

NEED OF PROJECT MANAGEMENT IN CONSTRUCTION INDUSTRY

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ABSTRACT

Clients within the construction industry have become more aware of benefits that exist and can be reached when going through a major construction project, benefits that invite for efficiency improvements both during construction and its pro phases. People are still not aware of project management and its practices, which is serving as a major drawback for non-adopting of management techniques in construction. New methods of execution and their different advantages are evaluated. This change has opened the door for new business models such as Construction Management (CM) but it also demands the contractors to adopt and come up with more client-customized methods.

The study is made on, factors affecting the client when making the choice between CM and contractors. Investigation and highlighting the behaviors, features and processes that affect the client in their way towards an optimal investment. It further explores what the contractors and CM firms can do in order to adapt to their clients and win their trust. It is determined that the Project Management is always client friendly. It is now time to create awareness among the people about the benefits and importance of Project Management.

Keywords – Client, Construction management, Contractor, Project Management.

1. INTRODUCTION

In the present days the development of the constructional industry depends on the significant importance of the client's needs and standards mainly in implementing the efforts for client's benefits. Though the construction projects performance, in several terms like the criteria of time, cost factor and quality factor, which always continues to be towards more perfectness, and many of the clients still want to take up the projects with more expensive, risky towards time, money and safety, longer disputes while beginning, extra cost for the delays and confrontational behavior of the construction industry appear to perceive the implementation of a building project as an expensive and risky adventure with work

taking a long time to begin, with delays, disputes, extra costs and perplexing the nature of construction industry prolonging the agony ^[1].

Over the past years, the clients used to directly involve in the way the project is handled, how management is working while execution and how the different ways are implemented in the project to make it a successful one ^[2]. Whereas many other clients who are not well versed with the construction practices are more likely to create a disputes when they enter into the project with inappropriate ways. Fortunately, now day's clients are becoming more and more constructively concerned towards their need, quality and economy in managing their projects.

Going through the client's perception with their role in construction field, will certainly make them face the problems in how best they can procure their project in minimizing the delays while conducting project and its completion, reducing risks occurring, reducing the disputes in their business activities, analyzing time value of money etc ^[2]. Taking all these criteria into account will help them in choosing the best procurement system for their project accordingly.

This project takes the detailed assessment of the client's overall needs and objectives, identifying the specific primary and secondary objectives of the project, the risks arising in the proposal, determining the nature of environment in which it will be implemented and, finally, procuring the most appropriate method for the project. This gives a framework, the so-called project outline will be known clearly before carrying out the project, which will facilitate and enable the project to proceed in a successful manner ^[3].

The study mainly includes the hierarchical work in management field which helps in proper handling of the project when compared with contractor. Contractor usually plays all the roles alone in the project like, procuring the project, planning, designing, execution and supervising at site which makes him burden and lack in perfectness of the work. Whereas the same when handled by the Construction Project Management firm which has proper distribution of work and handled smoothly ^[4].

2. OBJECTIVES AND METHODOLOGY

2.1 Objectives

The present study mainly includes the importance of the management in the construction field for its improvement in day today's works. The objective is to make the Construction project Management more reliable and broader field for the overall development of the construction industry. The software available for the study helps in proper planning, scheduling and foreseeing of the risks well in advance which may help both parties in the project taken up.

- The main objective of the project is to make the client flexible in taking broader decision between Construction Management (CM) and Contractors (C).
- To make feasible survey for taking the interviews of the Client and Organization.
- To study how best the Construction Management firm helps the client when compared with contractors.

2.2 Methodology

2.2.1 Questionnaire Survey: The study mainly involves the survey taken by interviewing the client and the organization comprising the Contractor alone and Construction management firms. The set of questions are framed on the basis of client's need and comfort.

2.2.2 Relation in Construction Industry: Client - Contractor relation and the client – Construction Management relation is described.

2.2.3 Considering the Case Study: For better understanding of the present work, a case study is considered for showing the effective scheduling of project by reducing the number of days by construction management using managerial skills, than that of contractor's suggested time, with the help of management software tools like M. S. Project, Primavera etc.

2.2.4 Marketing the Construction Management strategy in the field: The impact in the construction industry to be examined and adopted is, the developing generation towards more managerial skills and proper handling of the project taken up. As soon the management is given importance in the construction field, sooner the projects will be completed and delivered to the owner within the prescribed time limit with Quality assurance.

2.3 What is Project Management? ^[5]

Project Management can be defined as “the well-known process of applying the knowledge, logic, skills, tools and techniques to the project to meet project requirements.”

