

SUCCESS FACTOR TO BE AN EXCELLENT PROJECT MANAGER

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ABSTRACT

In general, the project manager is responsible for the overall success of the project. In some companies, this person might be called a Project Coordinator, or a Team Leader, however, the key aspect is that the person is responsible for ensuring the success of the project. Now a day there is much project delay around Kuala Lumpur. The major factor of project delay is because of poor management of project manager. Project manager who is responsible to handle the entire construction project, to finding the right project manager is therefore a major task in project implementation. The aims of this study are to identify the selection factor to be a good project manager, to identify the success factor to be an excellent project manager and to analyze the success factor to be an excellent project manager. The major responsibility of the Project Manager will be to manage and deliver projects, as assigned. The individual will bring strong planning and process skills to the team and will have management accountability for the definition and execution of the project plans including project initiation, planning, execution, controlling, staffing, scheduling, monitoring and closing out the project. The project manager will manage project dependencies and team and stake holder relationships as it relates to the project and ensure timely and effective communication with the project team and with the project stakeholders. The questionnaires were distributed to the contractor, client and consultant by hand around Kuala Lumpur. The questionnaire consists of two sections; first section are identify the success factor to be an excellent project manager in construction project while for second section are rank all the entire success factor to be an excellent project manager. The data from the questionnaire was analyzed by using mean average index method. Finally from the research and questionnaires that have been done automatically can find factor to be an excellent project manager in construction project.

ABSTRAK

Pengurus Projek adalah pemimpin utama dalam projek pembinaan, orang yang mengendalikan semua projek pembangunan dari bermula pembinaan sehingga selesai pembinaan. Pengurus Projek akan mempunyai tanggungjawab yang utama dalam perancangan pekerjaan serta mengawasi projek di sepanjang jalan. Tujuan kajian ini adalah untuk mengenalpasti faktor pemilihan untuk menjadi pengurus projek yang terbaik, untuk mengenalpasti faktor rahsia berjaya menjadi pengurus projek yang sangat terbaik dan untuk menganalisis faktor kejayaan untuk menjadi pengurus projek yang sangat bertanggungjawab. Projek pembinaan selalu menjadi bahagian yang sangat penting dari tamadun manusia. pemilihan pengurus projek yang bertanggungjawab adalah susah pada masa kini . Selain itu, ada banyak pengurus projek dalam projek pembinaan tetapi masalah utama adalah untuk mencari seorang pengurus projek yang sangat berdedikasi dalam menjalankan tanggungjawab. Pengurus projek yang berdedikasi mengetahui dan mengambil tanggung jawab pelaksanaan, perancangan, dan penutupan setiap projek, biasanya yang berkaitan dengan industri pembinaan, senibina, rangkaian komputer, telekomunikasi atau pembangunan. Borang soal selidik yang diedarkan kepada pelanggan, kontraktor dan perunding di hantar sendiri di sekitar Kuala Lumpur dan Kuantan Pahang . Borang soal selidik ini terdiri daripada kejayaan untuk menjadi pengurus projek yang sangat berdedikasi dalam menjalankan tanggungjawab dalam projek pembinaan. Data dari borang soal selidik dianalisis dengan menggunakan analisis frekuensi dan kaedah indeks bererti . Kesimpulannya daripada kajian ini kita boleh mendapatkan semua maklumat dari bentuk-bentuk wawancara dan soal selidik untuk menjadi pengurus projek yang sangat berdedikasi dalam projek pembinaan.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Today's there are many construction project in Malaysia. Malaysia is one of the countries that have an excellent performance in construction project. The rapid technology developed of the last hundred or do years have result in growing large number of construction project. Finding the good project managers for construction project is a major decision. Different project manager required different skills and knowledge (Stephen Ogulana et al, 2002). Since 1950s most of the research has focused in project scheduling problem, assuming that better scheduling technique would result in better management and thus the successful completion of project (Sheu Hua chen et al, 2007).

However there are many factors could determine the success the success or failure of the project. Many researchers consequently devoted themselves to the studies of trying to the figure out the critical success or failure factor in a project, factors are mostly related type of project (Pinto Jk et al, 2007). The issues that related to project manager are less concerned needles say how to evaluate their performance (Pinto Jk et al, 2007). Project manager need to understand their responsibilities of project, to avoid any problem during construction.

