ABSTRACT

Today, the construction industry has progressed to such a state that a person contemplating commissioning the construction of a building has many options as to how the project team should be organised in order to give the most satisfactory results in terms of design, speed and cost.

The prospective Client has to firstly be aware of the different options available, and then have a means of selecting the most appropriate one for the project. Different forms of project organisation are suitable for different types of Clients and for different types of projects. There is no ideal form which will suit all Clients for all projects.

Selecting the appropriate project organisation requires an analysis of the Client’s characteristics such as the Client’s knowledge of construction and willingness to accept risk, and the project’s characteristics such as project size, complexity, budget, and time constraint.

After reviewing previous works on the subject and considering the basic features of the main forms of project organisation, a matrix is proposed which can be used to select the most suitable form of project organisation. The matrix is only a simple guide to the basic forms of project organisations available. Once the most suitable basic form is identified, the Client should work closely with the
consultants engaged to refine the way the particular project should be organised. This is often a combination of a few forms.

Several large projects on which different project organisations were used were studied, and are discussed with reference to the matrix. These case studies give an interesting review of how the basic forms of project organisation have been refined for different projects in Singapore.

The organisation of the project team for a small and simple project is seldom a problem. However, as the size of the project increases and becomes more complex, and as the importance of some constraints such as time and cost become greater, the Traditional form of organisation which is usually used becomes less suitable, and different forms should be considered.

This dissertation serves as a spring board from which the Client can select a suitable basic form of project organisation. However, regardless of how well the project organisation structure is designed, in the final outcome, the quality of the consultants will be the deciding factor as to how effectively it is used. The Client should strive to engage high quality consultants and try to ensure that they are organised in a way that will pool their expertise and resources in the most efficient way for the project.