

PROJECT MANAGEMENT CONSULTANT (PMC) IN SUDANESE
CONSTRUCTION INDUSTRY

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ABSTRACT

The construction industry in Sudan has recently grown very fast with the construction of new projects. Due to the rapid expansion in the construction industry, the services provided by the consultants need to be improved in terms of performance and quality of work to meet the construction project goals and objective and also the clients satisfaction. One of management solutions that have been widely used to improve efficiency of a project is through the use of Project Management Consultant (PMC) services. The use of Project Management Consultant (PMC) services have increased even though the practice of using PMC services is new in Sudan. However, the services provided by Project Management Consultants have recently raised several issues and problems that are discussed and listed in Sudanese Engineers Conference in 2008, which they are a steady decline in consultant services in project delivery interim of quality of work carried out by consultant, coordination, operation, function and performance outputs regarding to standards and specifications of construction project delivery, which its effect on the firms productivity , increase the total cost, duration of projects, quality of work carried out, and finally on firms profits. A study is carried out to study the services provided by the Project Management Consultant (PMC), identify the methods of selection of the Project Management Consultants by the clients, to identify the problems faced by Project Management Consultants in project implementation, and to determine the level of satisfaction of client regarding the services provided by the Project Management Consultant. The study is carried out in Khartoum Sudan. A total of thirty four (34) questionnaires were distributed to the respondents comprising of engineers, quantity surveyors and the clients. Interviews with the clients were also conducted. The data is analyzed using the average index. From the study, it was found that the scope of services provided by PMC is categorized in 3 stages namely the Pre-contract stage, Post-contract stage and the Post-completion stage. The appointment of the PMC is selected mainly through Political influence in awarding contracts, Selection base on previous work performed in past projects, Selection base on the reputation of firms, and Calling for tenders. The problems faced by the PMC are Uncompleted/unclear need statement by Clients, problem of too many projects in hand, unclear work procedure, and Poor coordination between PMC staff. The level of clients satisfaction is less Satisfied.

ABSTRAK

Industri pembinaan di Sudan semakin pesat membangun dengan kehadiran banyak projek-projek mega. Disebabkan oleh perkembangan pesat dalam industri pembinaan, perkhidmatan yang disediakan oleh perunding perlu dipertingkatkan dari segi prestasi dan kualiti kerja untuk memenuhi matlamat projek pembinaan dan objektif serta kepuasan pelanggan. Salah satu penyelesaian pengurusan yang telah digunakan secara meluas untuk meningkatkan kecekapan sesuatu projek adalah melalui penggunaan perkhidmatan Perunding Pengurusan Projek (PMC). Penggunaan Perunding Pengurusan Projek (PMC) perkhidmatan telah mulai meningkat walaupun amalan menggunakan perkhidmatan PMC masih baru di Sudan. Walau bagaimanapun, perkhidmatan yang disediakan oleh Perunding Pengurusan Projek ini telah membangkitkan beberapa isu dan masalah yang telah dibincangkan dan disenaraikan dalam "Persidangan Jurutera Sudan" pada tahun 2008, yang mana ianya menunjukkan satu penurunan dalam perkhidmatan perunding dari segi kualiti kerja yang dijalankan oleh perunding, penyelarasan, operasi, fungsi dan prestasi output yang berhubung dengan piawaian dan spesifikasi penyampaian projek pembinaan, yang kesannya terhadap produktiviti firma, peningkatkan jumlah kos, jangka masa projek dan akhirnya ke atas keuntungan firma berkenaan. Satu kajian dijalankan untuk mengkaji perkhidmatan yang disediakan oleh Perunding Pengurusan Projek (PMC), mengenal pasti kaedah pemilihan Perunding Pengurusan Projek oleh pelanggan, mengenal pasti masalah-masalah yang dihadapi oleh Perunding Pengurusan Projek dalam pelaksanaan projek, dan menentukan tahap kepuasan pelanggan mengenai perkhidmatan yang disediakan oleh Perunding Pengurusan Projek. Kajian ini dijalankan di Khartoum Sudan. Sebanyak tiga puluh empat (34) soal selidik telah diedarkan kepada responden yang terdiri daripada jurutera, juruukur bahan dan pelanggan. Temu bual dengan pelanggan juga dijalankan. Data dianalisis menggunakan indeks purata. Daripada kajian, didapati bahawa skop perkhidmatan yang disediakan oleh Perunding Pengurusan Projek (PMC) dikategorikan dalam 3 peringkat iaitu peringkat pra-kontrak, peringkat Post-kontrak dan peringkat siap. Perunding Pengurusan Projek (PMC) dipilih terutamanya melalui pengaruh politik dalam pemberian kontrak, berasaskan projek-projek yang lepas, reputasi firma, dan melalui pemanggilan tender. Masalah-masalah yang dihadapi oleh Perunding Pengurusan Projek (PMC) adalah seperti keperluan kenyataan yang belum siap atau tidak jelas oleh pelanggan, terlalu banyak projek yang dijalankan dalam satu-satu masa, prosedur kerja yang kurang jelas, dan koordinasi yang lemah di antara kakitangan Perunding Pengurusan Projek (PMC). Tahap kepuasan pelanggan masih di tahap Kurang Berpuas Hati.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The construction industries in Sudan recently growing very fast and practice huge projects that's why the consultant service need to be improved in performance and quality of work carried out to meet the construction project goal and objective and client satisfaction. Much consultant company has been practice the consultant service in construction in Sudan.

One of management solutions that have been widely used to improve efficiency of a project is through the use of Project Management Consultant (PMC) services. The use of its services has increased in every construction industry throughout the world, even though the practice of using PMC services is new in Sudan.

