

Issues of training and development in Project Management in the construction industry

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Abstract- Construction industry is one of the important industries in the country having large number unorganized labors. A business enterprise is concerned with the construction of buildings, bridges etc. Construction is a process of building infrastructure, which contributes 10% of GDP. From a single activity to a large scale construction, the job is managed by a project manager, construction manager, design engineer, construction engineer or project architect. A Project is different from a Program or Task. A program or task is an ongoing process whereas a project is a onetime effort that produces a specific result. Project management includes various tasks which include defining project goals, identifying tasks, achieving goals, calculating the resources required within the timeframe. Hence, the project management involves the process and activity of planning, organizing, motivating and controlling resources in order to achieve the specific goals. The overall responsibility of the project manager is to ensure that the project is completed in all respects within time frame. The project manager is a person to lead the project team with lot of responsibilities. This article deals with the various assignments of a project manager, identification of training needs and issues in training and development and role of engineers.

Keywords- Project management, Construction, Training,

Project Manager:

The project manager needs to ensure that the inverted hierarchy comprising the organization's leadership and the project sponsorship are doing all that is required to guarantee the success of the project. He is the main focal point for liaison with the other departments, projects and initiatives within the organization, taking into account the needs and contributions of other internal groups. He is the main point of contact for aspects requiring co-operation and co-ordination with external parties such as the project's suppliers and contractors, customers, suppliers, regulatory bodies, other third parties – making everything in place to ensure success of the project. A successful project manager must simultaneously manage the four basic elements of a project – resources, time, money and scope – all these are interrelated. Resources denote men, materials and equipments, Time denotes duration of the task, critical path, Money denotes costs, contingencies, profit and Scope denotes project size, goals and requirements.

Inspires a shared vision, a good communicator, integrity, enthusiasm, empathy, competence, ability to delegate tasks, cool under pressure, team building skills and

problem solving skills are the 10 qualities a project manager should have. Project management is an art of directing and coordinating human and material resources throughout the life of a project by using modern management techniques to achieve predetermined objectives of scope, cost, time, quality and participation satisfaction.

The functions of project management for construction include:

- Specification of project objectives and plans;
- Maximation of efficient resources utilization through procurement of labour, materials and equipments;
- Implementation of various operations through proper coordination;
- Development of effective communications and mechanisms for resolving conflicts.

Project management can be defined as a process in which a particular project is being sub-divided into various activities and each single activity is being assigned to a responsible person having the expertise in the specific field.

The project management hierarchy in a construction company is as below:

The role of a Project Manager differs from that of a Construction Manager. The key difference is the level of authority. Project Manager has to ensure the availability of materials for execution of the project work in addition to manage the administrative needs. Whereas, a construction Manager ensures the delivery of materials in time and execution of work within time frame in addition to meeting the clients, engineers, consultants, etc.



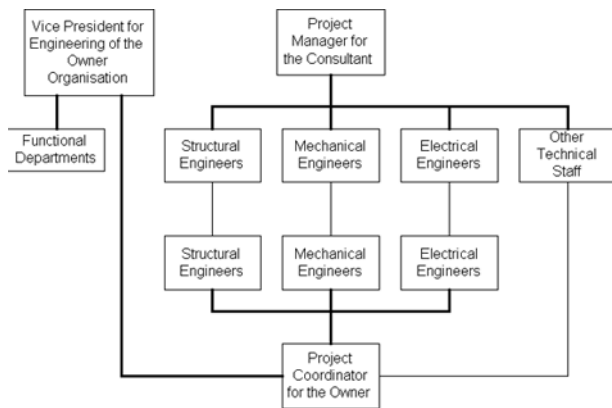


Figure 1 Flow of Project Management

Training and its Needs:

Training is important to the personnel of Construction Company at various levels due to its importance and application in the Project Management. The Construction companies have underneath risks at all times. It is the high time to impart training on Project Management in order to create more awareness. Construction activity is extremely diverse, ranging from simple housing projects to highly complex infrastructure projects. Irrespective of their sizes, they have common features like – Unique, one off nature, Tendency to be awarded at a short notice. Reliance on transit workforce, increasingly demanding clients, a male dominated culture, most of the construction firms faced with many barriers and difficulties in order to apply effective training and development practices for staff and labour. Training plays a critical role in increasing workers’ adaptability and flexibility. Training needs to be recognized through job analysis and performance assessment.

