

Construction Project Manager's Roles and Knowledge

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Topics Covered

Construction Project Manager's roles and knowledge

- Who is a project manager?
- Role and responsibilities of project manager
- Construction project management structure
- Key knowledge and skill of project manager

WHO IS A PROJECT MANAGER ?

It has been said that everyone is responsible for projects, but that doesn't mean everyone is a project manager....

- *A person who leads the project management processes*
- *A project manager is a person who plans, coordinates and organise resources, people, machine, money and materials.*
- Get the coordination over the different professional, subcontract, design team, client and produce the job and fit for the purpose

Question

Who is a Project Manager?
Generalist or Specialist?

A project manager suppose to be a GENERALIST

In the field of work other than industry (business activity, manufacture or production of goods) you must be a generalist before you can specialise.

Eg: "A physician must qualify as a general practitioner before he/she can be a neurosurgeon or cardiologist or heart specialist"

However, in such as construction industry, you have to be a technical specialist first (engineer, architect, quantity surveyors etc.) then only can you be a project manager.

(?) Care to comments...

ROLE OF A PROJECT MANAGER

The project manager should:

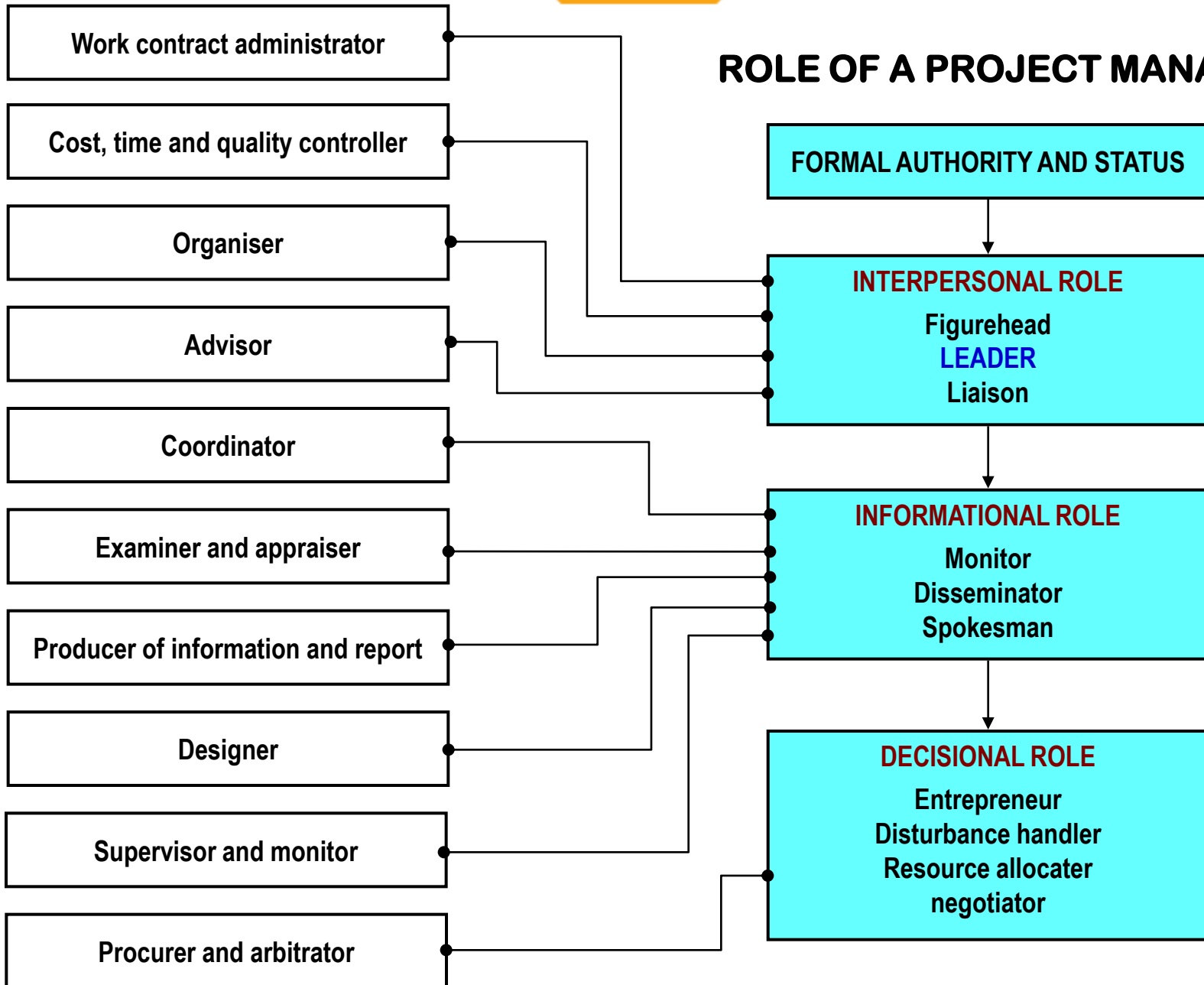
- Leading and encourage the project team
- Help the team members get the work completed
- To run interference for them and communicate with them
- To get resources that they need to carry out the work
- To buffer them from outside forces that would disrupt the work