Management consulting is the process, in which a consultant studies and analyzes the structure and functioning of a company or an organization as a whole, finding opportunities and creating strategies for the company to continue growing and operating efficiently, as well as identifying problems in organizational structure.

The basis of good consulting depends on a solid foundation that consists of a structure and framework. In consulting, structure and framework are the basis of solving a problem, without it all reason, thoughts and ideas get lost in a web of chaos with no directive showing which way to go.

1.2 Problem Statement

In the Sudanese construction industry the management of the projects are carried out largely through Project Management Consultants. The clients were unable to manage the project themselves due to insufficient resources.

The services provided by Project Management Consultants have recently raised several issues and problems which have been given due attention in the Sudanese Engineers Conference in 2008. There appears to be a steady decline in consultant services involving coordination, operation, function and performance outputs regarding to standards and specifications of construction project delivery. This has resulted in the increase of the project cost and also longer completion period of the project. Eventually, this will affect the client satisfaction.

Therefore, it is important for Project Management Consultants to study and define the services that they provide, so that their scope of work is clear in order to prevent any misunderstanding on their services in future. It is also important for Project Management Consultants to define the scope of services they need to carry out in such circumstances due to the increased size and complexity of projects and to be more competitive in the era of globalization.

1.3 Aims and Objectives of The Study

The aim of this study concerns contribution to knowledge with identify (PMC) and the effect of consultant services and performance in construction industry, and the ways to reach an efficient performance and quality of work carried out by (PMC) in construction industry. The research will undertake these specific objectives as follow:

- To study the services provided by Project Management Consultants.
- To identify the methods of selection of the Project Management Consultants by the clients
- To identify the problems faced by Project Management Consultants in project implementation.
- To determine the level of satisfaction of client regarding the services provided by the Project Management Consultant.

1.4 Scope of Study

From the preliminary information, agreed that the consultant services would provide value adding services, increasing the value of the construction consultant company as a whole, and enhancing its performance and operations in construction industry.

This research was carried out based on data collected from the questionnaires. The research focuses on the private and government projects using Project Management Consultant (PMC) services. It looked into the types of services provided by Project Management Consultants of the project. The study is limited to project management of construction and infrastructure projects undertaken by Project Management Consultants in Khartoum Sudan.

1.5 Brief Methodology

The data of this research was collected from different sources. Literature and theoretical reviews have been taken from books, articles and papers as well as printed materials to describe main concepts about consultant service management in construction project.

The main methods are descriptive, explanatory and quantitative. The description will start by providing information about the current situation on the field of the construction industry in Sudan and the consultant service management in construction project industry. The quantitative will be done by collecting data by standardized questionnaires from the case study (consultant service management in construction project) which will distribute to the client, contractor and supplier, then all outcome data of the survey will be analyzed using the Statistical Package for the Social Sciences (SPSS)version 10.5 .

1.6 Research Strategy Chart

The following is the research strategy chart used for this research:

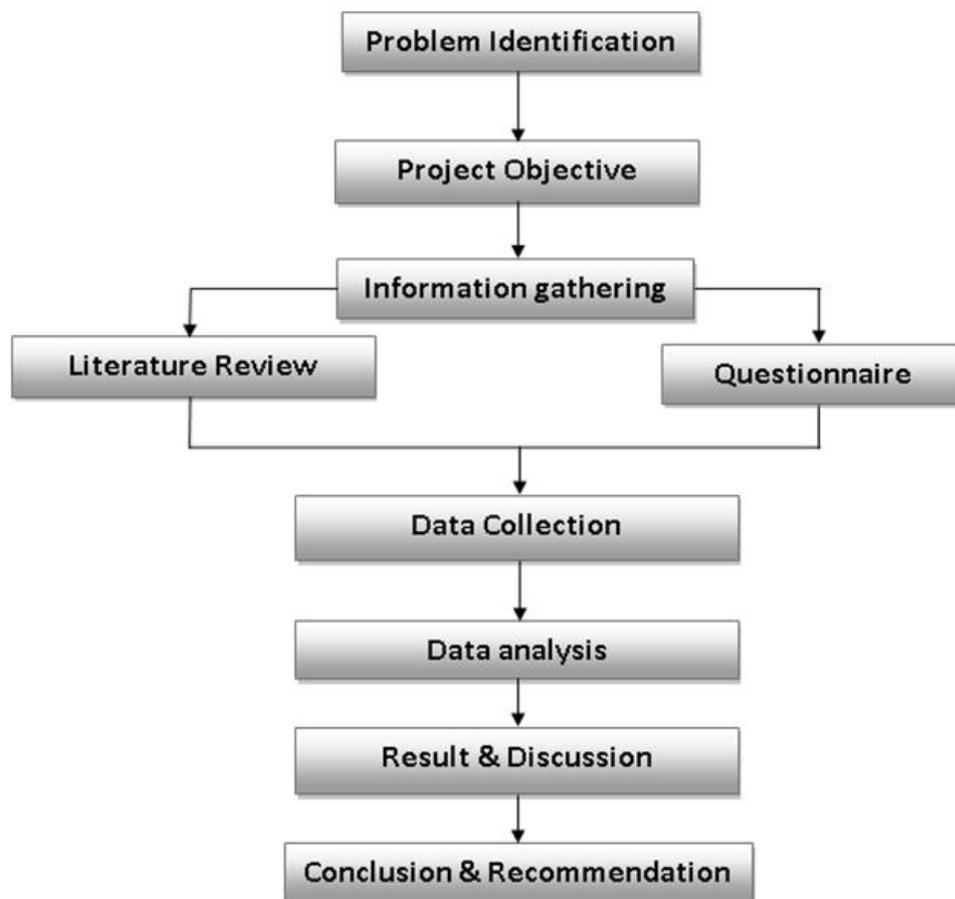


Figure 1.1: Research strategy chart

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