After agriculture, Construction industry stands 2nd position in GDP in India. Contributing more than 10% GDP. The Indian construction industry is valued over 126 bn\$. In case of real estate sector the market is estimated to be approximately 78.5 USD Billion and further expected to grow to 140 USD Billion by 2017. It is estimated that India will become the World’s third largest construction market by 2025, adding 11.5 million homes a year to become \$1 trillion a year market. The attractive growth of the construction industry will be higher than the short term economic growth.’

Table 1: Q1 GDP Growth (%)

Sectors	FY14	FY15
Agriculture, forestry & fishing	4.0	3.8
Mining & Quarrying	-3.9	2.1
Manufacturing	-1.2	3.5
Electricity, gas & water supply	3.8	10.2
Construction	1.1	4.8
Trade, hotel, transport & communication	1.6	2.8
Finance, insurance, real estate & business services	12.9	10.4
Community, social & personal services	10.6	9.1
GDP at factor cost	4.7	5.7

Source: MOSPI

(source: www.indianmicrofinance.com)

The work force in construction industry is most vulnerable because employment is temporary and employer

and employee relationship is very thin and easily broken. The work has underneath risk of life, due to the lack of safety, health and wealth facilities and uncertain working hours. The workers are exposed to various hazards like physical hazards. Chemical hazards, Biological hazards and Psycho-social hazards.

Organizations that offer training on project management are more efficient than those don’t have. Project Management training is very important as Project manager has to be very efficient in project management through experience and excellence. Many organizations have training and development departments that manage training of all level staffs. Construction companies and organization have become more and more aware of the benefits of improving staff qualification in skills.

This study shows that the perceptions of male and female workers are similar in many cases. Only few items where the differences are significant. The findings are that female construction workers can be given proper motivation, improve their literacy and numeracy, train them in trades of their liking, and provide practical training near or at their work places with the help of supervisors and engineers.

Unorganized labour:

Indian Ministry of Labour in 2008 classified the unorganized labour into four groups. Unorganized or informal sector are unlicensed, self employed, unregistered economic activities such as handloom workers, rural traders, farmers, construction workers etc. The four groups are based on by occupation, nature of employment, especially distressed categories and service categories. Building and Construction workers are in the group of unorganized labour force based on occupation.

The main issue relating to training of unorganized labour is they are seasonal, migrant and itinerant. Their place of work, project and their employers are all keep changing. Workers are hesitant to attend training foregoing their working time as their employment is temporary.

Construction sector comes under the unorganized sector of the economy. Those who are not able to organize themselves in pursuit of their common interest due to certain constraints like casual nature of employment, ignorance and illiteracy and small & scattered size of establishment etc.

Training and development refers to programs designed to help new employees to adjust to the new work place. It has emerged as formal corporate function.

Milovich & Boudreau (1994) defines training as “training is a systematized procedure of modifying the behavior, intelligence and provoking of present employees to enhance the suitability between employee characteristics and requirements of the specific jobs”.

The current reality for the construction industry is that there is not only an insufficient quantity of craft workers, supervisors, managers and staff for available positions, but also that the industry may not be appealing enough to attract and retain the younger millennial or the upcoming generation. Training is important to develop competencies.

Conclusion:

The construction industry has bright future after 2015. During this year 2015, it is expected to witness 8 million tourists which naturally require construction of new sites and destinations. The country's rising population and urbanization trends will continue to provide some support for residential construction. According to the World Population Statistics, the country's population grew by 17.7% from 2000 to 2011 – from 1.1 billion to 1.2 billion – and is expected to reach 1.4 billion and 1.6 billion by 2020 and 2040 respectively. As a proportion of the total, the country's urban population increased from 27.8% in 2001 to 31.2% in 2011, and is expected to reach 33.0% by 2026. The country's growing population and rapid urban development will create fresh demand for residential construction market over the forecast period.

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