ROLE OF A PROJECT MANAGER (cont'd)

A project manager must be competent and has 3 basic skills:

- Must be creative in solving problems because all projects are unique
- Must be very self discipline in the approach and employs technology, charting techniques and budgeting tools to define the project
- Got to develop ability, to absorb the essence of the project

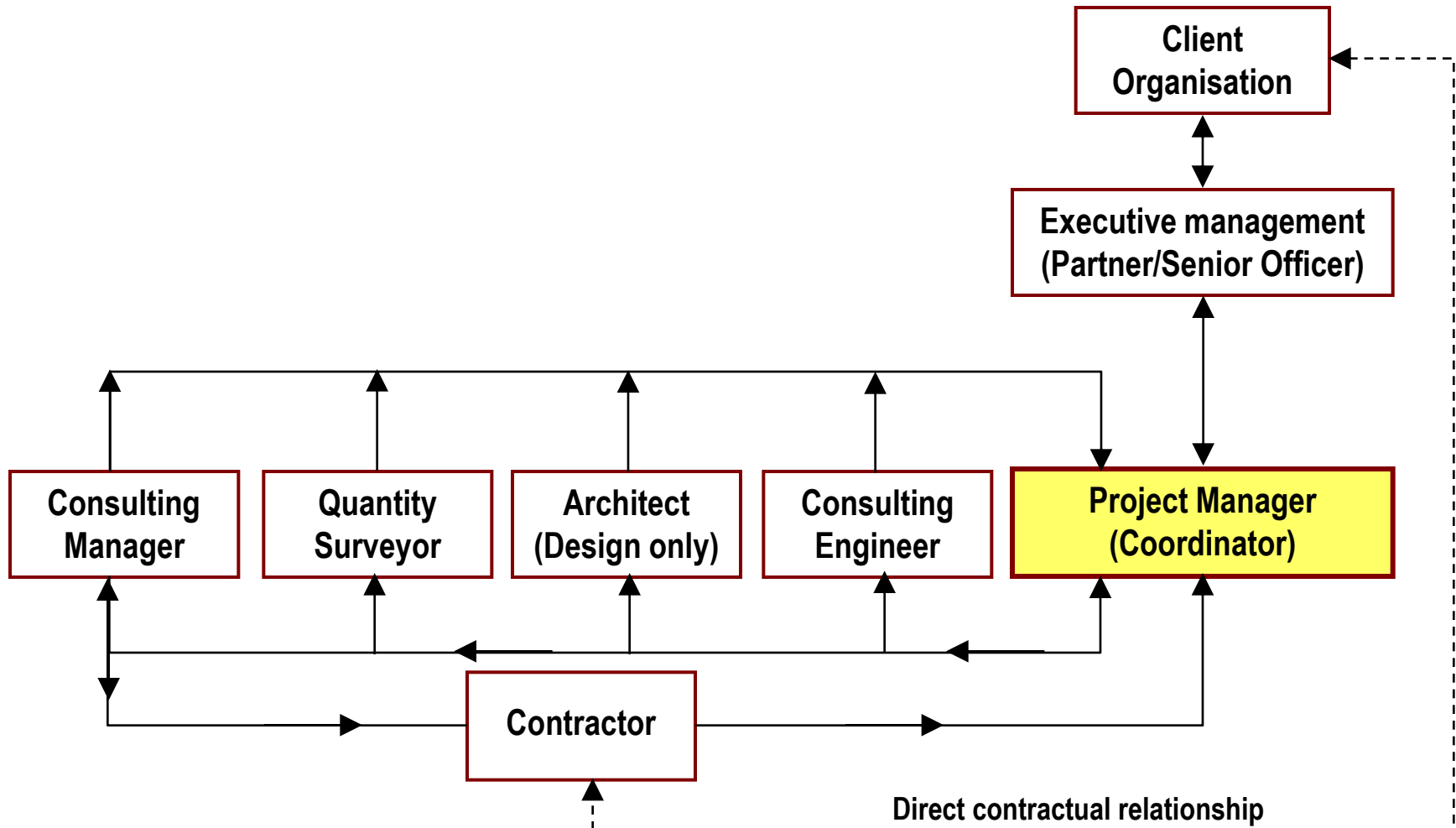
ROLE OF A PROJECT MANAGER



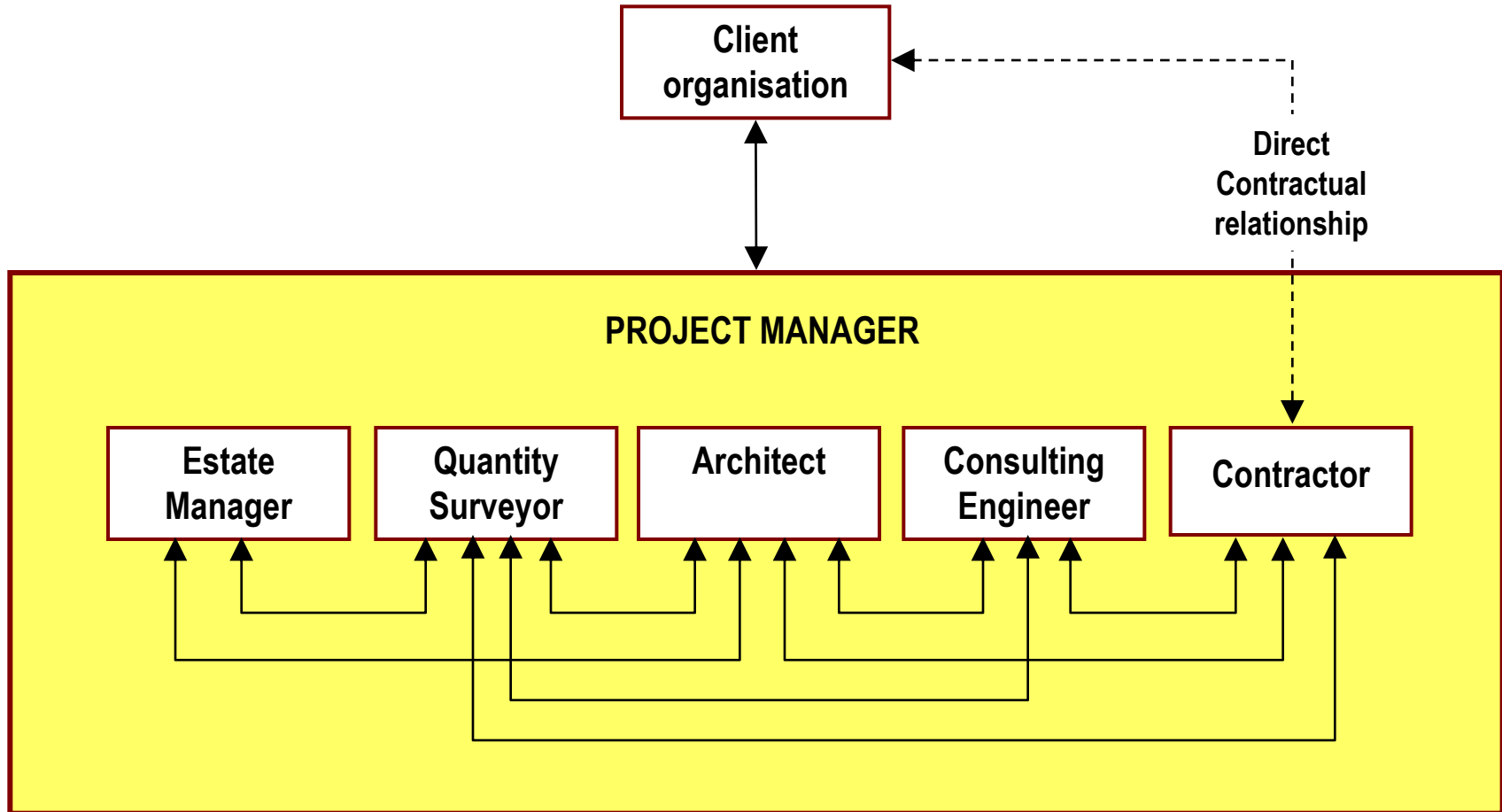
CONSTRUCTION PROJECT MANAGEMENT STRUCTURE