Many factors relate to their skills, characteristic and leadership of project manager. The importance of selecting of project managers who possess the necessary technical and administrative skills such as competence and commitment for successful project have been demonstrate by Pinto and Slevin (1987) . Furthermore the most frequently mentioned relate to successful project was clear objective and objective delivered from project manager (White, Fortune, 2007).

In order to meet the objective of modern project with an increasing complex nature, it is essential for the project manager to be able use variety of managerial skills. It is for the project managers not only organize technology but also to be able of organizing individual coordinating work flow between function specialist in a typical project team, some of the essential skills included conceptual skills, human skills, negotiation skills and technical skills (Chan A,2007). Essential skills are important to produce attitude of perfect project manager. High quality managerial attributes are an equally important contributor to project success and commensurate with high quality technical skills. Perfect quality managerial and high technical skills are important to be an excellent project manager (Avot.i, 1969).

The need to manage for quality in the project environment encompasses a broad spectrum of management issues. One issues of interest is the effective implementation of key project management practice selected and the level of their use in project is critical to successful project performance. Project manager determine those practice to be used to manage their project. Those project manager who have high quality or above average managerial skills and experience are more often associated with better performing project, because they tend to use key project management practice at high level (White and Fortune, 2007).

1.2 Background of problem

Project manager previously performance have been effect the project performance of project manager, whereas the size of the project of the previously managed project does affect the manager's performance (Rubin and Seeling, 1967). Besides that, project failure because of the wrong choice of the project managers, unplanned project termination and unsupportive top management were the main reason for the failure of the project (Avot.i, 1969). (Might and fisher, 1970) investigated structural factor assumed to affect project success. This factor includes the organizational structure, the level of authority delegated to the project manager and size of the project.

Project fails because of improper managerial principles, such as improper focus of the management system by rewarding the wrong actions and the lack of communication of goals (Hughes, 1986). There are two common problems in matching project managers in the construction project. Firstly, it is difficult to come up with a list of the entire factor that need to be considered for selecting and matching project manager for a particular construction project. Secondly, most of the selection procedures currently in us are based on subjective assessment of the potential

candidates. Another problem because of the project manager management is the most significant factor affecting construction schedule were financing and payment for completed works, poor contract management, changes in site condition, shortage of material and improper planning (Mansfield et al.1994).

Most of the causes of schedule delay in the construction industry and the most significant causes of delay included approval of working drawing, delay in payment contractors and the resulting cash flow problem during construction, design changes, conflict in work schedule of subcontractor, slow decision by project manager, design error, labor shortage and inadequate labor skills (Ahamd et al,2002). As we know there are many problem happened in construction project. As a project managers need to take high responsibilities to solve the entire problem. Another problem that we see today is significant number of project were not completed within schedule. Many projects they were not involved in schedule overruns they believed that quite a few project has schedule overruns while another one said that the number of project with schedule overruns was negligible (Rubin and Seeling, 1967).

There are many causes happened because of wrong chosen the right of project manager. For example as we know delay is main causes where if the project manager cannot take high responsibilities of the construction project automatically project will have big problem to continue all the work. They analyzed and ranked main reason for delay and classified them into two group firstly are the role of the parties in the local construction industry (whether client, consultant or contractor) and secondly is the type of project (Chan and Kumaraswamy,1997). The important part in construction project is the management and the role of the parties involve. Local contractor often fail to come out within a practical and workable “work program” at the initial planning stage.

This failure is interrelated with lack of systematic site management and inadequate contractor's experience towards the project. The consultant only checks and reviews the work program submitted by the contractor based on the experienced and intuitive judgment. Improper planning at the initial stage of a project manifests throughout the project and cause the delay of project. Contractor with poor site management is one of the most significant causes in causing the construction delay. The result of this research indicate that that local contractor face deficiency in site planning, implementation and controls. A poor site management results in delay in responding to the issues that arise at the site and causes negative impact on the overall work progress (Pettersen N, 1991).

1.3 Problem statement

There are many problems in construction project. There are many factor causes of project failure. The major causes are wrong choice of the project managers, unplanned project termination and unsupportive top management. Besides that, other causes of the project failure are organizational structure, the level of authority delegated to the project manager and size of the project. Project manager are the main leader where need to take high responsibilities to manage the construction project, if project manager did not show the good attitude as a project manager to manage the construction project automatically will cause project failure. Another causes of project failure is weak relationship between organizational structures.

