

## ROLE OF PROJECT MANAGEMENT PRINCIPLES IN LARGE CONSTRUCTION PROJECTS

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*By BIENVENIDO MERCADO MAUNAHAN, Research Scholar, Construction Project Management, IIC University of Technology, Cambodia.*

### **Abstract**

*In India, the development business assumes a significant part in the economy of the nation. It utilizes a sizeable bit of the work power, contributes to a great extent to the total national output (GDP) of the nation, and is viewed as a vital impetus for the development and improvement of the Indian economy. The business, notwithstanding, is assailed with numerous difficulties, including conveying ventures inside extended expenses and conveyance dates and at the correct quality to progressively perceiving customers. It is a direct result of this that venture the board has expected such a great amount of significance with the undertaking chief seen to be a basic asset in the task accomplishing its targets. Nonetheless, the part of the task chief is as yet vague. These examination speculations that the job the task supervisor should play is that of a pioneer. It is just when venture directors accept influential positions that development ventures accomplish goals estimated against time, cost, quality, and consumer loyalty. A quantitative methodology was continued in this utilizing both hypothetical and systematic techniques. The hypothetical investigations uncovered the characteristics, aptitudes, and capabilities that an undertaking supervisor should have and the connections between the venture chief accepting a place of initiative and the task accomplishing its targets. The primary information assortment apparatus in the expository technique was an online poll directed to 20 venture chiefs of development ventures in India. It was discovered that while the Indian development industry perceives the essentialness of venture supervisors, their job is consigned to regulatory, observing, and management assignments. There is a mind-boggling center around specialized abilities. In those cases, where venture supervisors were engaged with all the phases of the undertaking and had an extent of administrative, specialized, human, and relational aptitudes, there were considerable contrasts regarding time, cost, quality, and consumer loyalty in the activities managed by them. The significance of this examination comes from its cautioning the development area in India to the genuine job that venture chiefs should play. On the off chance that it serves in a move in the view of the part of the venture administrators, this exploration would have filled its need.*

**Keywords:** *India, managerial, gross domestic product (GDP), technical skills*

### **INTRODUCTION**

The development business in India assumes a significant function in the economy of India. After horticulture, it is the second biggest industry in the nation and is a significant work

generator also (Kamara, 2012). It is an exceptionally differentiated industry spread out across infrastructural ventures including interstates and air terminals, business spaces including workplaces and shopping centers, private lofts and houses, just as modern plants and factories. The many years post 1990 introduced a time of progression in the nation which has brought about the mushrooming of a few IT parks, unique financial zones, huge shopping centers, and private edifices. These prerequisites gave a tremendous lift to the land area. A proportion of the interest is the way that there is as yet a deficiency of private and office space (Sabol, 2009). In spite of quick walks in infrastructural advancements, there is as yet a deficiency of sufficient foundation to deal with the necessities of India's developing populace and industry (Sabol, 2009). It is obvious that in an agricultural nation like India, the future shows up splendid for the structure and development industry. Undoubtedly so significant is this area that the public authority has focused on putting \$500 bn in infrastructural extends alone during the decade from 2010 to 2020 (Grover and Somaya, 2011). Presently, the area is confronting numerous difficulties. It is an exceptionally divided industry with just 0.4% of the complete quarter of 1,000,000 development firms in the nation being sorted as medium to huge firms (Grover and Somaya, 2011). The remainder of the organizations go under the chaotic area. As indicated by research led by Deming (2012), it is profoundly divided with a low pace of benefit. At under 10%, the edges are too low to ever be economical. Egan (2012) said that there is little interest in innovative work which implies that the most recent advancements are in cycles and advances don't get joined in development ventures.