- 1. NON-EXECUTIVE PROJECT MANAGEMENT STRUCTURE**
- 2. EXECUTIVE PROJECT MANAGEMENT STRUCTURE**

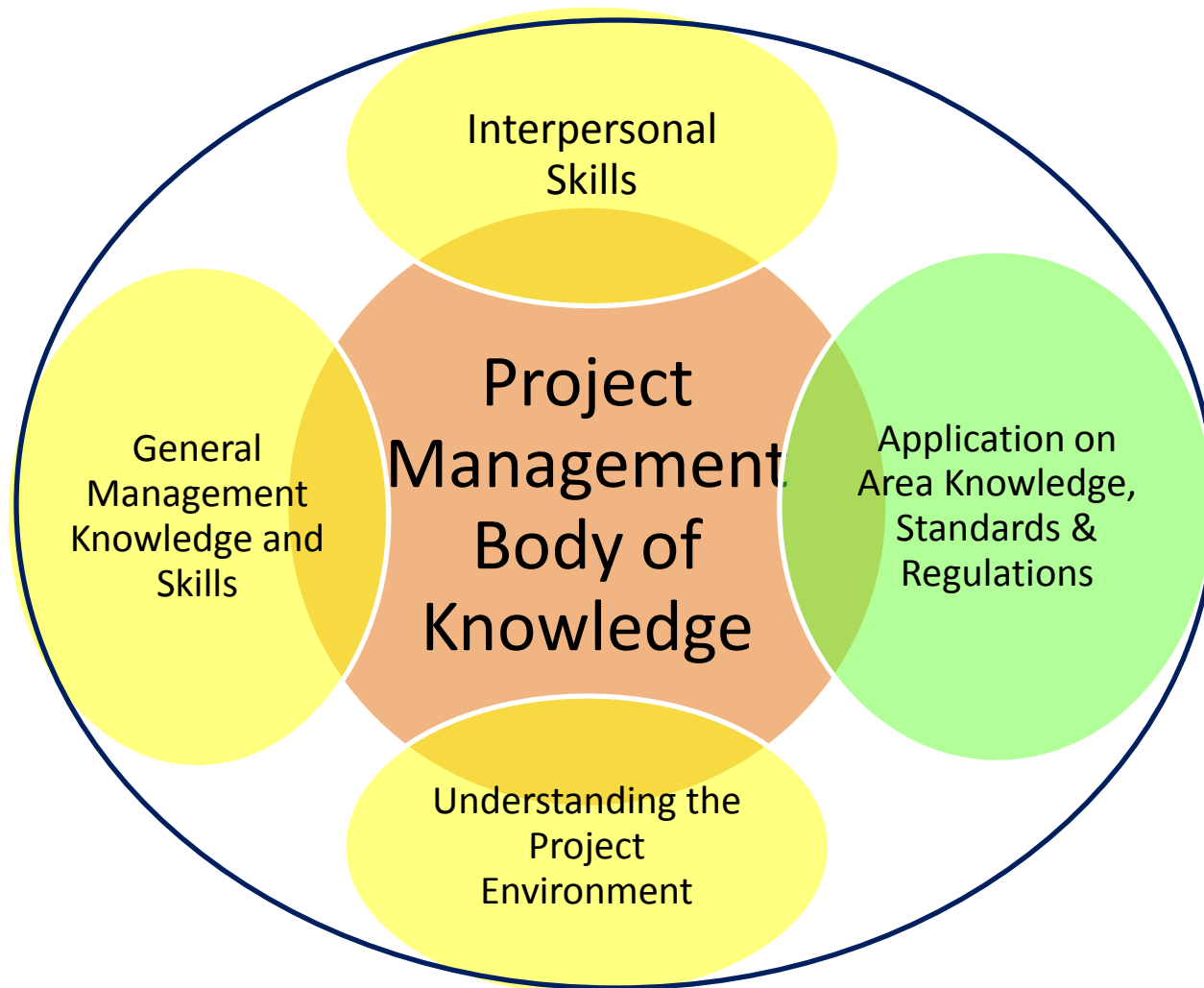
NON-EXECUTIVE PROJECT MANAGEMENT STRUCTURE



EXECUTIVE PROJECT MANAGEMENT STRUCTURE



Key Knowledge & Skills of Project Manager



PM BOK Guideline, PMI (2000)

General management knowledge and skill (*explicit knowledge*)

General management encompasses planning, organising, staffing, executing and controlling ongoing operations. Therefore, it is necessary also for project manager to have the following knowledge and skill

- Financial management and accounting
- Procurement and purchasing
- Sales and marketing
- Contract and commercial law
- Manufacturing and distribution
- Strategic planning, tactical planning and operational planning
- Organisational structure, organisational behaviour
- Health and safety practice and regulation
- Information technology

Interpersonal skill (Tacit knowledge)

- Effective communication
- Influencing the organisation – ability to get things done
- Leadership – developing vision and strategy
- Motivation – energising people to achieve high level of performance
- Negotiation and conflict management – arbitrate
- Problem solving