The failure of project will cause delay project. This is the serious problem that needs to give full attention. Furthermore another cause are because of the project manager management where manager management is the most significant factor affecting construction schedule were financing and payment for competed works, poor contract management, changes in site condition, shortage of material and improper planning.

1.4 Objective

The aim of this study is to know the success factor for project manager in construction project. The specific objective of this study is.

1. To study the success to be a project manager in construction project
2. To identify the success factor to be an excellent project manager in construction project
3. To analyses the success factor to be an excellent project manager in construction project.

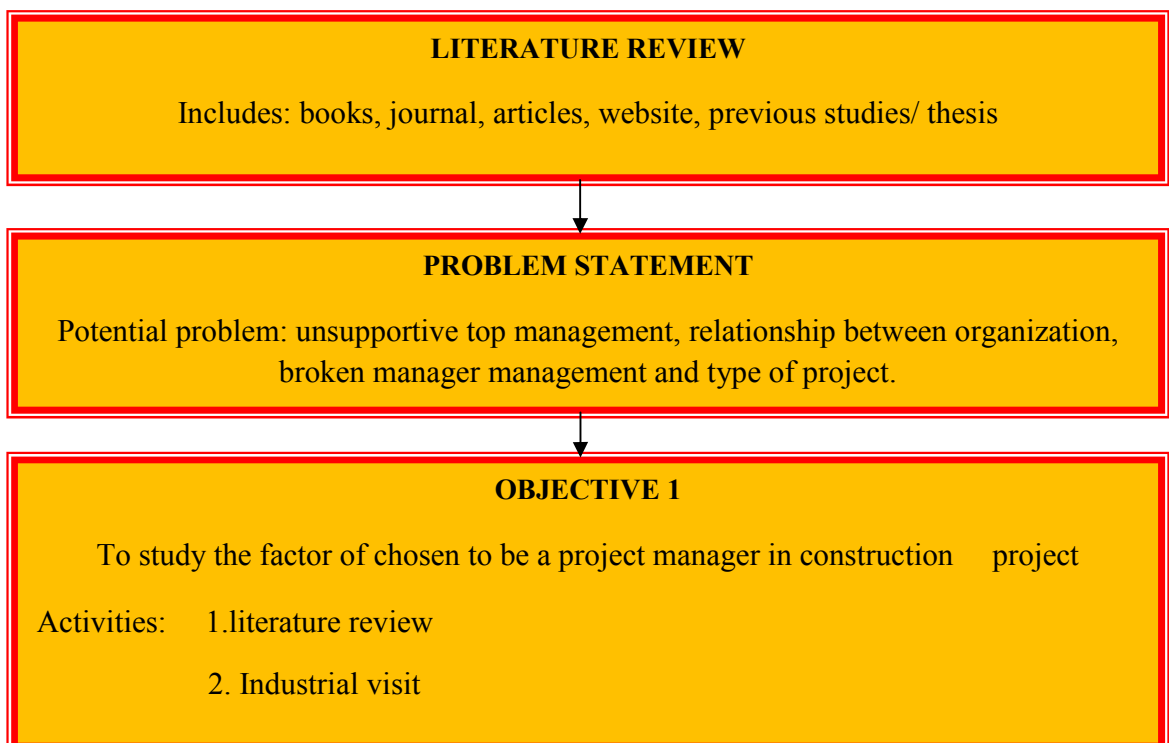
1.5 Scope of study

The scope of my study will be conducted area around Kuala Lumpur. This study will focused on identify and analyses the success factor to be an excellent project manager. In order to obtain the result questionnaire will be distributed to the respondent. For this study the survey population consists of engineer, architect, technician and quantity surveyor. Then all the information obtains will analyzed by using method average index and frequency analysis.

