

**THE PROJECT MANAGER'S PERSONAL CHARACTERISTIC, SKILLS
AND ROLES IN LOCAL CONSTRUCTION INDUSTRY**

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JUDUL : THE PROJECT MANAGER'S PERSONAL CHARACTERISTICS, SKILLS AND ROLES IN THE LOCAL CONSTRUCTION INDUTSRY

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**“This project is the result of my own investigation, except where otherwise stated.
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DEDICATION

Specially dedicated to all my family members including my dad, mum, my siblings

All your moral support and encouragement given will always be remembered...

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This master project report was never an individual effort, but with combination contribution of others who involved directly or indirectly. Among all who involved in this project, the author wishes to express the greatest appreciation to PM. Haji Wan Zulkifli and Mr. Bachan Singh as the supervisors of this master project. With all the guidance and advices given from both of the supervisor, this master project was able to complete on time. Their dedication and continuous assistances have led the author to strive for better achievement in this master project.

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ABSTRACT

The project manager's personal characteristics, skills and roles contribute a significant portion to the success of project development. Thus, the objective of this study is to identify the project managers' personal characteristics, skills and roles required by local construction industry. This paper also evaluates the personal characteristics of the local project managers in current construction industry. The purpose of this study is also to evaluate the skills that should be acquired by the project managers of local construction industry. This paper also aims to evaluate the local project managers' main roles in current construction industry. A total of 100 questionnaires were distributed to respondents in the state of Kuala Lumpur, Selangor, Johor and Sarawak and the feedbacks were analyzed using frequency analysis, average index analysis and relative index analysis. The result indicated that the most important personal characteristics of local project managers is "honesty & ethical". The project managers most important skills and roles is "Project Management Skills" and "Team Leader role" respectively. "Ambitious" is the most suitable personal characteristics to represent the project managers of local construction industry. Overall, the respondents are "satisfactory" with the skills and roles of local project managers' in current construction industry.

ABSTRACT

Keperibadian, keupayaan and peranan pengurus projek menyumbang sebahagian besar kepada kejayaan perjalanan sesuatu projek. Dengan itu, objektif kajian ini adalah untuk mengenal pasti keperibadian, keupayaan dan peranan yang diperlukan oleh industri pembinaan tempatan. Kertas kerja ini juga menilai keperibadian pengurus projek tempatan dalam industri pembinaan masa kini. Tujuan kajian ini adalah juga untuk menilai keupayaan yang dimiliki oleh pengurus projek dalam industri pembinaan tempatan masa kini. Kertas ini juga bertujuan untuk menilai peranan pengurus projek tempatan dalam industri pembinaan masa kini. Sejumlah 100 naskah soal selidik telah diedarkan kepada responden dalam daerah Kuala Lumpur, Selangor, Johor dan Sarawak, dan maklum balas dianalisis dengan menggunakan kekerapan analisis, *average index* analisis dan *relative index* analisis. Keputusan menunjukkan bahawa keperibadian yang paling penting untuk pengurus projek tempatan adalah “Kejujuran dan Beretika”. Keupayaan dan peranan pengurus projek yang paling penting adalah keupayaan “mengurus Projek” dan peranan “Pemimpin Pasukan” masing-masing. “Bercita-cita tinggi” merupakan keperibadian yang paling sesuai untuk menggambarkan pengurus projek dalam industri pembinaan tempatan. Secara keseluruhan, pembalasan adalah “Berpuas Hati” dengan keupayaan and peranan pengurus projek tempatan dalam industri pembinaan masa kini.

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III	Cover letter
IV	Questionnaire form

CHAPTER I

INTRODUCTION

1.1 General

According to Stephen Ogunlana et. al. (2001), construction projects have always been a very important part of human civilization. The rapid technological developments of the last hundred or so years have resulted in a growing number of construction projects of enormously complex in nature. The last decade has seen a steep rise in the quantity and complexity of construction projects in Asia as a result of spectacular economic development of the whole region.

According to *Future* magazine (1996), "Project Management is going to be huge in the next decade.....Project management is the wave of the future." Truly, Project Management is an idea whose time has come and its future is most promising. The interest and emphasis on project management as the management system of choice is growing throughout many countries and many industries.