### **Critical Success Factors for Construction Projects**

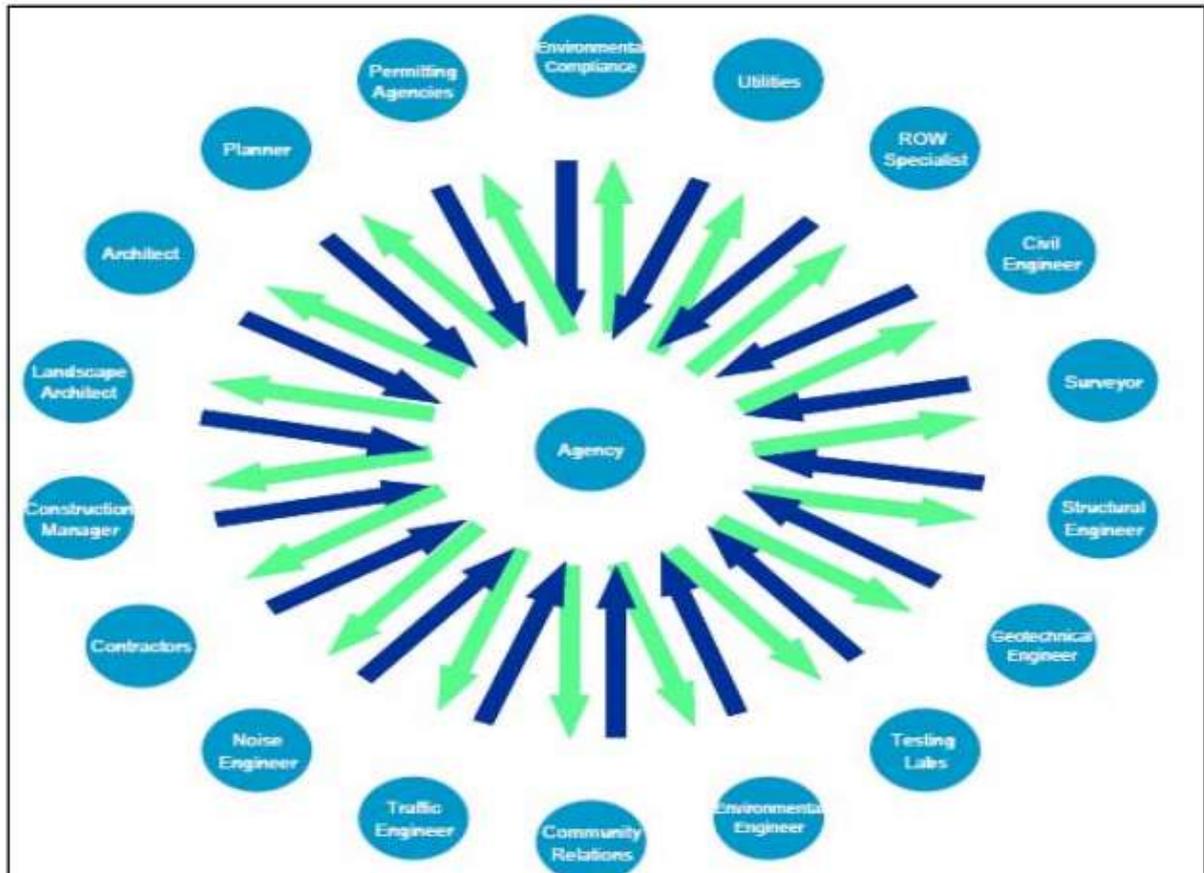
An examination of the writing with respect to basic achievement factors for development extends just underscores the disarray and equivocalness that sways the subject. Slopes, Fox, Fong, and Skitmore (2011) said that arranging and control methods are generally significant. These perspectives were verified by Deming (2012) who expressed that improved planning procedures, checking, and control instruments emphatically sway development ventures. Earthy colored, Dillard, and Marshall (2012) and Arditi and Gunaydin (2011) likewise considered the previously mentioned angles as being basic yet in addition added input, survey, venture reasoning, association, asset portion, and undertaking group determination and arrangement as other basic achievement factors.

Austin and Thompson (2012) distinguished elite of basic achievement factors for development ventures, including customer attributes, preparing, labor abilities, the executives of work, account, and coordinations. Brezet (2012) thought about that administration of data and straightforwardness of correspondence channels are basic components. Chua, Kog, and Loh (1999) said that cost assessment, planning, and sufficient undertaking subsidizing are generally significant and they likewise add venture group capability and skill as extra factors.

Eckbald and Ashcraft (2013), in their investigation of a few structure ventures in the United States and in India, distinguished defining of clear undertaking objectives and open channels of correspondence as basic achievement factors. Hewage and Ruwanpura (2009)

singled out task scope as deciding undertaking term and subsequently affecting venture achievement. Piselli (2011) added to the degree, venture multifaceted nature and size as other deciding variables. Saaty (1999) thought about administration of obtainment and offering measures, including determination of contractual workers, sub-contract based workers, advisors, providers, and merchants to be basic variables. Womack and Jones (2012) zeroed in because of customer on venture results. They likewise said that customers have the ability to basically impact and make changes in ventures and subsequently customer the board was generally significant. Tulke, Nour, and Beucke (2012) said that ecological components have the best effect on venture the board. These incorporate social, political, and specialized elements including financing, site, and area the board to which modern administration added. Shen, V. Hat, C. M. Hat, and Drew (2012) considered designation of adequate assets while accepted adaptability and change the board as basic achievement factors. It could be noted from the over that these perspectives sum up normal comprehension of basic achievement components of development factors. An investigation of other writing demonstrates the move towards thought of undertaking the board as the main basic achievement factor notwithstanding the entirety of the above mentioned.