1.6 Methodology

The research methodology of this study is as follow

1. Identify the topic
2. literature review
3. Identify the problem
4. Confirm the topic
5. Create an objectives and scope of study
6. Data collection
7. Data analysis
8. Conclusion and recommendation



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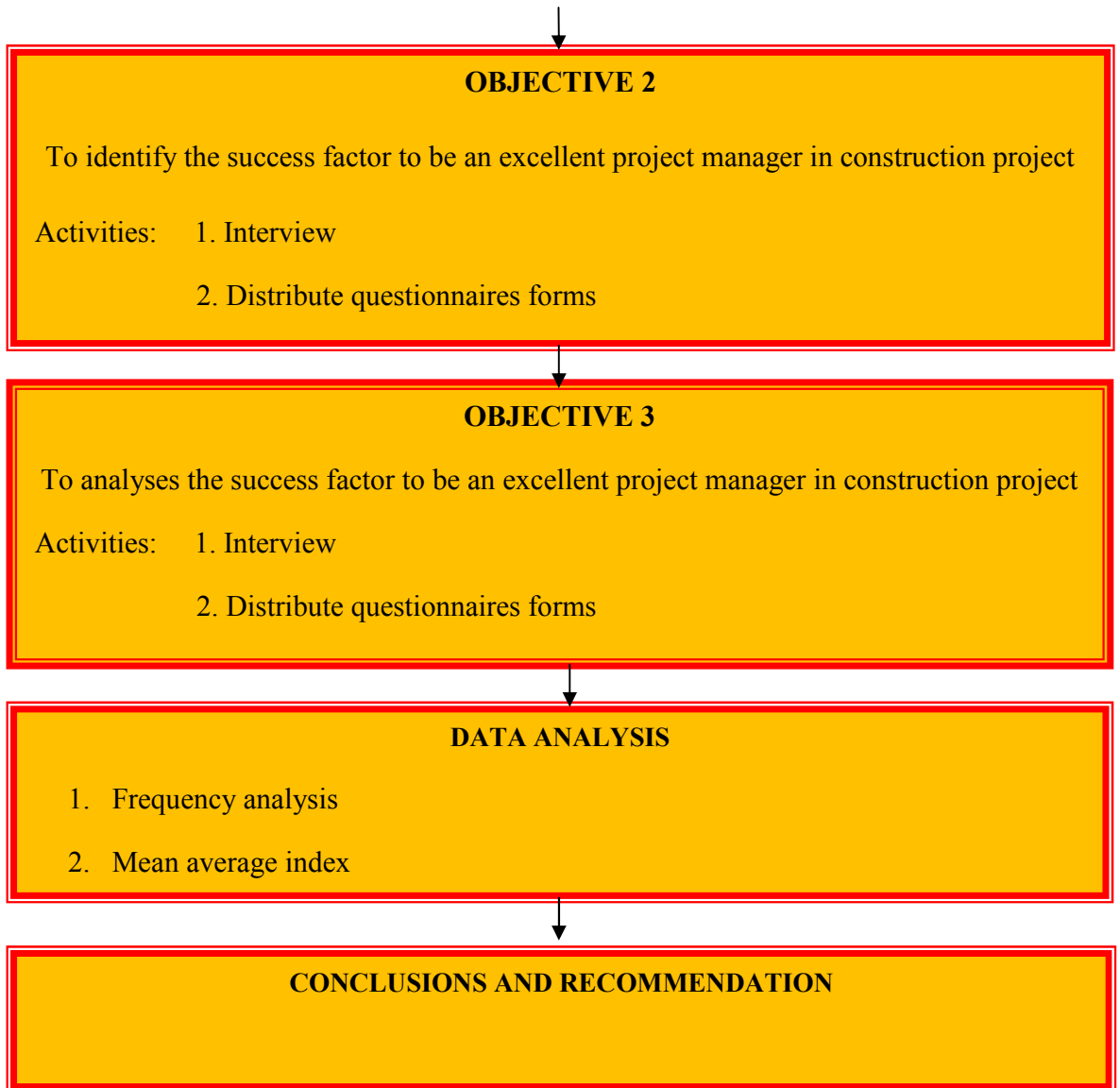


Figure 1.1: Summarized of methodology

1.7 Significant of study

The purpose of this study is to analyses the success factored to be a good an excellent project manager in construction project. This researched is focusing on client, contractor and consultant in Kuantan and Kuala Lumpur. The research information will be get from the literature review, interview and distribute questionnaires forms. From the all information automatically will get information how to be a good project manager in construction project.

1.8 Expected outcomes

From this analyses can find an excellent project manager, where will help company getting success to chose the best criteria of project manager. Automatically it will give full information to all company and contractors to make sure their project success and have good performance. As we know project manager is the main leader in construction project.

