113
5.9	Supply Chain Capabilities –Factor Matrix	114
5.10	Total Variance Explained for Human Resource Management Practices	114
5.11	Human Resource Practices –Factor Matrix	115
5.12	Total Variance Explained for Operational Flexibility	116
5.13	Operational Flexibility Factor Matrix	117
5.14	Total Variance Explained for Micro Environmental Factors	117
5.15	Micro Environmental Factors Factor Matrix	118
5.16	Total Variance Explained for Macro Environmental Factors	119

5.17	Macro Environmental Factors Factor Matrix	119
5.18	Total Variance Explained Effective Project Management	120
5.19	Effective Project Management Factor Matrix	121
5.20	Total Variance Explained for Single Dimensional Constructs	121
5.21	Single Dimensional Constructs –Factor Matrix	122
5.22	Categorization of Constructs based on Classical Validation	123
5.23	Standard Deviation of Measurement Items	123
6.1	Criterion and Acceptable fit of Validities	127
6.2	Outer/Factor Loading with Cross-Loadings	129
6.3	Convergent Validity of Constructs	132
6.4	Assessment of Discriminant Validity	132
6.5	Reliability Test Results	133
6.6	Criterion and Acceptable Limit of Structural Model Estimation	135
6.7	Hypotheses Testing with Direct, Indirect Effect with VAF and Mediation Type	139
6.8	Latent Variable Scores and t Values- Micro Environment Moderating Effect	144
6.9	Latent Variable Score and t Values Macro Environment Moderating Effect	146
6.10	Composite Reliability and Communalities Values	147
6.11	Sub Hypothesis Testing Results of Project Learning Culture	149
6.12	Sub Hypothesis and Results of Technological Capabilities	149
6.13	Sub Hypothesis and Results of Supply Chain Practices	150
6.14	Sub Hypothesis Testing Results for Mediation of Operational Flexibility	150
6.15	Sub Hypothesis Testing Results of Macro Environment Factors as Moderators	152
6.16	Sub Hypothesis Testing Results of Micro Environmental Factors as Moderators	153

FIGURE NO	LIST OF FIGURES	PAGE NO
2.1	Real Estate Sector	15
2.2	Project Life Cycle Phases (Wideman, 1990)	28
2.3	Project Stakeholders	29
3.1	Resource Capability Link	43
3.2	Flexibility Theoretical Foundations Summary	48
4.1	PLS Modelling Procedure	87
4.2	PLS Model Specification	89
4.3	Construct Validation Methods	92
4.4	A Moderated Model- Predictor, Predicted, Moderator and Interaction Constructs (Adapted from Chin et al. (2003)	96
5.1	Scree Plot for Project Learning Culture	112
5.2	Scree Plot for Supply Chain Capabilities	113
5.3	Screeplot for HRM Practices	115
5.4	Scree Plot for Operational Flexibility	116
5.5	Scree Plot for Micro Environmental Factors	118
5.6	Scree Plot for Macro Environmental Factors	119
5.7	Screeplot for Effective Project Management	120
5.8	Screeplot for Technological Capabilities & Employee Behaviour and Skills	122
6.1	Two Stage Approach of Testing Moderating Effects	142
6.2	Two Stage Approach-Micro Environment-Moderating Effect	143
6.3	Two Stage Approach-Macro Environment	145
6.4	Final Full Model Developed	148

LIST OF ABBREVIATIONS

AVE	Average Variance Extracted CFA
AVE	Average Variance Extracted CFA
CIT	Critical Incident Technique
EFA	Exploratory Factor Analysis
EWS	Economically Weaker Sector
GST	Goods and Service Tax
IDFC	Infrastructure Development and Finance Company
IRDA	Insurance Regulatory and Development Authority
IRRs	Internal Rates of Returns
KMO	Kaiser Meyer Olkin
LARR 2011	Land Acquisition, Rehabilitation & Resettlement Bill 2011
LIG	Lower Income Group
NBFC	Non-bank financial Companies
NREGS	National Rural Employment Guarantee Scheme
PE	Private Equity
PLS	Partial Least Square
REIT	Real Estate Investment Trust
REMF	Real estate mutual Fund
SD	Stamp Duty
SEM	Structural Equation Modeling
ST	Service Tax
UN	United Nations
VAT	Value-Added-Tax
VIF	Variance Inflation Factors