Teo and Loosemore (2011) recognized four basic variables identified with ventures. These incorporate undertaking the board, venture supervisor, association, and the outer climate. Task the executives was identified with size of activities, its life cycles, capabilities and aptitudes of undertaking individuals, backing of top administration, authoritative structure and political, financial, social, and innovative issues. Paritosh (2009) accepted task the board to be the single greatest factor in guaranteeing accomplishment of an undertaking, joining arranging and control, hierarchical structure, the executives activity, quality control, and security the executives. The most recent view is that of Sami Consulting (2013) who recognized venture the executives as the main basic achievement factor in development extends and considered task the board to be made out of methodology, individuals, measure, timetables, asset and spending assignment and the board of danger, instruments, norms, and strategies. It very well might be gathered from the over that venture the board has accepted basic significance in guaranteeing accomplishment of development ventures with the undertaking administrator assuming a significant job. Figure 1 demonstrates run of the mill development venture exercises without a venture administrator and the various undertakings the development office needs to attempt without a task chief to finish the work (Bubshait and Al-Atiq, 2011).



**Figure 1. Construction project without a project manager. Source: Sabol (2009).**

Conversely Figure 2 indicates how tasks in a construction project get streamlined and structured with a project manager to manage flow of activities.

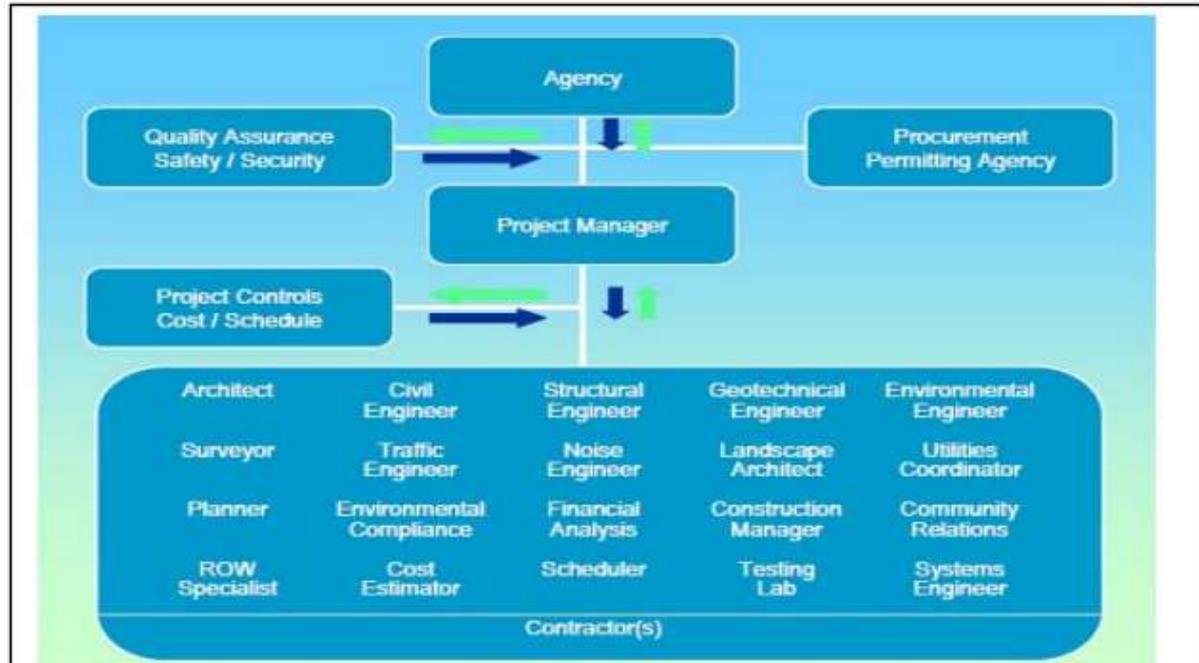


Figure 2. Construction project with a project manager. Source: Sabol (2009).

### Role of the Project Manager

Much the same as in venture the board, there is extensive vagueness about the part of the undertaking administrator in development ventures. Jha (2013) said that the fundamental part of a venture director is in the preconstruction stage where arranging is the key errand. Here the principle function of the task chief is the readiness of deliverable timetable as per customer offer, drawing up the fundamental development plan, outlining venture prerequisite, allotment of assets, plan audit, and objective setting. Hopp and Spearman (2011) and Burdge and Robertson (2009), notwithstanding, contrasted from this view and expressed that the fundamental part of the venture administrator is in the organization of the task. Here the venture chief deals with the customers, conveys issues, co-ordinates exercises, and oversees data stream. Egan (2012) accepted that venture supervisors' principle job is in making acquisitions needed for the development of the undertaking, including steady refining the task scope, recognizable proof of things that have conveyance dates which sway the timetable, acquirement, and buying of materials. De Ridder and Vrijhoef (2013) brought up that venture supervisors should concern themselves exclusively with the administration and planning of activities including comprehension of labor tasks, utilizations of materials, issuance of construction regulation, and site coordinations the executives (CIRIA, 2013).

