A CONCEPTUAL PREDICTIVE MODEL FOR EVALUATING THE PERFORMANCE OF PROJECT MANAGERS IN MASS HOUSE BUILDING PROJECTS (MHBPs)

Authors:
School of Engineering and the Built Environment
(University of Wolverhampton)

Presentation by
Dr. Rod Gameson
Outline of Presentation

- Introduction
- Literature review
- Theoretical framework
- Conceptual model
- Current stage of research
- Conclusions
Introduction

- Paper is part of an ongoing PhD programme to help develop a model for predicting the performance of project managers in MHBPs.

- The premise of the paper is that, whilst generic performance measures are important, Project Managers also require different criteria for projects of unique and particular characteristics.

- There is therefore the need for PMs’ performance measures to be mapped onto different project types.
Literature Review

- Working definition of MHBPs is provided.
- Models on mapping PMs performance measures onto different project types, in particular, contributions by Ogunlana et al (2002) and Ling (2004) have been acknowledged.
- However, there is further scope for development because of mixed representation in the project types involved and the same respondent provided the information elicited.
- It is contended that the mixed representation may make it more difficult for respondents to recall the appropriate rating of the PM for each category of projects (see Cantor and Mischel, 1979; Tsui and Ohlott, 1988).
Theoretical Framework

- The theoretical framework draws on the theory of job performance and project success framework.
- Project success framework argues that the factors impinging on project success may differ at the various project phases.
Behaviours that relates directly or indirectly to the organization's technical functions

Behaviours that create the necessary social/psychological environment within which the technical functions must successfully operate

Project phases

- Conceptual
- Planning
- Design
- Tender
- Construction
- Operation

Behaviours that relates directly or indirectly to the organization's technical functions

Behaviours that create the necessary social/psychological environment within which the technical functions must successfully operate

Pictorial representation of job performance and project success framework respectively
Task Performance Behaviours

These includes behaviours associated with:

- Planning
- Programming
- Organizing
- Coordinating
- Delegating
- Monitoring
- Controlling
- Reporting
Contextual Performance Behaviours

These includes behaviours associated with:

- Teamwork
- Helping and cooperating with other
- Ensuring sense of belonging
- Respect for the view of others
- Conscientiousness
- Defending organizational objectives
- Persistence and enthusiasm at work
- Volunteering to undertake extra responsibilities
Contextual Performance Behaviours:

Conception phase
- Task Performance Behaviours:
  - Cognitive ability
  - Job knowledge
  - Task proficiency
  - Experience

Planning Phase
- Task Performance Behaviours:
  - Cognitive ability
  - Job knowledge
  - Task proficiency
  - Experience

Design Phase
- Task Performance Behaviours:
  - Cognitive ability
  - Job knowledge
  - Task proficiency
  - Experience

Tender Phase
- Task Performance Behaviours:
  - Cognitive ability
  - Job knowledge
  - Task proficiency
  - Experience

Construction Phase
- Task Performance Behaviours:
  - Cognitive ability
  - Job knowledge
  - Task proficiency
  - Experience

Operational phase
- Task Performance Behaviours:
  - Cognitive ability
  - Job knowledge
  - Task proficiency
  - Experience

Performance behaviours

Performance outcome

Performance criteria:
- Cost, time, quality, health, safety, technology transfer, environmental friendliness, risk containment, client satisfaction, satisfaction of project stakeholders

Contextual Performance Behaviours:
- Job dedication
- Inter-personal facilitation
Current Stage of Research

- Drawing from appropriate management intuition for the implementation of repetitive projects, the operational measures involved have been developed and would be published soon.

- However, for purpose of the PhD work, the research instrument has been developed only for the construction phase.
Conclusions

- Paper describes a multidimensional concept for predicting the performance of project managers.

- Given that the skills and competencies of project managers are influenced by different project types, presently model is being used to develop performance criteria for MHBPs.

- The study is being conducted in the context of a developing country: Ghana.
End of Presentation

- Thank you.