Exploring the Role of the Project Manager within the Construction Design Team: Some Observations from the UK

Christopher S Rolf and Dr Nicholas Chileshe

CIB W89 BEAR 2006 Kowloon Shangri-la, Hong Kong
11th April 2006
Outline of Presentation

- Introduction
- Background
- Aims and Objectives of the Research
- Research Methodology
- Major Findings
- Limitations
- Conclusions
Introduction

- Project Management as an activity is not new, what is new is the recognition of project management as a discipline.
Background to Research

• The Modern Role and Definition of Project Management
• Why the Quantity Surveyor?
• A Need for Change?
• Five Critical Areas of Human Behaviour
  Leadership; Achieving Power in a Fluid Situation;
  Motivation of Individuals and Groups; Developing
  Teams and Teamwork; and finally Managing
  Conflicts
Aims & Objectives of the Research

- To highlight the general areas of what constitutes as the role of the project manager

- To investigate and analyse why the Quantity Surveyor is currently the profession mostly used as the Project Manager.
Research Methodology

Triangulation Approach
• Qualitative and Quantitative using the KAP of the respondents

Instrument: To Assess the Desirability of Various Professions
• 22 statements using the Likert five point scale
The Sample

Respondents

• Main Contractors – 34%
• Quantity Surveyors – 28%
• Architects – 21%
• Engineers – 10%
• Specialist Managers – 7%
Findings from the Quantitative Study

**Quantity Surveyors**

- Pursued the role of PM because it was perceived their original role faced extinction and replacement (72)
- Well equipped to handle commercial aspects of development (126)
- Little training in negotiation and management skills (72)
Findings from the Quantitative Study

Architects

• Prior to the use of design and build procurement route architects were the clients representative, but they seem to hold on to former importance

+ Architects are trained to understand design, construction and implications of the design team choices
Findings from the Quantitative Study

**Project Managers**

- Prior to the use of design and build procurement route architects were the clients representative, but they seem to hold on to former importance

- Architects are trained to understand design, construction and implications of the design team choices
Case Findings

Architect

- Concerned with pushing the client to discover their requirements
- Struggle to leave design responsibilities
- Good understanding of the procurement process
Case Findings

**Engineer**

- Methodically deals with the situation without panic
- Takes stock of the current situation and prepares to move forward from there
- Understands that planning may still be required
Case Findings

Specialist Manager

• Prepared to listen to others so as to avoid conflicts in later stages

• Keen to introduce a structure for working in

• Prepared to control the client, for the client's benefits
Ranking of Suitability for PM

• Quantity Surveyors
• Architects (Through Empirical Research)
  Why? respectable face of construction and clients to approach them and trust their advice
• Engineers (Author's Observation)
• Specialist Managers (No Loyalties)
Benefits of Quantity Surveyors

• Diverse Role
• From Cost Control to Reasonable Design
• Excellent Understanding of Procurement Routes
• Used to Working Independently
• Understanding of Risk
Summary

• QS best suited for PM role
• The drawback is through monopolising the project management market, the QS has become complacent, and if not allowing standards to slip
• This has led to dissatisfied clients
• Specialist Managers