Therefore the Project Management is the interdependency group of procedures that assists the project team members to make project the successful one. Whereas, set of plans and specification standard for the project will be its output. The three main factors of Project are time, cost and scope. These factors together called as Triple Constraints.

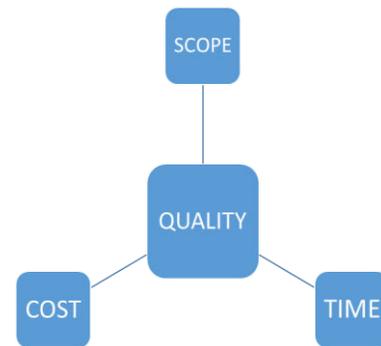


Fig. 2.1 Relation between scope, time and cost of project
Project is said to be the Perfect and Effective only when it meets the following project criteria, they are

- Project should be Economical.
- Project should be delivered in Prescribed Time.
- Project must be defined within its Scope.
- Project should meet all requirements of client.

2.4 Project Process Groups

The processes in any project are broadly classified into five major groups which are pictured as follows:

1. Project Initiating Process
2. Project Planning Process
3. Project Executing Process
4. Project Monitoring and Controlling
5. Project Closure

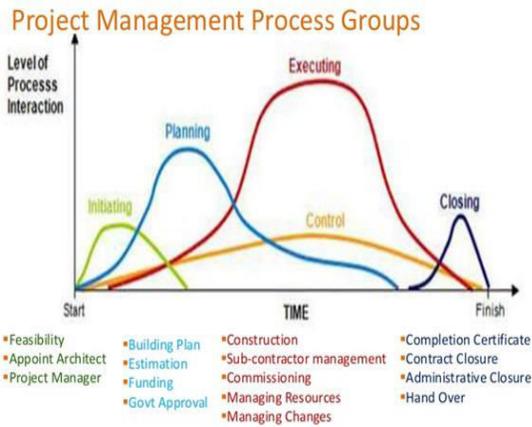


Fig. 2.2 Relation between project process group

2.5 Project Management knowledge areas

The project management includes the basic knowledge areas for better understanding of Construction Project Management. There are about 10 basic knowledge areas based on management field, they listed and briefly explained as follows,

1. Project Integration Management
2. Project Scope Management
3. Project Time Management
4. Project Cost Management
5. Project Quality Management
6. Project Human Resource Management
7. Project Communication Management
8. Project Risk Management
9. Project Procurement Management
10. Project Stake Holder Management

2.6 Roles in Project Management

There will be several roles played while dealing with any project of any type. As the same there will be a number of people involved in a project serving various role and responsibilities. These roles related to construction sector can be grouped into three major ones, they are

1. Client
2. Construction Management Organization
3. Contractor Organization

2.6.1 Client

Client should be well aware of the developments and advancements taken in the field of construction before handing over his project to the other party. Because now a days there is hike in prices of all the resources, which directly affects the owner who has to sponsor for the smallest task of the project. Therefore, to whom the project is to be handed over should be of necessary qualification and well organized structure.

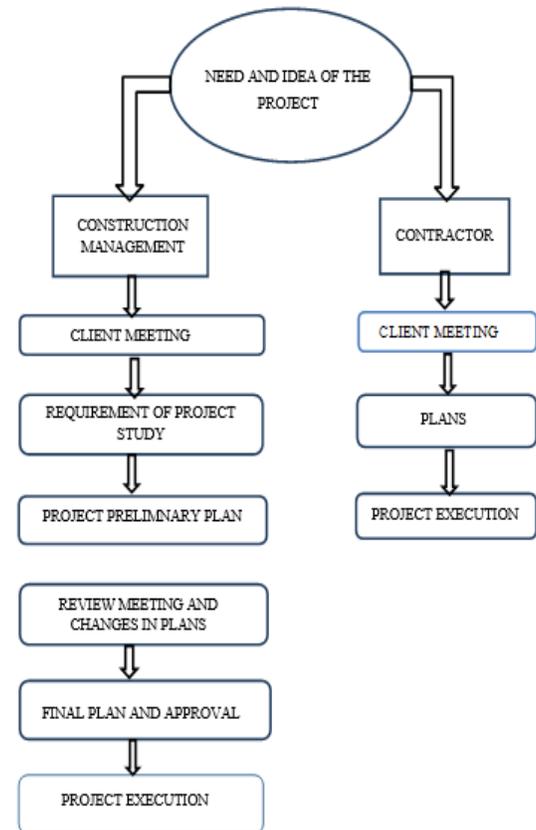


Fig. 2.3 Project handling by both CM and Contractor

2.6.2 Construction Management Organization

When the project is handled by the Construction Management Organization, there will be hierarchical order in the firm, in which each task is been distribute to the individual and the care is taken to fulfil all the desires mentioned by the client according to his need and comfort. The complexity in the process of project will be handled well due to the distributed work among the individual. The project will be taken up by the senior authority in the firm and is then handed over to the project manager for managing each individual's work carried. The Project Management Consultancies mainly look for the good relation between the owner and the organization for easy handling of the work assigned.