1.9 Summary

A project delay is when the projected completion time exceeds the agreed to completion date. While this can be a common problem, causes of delays in large construction projects can vary and can be the fault of the contractor or the owner. To overcome this situation need to find an excellent project manager.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Globalization and the internationalized of markets have increased competitive pressures on business enterprises. This has led companies to engaged in project that are critical to their performance these project commons in industries such as engineering services, information technology, construction and pharmaceutical have one thing in common they need to be planned, staffed, organized, monitored, controlled, and evaluated. In order to succeed, companies need to take high responsibilities to manage the project perfectly and the best solution are need to find the best project manager to handle perfectly all the problem about the project instead of to control, monitor, and evaluated.

Since 1950's most of the researcher in project management has focused on project scheduling problem, assuming that better scheduling technique would result in better management and thus the successful completion of project. Now days, there are many project managers in construction project, but it's hard to find the best project managers to control all the project progress. Project managers in the construction industries, play an important role in achieving project objective. There are many causes why construction project need an excellent project manager. Construction project is the

biggest issues where need to finish on time, need to control the progress of work, need to have an excellent planning, need to have important essential skill to make sure all the management process become smooth.

2.1.1 Descriptions of project managers

There are many perceptions of project manager which comes many aspect and different point of view. Below have listed in table 2.1 descriptions about project managers.

Table 2.1: Summary of project managers

No	Name	Descriptions
1	Mumford et al (2000).	Managers are more likely to perform better or to stay longer in their position if their personal characteristic meets the requirement of the position.
2	Irwigs, (1987).	A project manager is a professional in the field of project management. Project managers can have the responsibility of the planning, execution, and closing of any project, typically relating to construction industry, architecture, computer networking, telecommunications or software development
3	(Marios Alexandra. (1991).	A project manager is a facilitator. The ideal project manager does whatever it takes to ensure that the members of the software project team can do their work. This means working with management to ensure they provide the resources and support required as well as dealing with team issues that are negatively

		impacting a team's productivity. Besides that project managers must possess a combination of skills including the ability to ask penetrating questions, identify unstated assumptions, and resolve personnel conflicts along with more systematic management skills.
4	Tenstep (2001).	The person with authority to manage a project. This includes leading the planning and the development of all project deliverables. The project manager is responsible for managing the budget and work plan and all project management procedures (scope management, issues management, risk management, etc.).
5	K.Gariw (1998).	Individual or body with authority, accountability and responsibility for managing a project to achieve specific objectives
6	Turner jr (1993).	Although project manager has traditionally been associate with hard technology development, key writer have long identified the project manager as one drawing together human, natural and technological resources in a dynamic but temporary organization to deliver ends that include the social as well as the technological.
7	Andrew (1996).	To be “an orchestra Conductor” one must not only be able to guide, inspired, harmonized, coordinate and synchronize the entire team of musician but at the time also need to know how each musician play his music”. Means that the role of the missing composite person with required managerial and technical skills in various discipline like the assumption above.
8	Robbins (2001).	Project manager need to be leaders, as he must cope with change where they set the vision, the goal and assist the organizational in attaining those vision and goals.

All the above are the definition of the project manager. Project manager is the main leader in project. From all the description that we get, we can conclude that the best definition of project manager are the person who are have professional abilities to monitor all the project progress. All of this include set the main objective of the project, perfect management progress which have an excellent planning, organizing, coordinating and scheduling, controlling and staffing. Perfect management will show the perfect project planning (Milosevic and Patanakul, 2005)

2.2 Role of project manager

There are many definition of role of project manager. Project manager are the main leader in construction project which construct all the management process. From the author and researcher there are many determination of role of project manager. The key roles and responsibilities of project manager on a project are categorized into the client or customers interface, the team leader and integrator, project resources manager, the acceptor of the team deliverables and the delivery executive.(Verma V.k ,1997).

The most important responsibilities of a project manager are project evaluation, setting up the team, setting up the system, planning, monitoring, controlling, negotiating contract condition, training and communication skill (Walton,1984). Besides that (Oberlender, .1993) also identified the five basic roles of project manager as planning, organizing, staffing, directing and controlling. From the researcher show that project manager has high responsibilities in managing the project.