SUMMARY

This dissertation is a study of the evolution of the Organisation Structures and the development of the Project Management System in the Housing and Development Board (HDB). The study provides an insight into the best accepted modern Project Management Theories and Practices and seek to realise its relevancy and application potentials. The main purpose is to relate the theoretical concepts to that of the HDB's previous and current practices and to hypothesise that the Project Management System is relevant and practical in Public Housing Construction undertaken by the HDB, by way of comparisons between the Project Management System and the Traditional Approach.

The study was inspired by the works of Professor Anthony Walker in his book "Project Management in Construction". From it, the author believes that the Systems Approach and Project Team Organisation Structures have their potential applications in Project Management and are relevant in Public Housing Construction. In addition, the author also seeks to look into the various Project Management Activities to make the study more comprehensive, instead of concentrating on Project Team Organisation alone.

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The study consists of 7 Chapters. Chapter 1 explains the aim and objective of the study, its value and the scope and limitation faced by the author. Chapter 2 explains the method adopted for approaching and organising the study. Informations gathered in the research and findings were noted and recorded for deeper study in Chapter 3, 4, 5 and 6.

Chapter 3 gives a brief review of the various selected topics such as General Systems Theory & Systems Approach, Project Team Organisation Structures, Construction Team Integration and the various important Project Management activities such as Planning and Controlling and Organising Process, and Computer Based Project Management. These activities presented in relation to the Quality, Cost, Delivery and Safety (QCDS) factors. A section is also devoted to give an insight into the human behaviors in Project Management and the personality and requirements expected of a Project Manager.

This is then followed by a review of the Housing and Development Board's Departments and the development process in Chapter 4, with discussion on the events leading to the setting up of the HDB's Building and Project Management Department (BPMD). The study includes description of the various Project Management practices introduced in the HDB.
In Chapter 5, the author carries out thorough discussions on the past and existing practices on the issues relating to the selected topics in order to establish the relevancy and applicability of the Project Management System in Public Housing Construction. This includes surveys to establish both the HDB's and the Contractors' point of view on the Project Management practice. It entails collecting data through questionnaires and interviews amongst the HDB's Project Managers, Technical Professionals and Contractors. Chapter 6 is a comparative discussion to summarise the findings with reference to the selected topics.

A conclusion on the findings is then drawn up in Chapter 7. In the same chapter, the author also recommend some specific area for further research.

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