SUMMARY

Project management in this dissertation is about the management of property development projects. It is defined as the management of the entire development process from conception to completion on behalf of the developer. The project manager is taken as someone specifically employed by the developer to carry out this project management function.

Project managers in Singapore can be involved to a varying extent in project management; from that of construction coordinator to someone with overall management responsibility for the success of the project. Depending on their level of involvement, project managers can be broadly divided into executive and non-executive project managers. This dissertation is an attempt at investigating the prevalent trend of project management as practised in Singapore, the reasons for any particular trend and the resulting benefits of such trend, if any.

The first part of the dissertation deals with the theoretical background to project management. The
terms project management and project manager are defined. The weaknesses in the traditional approach to running projects are examined and compared with the benefits of the project management approach. The differences between executive and non-executive project management are discussed. Influences on project management such as type of projects and the developer's objectives are also discussed.

Part 2 of the dissertation deals with the survey which was carried out on project managers in development companies which are members of the Real Estate Developers' Association of Singapore (REDAS).

A postal survey was carried out on 176 property development companies of which there were 40 valid responses. This was followed up with interviews with 9 project managers and 3 project consultants.

The results of the survey shows that project management as practised in Singapore mainly falls into the category of non-executive project management. Most project managers have non-executive roles of monitoring and coordinating the various parties in the
projects. The project managers are also not fully involved in the entire project development process but are mainly involved in construction followed by design rather than the executive functions.

The survey results indicate that the project managers perceive a high level of benefits as being achieved by their involvement in the projects even when those project managers have non-executive roles. This aspect is not disputed by the some of the project consultants.

The average cost of employing project managers is found to be 2.3% of construction cost with project managers on average engaged in 2.7 number of projects at the same time.