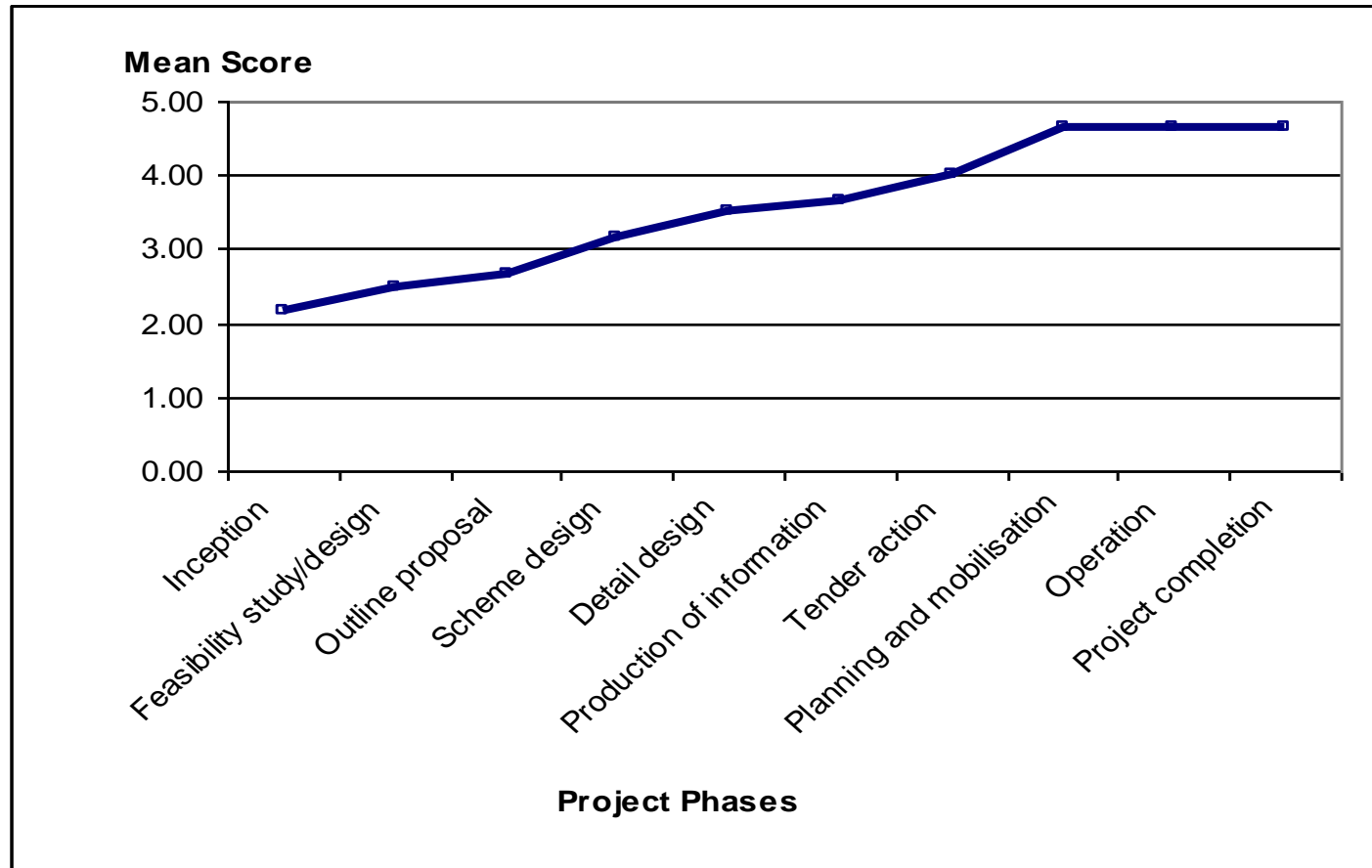
Understanding of the environment

- Cultural and social environment – aspects of economics, demographic, educational, ethical, ethnic, religious and other elements
- International and political environment – international, regional and local laws and regulations, political climate; time zone differences
- Physical environment – local ecology and physical geography

Impact and Value of project manager's knowledge to the project

- By sharing the knowledge to project team; maximise the input
- By ensure project team is function; encouraging the team and trusting the team to use their experiences
- Ability to recognise strength and weakness; steering / lead the project team to achieve the goal.
- Minimise the risks, by using different techniques, approach to solve the problem arise;
- Minimising the costs & completion of projects within time.

Relative influence of project phases on level of applying project managers' knowledge



Extract from research study (Mustapa, 2005)

References and further reading

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- Mustapa, M. (2005) – Identification and Classification of Project Managers' Knowledge Needs (MSc. Dissertation), Loughborough University
- Project Management Institute (2000), A Guide to the Project Management Body of Knowledge (PMBok Guide), PMI