### Communication

Formoso and Soibelman (2012) said that venture administrators in development ventures go about as a contact among a few specialists. This is likewise shown in Figure 2. Hence,

pioneers must have great communication aptitudes. Drucker (2010) said that dynamic capacities, knowledge, and communication aptitudes are basic attributes of any pioneer. Communication alludes to the capacity of undertaking directors to tune in, comprehend, and convince others. Trade of data decides viability of communication which Greenwood, Jones, and Snow (2013) characterized as the demonstration of sending data either verbally or in composed structure. Bunn and Smith (2013) authenticated this view, when they expressed that venture supervisors ought to have great composition, oral, and listening abilities.

### **Empowerment**

As indicated by Barnes (2011), engaging of task supervisors is basic for them to expect initiative position, since they at that point don't assume the functions of implementers or chiefs just, yet additionally take choices and representative power. They have an upgraded task to carry out in the control and appropriation of assets and give them more opportunity and adaptability of activity. By engaging task administrators, venture guidelines can be implemented, discipline kept up, and all parts of the undertaking suitably observed.

### **Influencing**

Undertaking administrators must be able to impact other colleagues in an individual manner. Bresnen and Marshall (2011) trusted one of the methods of affecting other colleagues is as input gave to subordinates. Dave, Koskela, Kagioglou, and Bertelsen (2012) suggested regular site visits, showing interest, concern, and gratefulness for execution to build assurance, dependability, and a feeling of having a place with the venture or group. It is through this impact that principles for the work and key desires might be conveyed properly through all degrees of the task.

### **Team Building**

As indicated by Kwakye (2012), venture chiefs must have the capacity to assemble groups. Group building is fundamental to cause everybody in the group to comprehend why choices have been taken and impart key desires, encourage learning, and information sharing. Love and Smith (2013) suggested following the Xerox model which incorporates: (a) communication of vision; (b) advancement of a statement of purpose; (c) meaning of objectives; (d) improvement of standards; (e) advancement of jobs; (f) advancement of communication cycles; and (g) improvement of work measures. McDonald and Smithers (2012) accepted group working to be critical to eliminating obstructions to appropriate communitarian working. Rischmoller and Alarcon (2011) said that group building diminishes rubbing among colleagues and guarantees appropriate determination of people who will cooperate for the accomplishment of the venture.

### **Problem-Solving Skills**

Critical thinking alludes to the capacity to dissect unfriendly conditions and wellsprings of contention, recognize down to earth arrangements, and afterward actualize them. Critical

thinking abilities are fundamental for any task director, especially in development ventures, where ejection of issues over the undertaking life cycle is normal. As indicated by Skoyles (2011) and Crittenden (2012), venture administrators who are additionally pioneers must be able to make educated decisions where they use information and experience to make inferences and settle on choices that lead to the arrangement of issues when they emerge.

### **Conflict Resolution**

Wand and Hannafin (2012) characterized clashes as contrasts of thoughts, convictions, and suppositions on a specific point and that compromise is a key initiative characteristic to be created in a task chief. This is a result of the recurrence of event of contentions in development ventures. A contention brings about the breaking of individual and expert connections, makes strain, decreases viability of the group, and at last prompts bargain in objectives of the development venture.

### **CONCLUSIONS**

The fundamental target of this exploration was to look at whether an undertaking chief accepts a position of authority in development ventures in India. The development business in India is at a go across street. Posting the progression of the nation in 1991, India has seen a development blast as fast industrialization and urbanization makes an earnest need to improve framework and accommodate lodging and business spaces. In any case, it was recognized in the writing that if the development business is to use this blast in development action, it should counter numerous difficulties. Not the least of these is the accomplishment of consumer loyalty. Key to accomplishing consumer loyalty is conveying the development item inside the necessary timetables, at or inside the extended expenses, and at the specified quality. Consumer loyalty is significant, on the grounds that this is the thing that makes client reliability and great informal advertising all of which converts into expanded business, turnover, benefit, and piece of the pie for the development firm. This is as obvious in India all things considered in the remainder of the world and different business areas also. It is considering these difficulties that venture the board accepts criticalness. To be sure, the absolute first point of this examination was to find out the significance or the noteworthiness of a task chief.

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