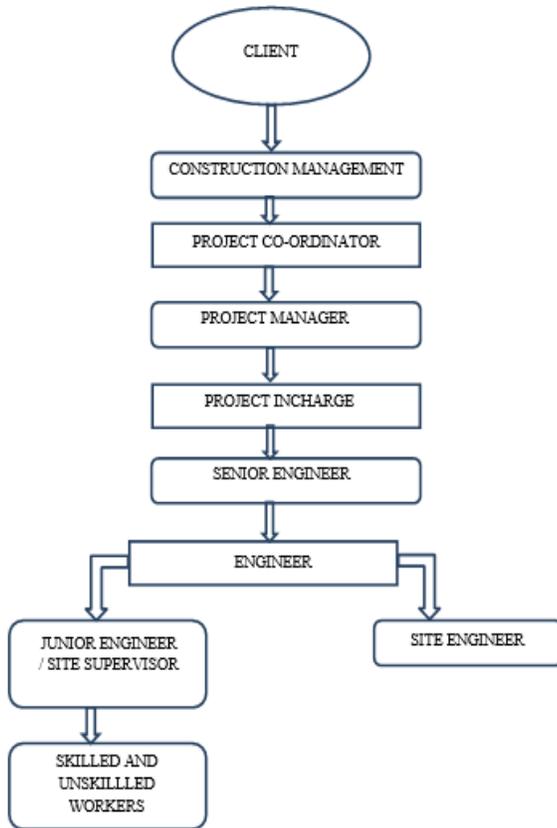


Fig. 2.4 Hierarchy of Construction Management Organization.

In depth, the Construction Project Management has subcategories/key elements like, ^[4]

- Developing the best practice in construction procurement.
- Aiming the best value of time and money.
- Describing the individual departmental goals and objectives and the assessment of the risks encountered in project while tracking.
- Evaluating the involved procurement methods and acquiring the assured quality of project and economy (not only specified to the lowest price) in course of valued time.
- Combining both the co-operation and the competition among the client and organization for promoting the improvisation in the construction management industry and the benefits to be shared by parties, client by assured quality and trust worthy project and the organization by getting rewards in fulfilment of client's comfort.

Both the client and the organization are working combine for maximizing the success of the projects and

developing the construction industry with more resourceful and competitive ^[6].

2.6.3 Contractor Organization

Generally, the project when handled by the local contractor or an organization owned by an engineer or contractor, there will be many problems those arise during the execution of the project, this happens due to improper planning in the initial stage of project.

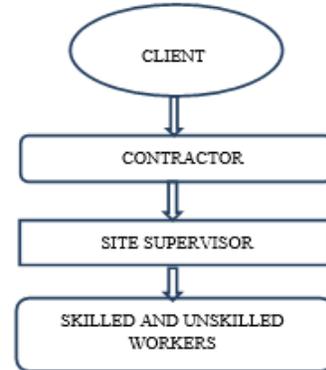


Fig. 2.5 Hierarchy of the Contractor Management

Therefore, the client should be well exposed to the external environment in this aspect; so that he can know how to manage and tackle the problems arise on and off the site ^[6].

3. Discussions of the Study

The contractor should improve himself and to improvise the organization under him. The survey responses generally are in benefit of Construction Management firms rather than the Contractor alone. The responses for assuring the Safety and Quality standards set by the organization. Though the client is feasible in handing over his project to the Contractor alone, can be affected by the standards set by organizations. The project handling process should be categorized with all the managerial skills like, scheduling of project, choosing of effective procurement method and its efficient implementation. Some of the set standards are enclosed while handling the project as per client need and requirement.

4. Conclusions

A client with a project has a choice of getting his work done either by a contractor or by project management personnel. It is always client's choice to select someone of his comfort. In general when considered small budget

small scale projects the client is very keen in getting his work done by a contractor or a practicing civil engineer. It is true that for small scale works project management turns out to be costly. But it is not the same in all cases. A contractor following project management practices can be a better option.

It can be concluded that the Project Management is always client friendly. It is now time to create awareness among the people about the benefits and importance of Project Management. Emphasis should be given on adopting the practices and processes of Project Management in execution of the works.

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