Locally, Malaysia is now experiencing a building and construction boom with the development projects that are mushrooming all over the country. Mega projects

and a whole range of other development activities undertaken by both the government and private sector will spearhead the country's development explained by Andrew Tan (1996). Projects are launched for a variety of reasons: to construct buildings or infrastructure, to establish manufacturing processes, to upgrade existing products, or to build defense related systems for example. No matter what the motivation for the project, the complexity of client's demand, together with the increasing complicated building, civil and industrial engineering, and together the constructional work, particularly as a result of technological developments, has over the years resulted in specialization within the construction industry, according to Anthony Walker (1984). The professions associated with construction have emerged as separate skills (e.g. architecture, quantity surveying, civil and structure, estate surveying, mechanical and electrical engineering). On any project, even a small one, a large number of contributors and skills involved. On the largest there is a vast range of skills and material required with an enormous variety of people and equipment to mobilize. According to Anthony (1984) again, the key to the management of construction is therefore the way in which the contributors are organized so that their skills are used in the right manner and at the right time for the maximum benefit to the client. Well, who are actually the key persons behind the grand masterpiece of the construction project?

In tandem with such heightened activities there will correspondingly be a need for new breed of professionals to act as interface between client or developer or investor and the rest of the project consortium team. Appropriately termed as Project Managers, such professionals specializing in the Art and Science of Project Management play an integral role in the development process. According to Andrew Tan (1996), currently most Project Managers in Malaysia come from a wide range of professional disciplines. Consequently, no one person from single professional can claim to be the Top-Flight "ideal" Project Manager.

In recent day, remarkable transformations in technology have drastically changed the way project managers manage things. The pace of change in the modern workplace has dramatically increased the problem of resistance to change. In

addition, changing workforce demographics, diverse cultural values, sophisticated customers and increased competition have created a complex business environment as stated in *Professional Development Seminar: Managers as leader in the modern workplace* (2003), in which effective project manager with multiple attributes are more essential than ever before. The more attributes the project manager has, the more likelihood there is of successful project completion. Although some of these attributes may not be required at times, it is important to use them in specific conditions and situations. The successful in construction project is a result of the effective use and implementation of the important attributes that project managers have.

However, project managers have a wide-ranging variety of personal characteristics, from their belief, personal values, professional ethics, technical knowledge, superior social skills to their management abilities. However, the success of a project is impossible to constitute from a single attribute of project manager. Thus, this study will mainly focus on the assessing the most important attributes as personalities, skills and roles & responsibilities that project manager should have in order to have a smooth and successful development of construction project.

1.2 Background of the Problem

Although project management philosophies, processes, methods and tools are important components in successful project management, the most important component is a capable project manager as mentioned in the *Keane's Series of Project Management Seminars* (1999). Finding the right project manager for a construction project is therefore a major task in project implementation. Every owner, consultant, and contractor is on the lookout for the good project managers available as described by Stephen Ogunlana et. al. (2001). In Malaysia, there are indeed no proper guidelines and standards that provide better selection of project

manager to ensure the excellent performance in the construction industry. Therefore, the study was carried out to investigate the project manager as required by the local construction in terms of personalities, skills and roles and responsibilities.

Project manager, more than any other individual, exert an immense influence over the whole project to turn a potential success into an abject failure and a potential failure into a resounding success. Despite of their influence, an unsuccessful project does not always indicate an unsuccessful project manager. There are many external factors that cause a project to fail”, according to John Wateridge (1997). Truly, an unsuccessful project does not really the fault of a project manager. But, the question is “how well does these project managers perform in the current construction industry?” The study was intended to carry out an assessment of project manager performance in current construction industry in terms of personal characteristics, skills, roles and responsibilities.

1.3 Research Objectives

The objectives of the study of are as follow:

- a) To study the project managers’ personal characteristics, skills and roles required in current construction industry,
- b) To evaluate the personal characteristics of local project managers in current construction industry,
- c) To evaluate the skills acquired by the local project managers in current construction industry,
- d) To evaluate the roles played by local project manager in current construction industry,

1.4 Scope of the Study

The study was carried out through literature review on related journal papers, online journals, conference papers, browsing throughout the web pages or web site and textbooks to gather information and identify the most cited personalities, skills and roles & responsibilities. The study will provide detailed overview of the personal characteristics, skills and roles & responsibilities that require to have as a project manager from the states where the sources of data are primary from the state of Selangor & Kuala Lumpur, Johor and Sarawak. Then, the respondents were asked to evaluate the local construction industry as a comparison with perceived by their own opinion of requirement of current construction industry. Moreover, the questionnaire was designed to focus on the government agencies, developer, consultant, contractor and the project management consultant as the respondents.

1.5 Importance of the Study

The importance of the study is hoped that to provide a general overview of the project manager of current and latest construction industry of all time locally. However, the study also hoped to reflect the strength and weakness of project manager in local construction industry. While promoting the strength of project managers, it can be quoted as a standard performance guideline for the new breed of project manager professional.

The study of the important attributes of project manager may be a guide in the training of new generation of project managers both at the undergraduates or postgraduate level and post qualification. They can also be useful as a yardstick in appointing or selecting a project manager during the interview and final selection.

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