



THE ROLE OF MANAGEMENT IN CONSTRUCTION EXECUTION STRATEGY

Authors: A Bejuscă, A Crețu

Abstract

Whether we are talking about the construction of a production hall or an apartment building, the 'reins' of the project are usually in the manager's hands. In many instances, this is due to the fact that the project manager is recognized as the only one able to organize, plan or manage the entire activity, as well as the resources on the building site. He must always check and control the construction works in order to ensure that he has all the material, financial or human resources for each stage of the project. Above all, his responsibility is to guarantee the training of subordinate personnel and to see if the stages and technologies of execution, exploitation, equipment maintenance, endowments or machinery are followed according to his explicit instructions. The purpose of this article is to provide information on the importance, role and how the project manager can influence the investment project's progress.

Key words: project manager, resources, control, organization, planning.

INTRODUCTION

The success or failure of any project depends on many factors. For instance, the project manager is playing a huge role in the team, as he is considered to be the key factor in the success of any project, as well as a guide for team members to ensure customer satisfaction. In addition, the roles, responsibilities and duties of the project manager have a direct impact on the success of building projects.

The project manager is considered to be one of the most influential people, because he can direct the projects correctly and, at the same time, he can successfully complete the building projects. By registering successful projects, the company's reputation grows and also ensures the attraction of more customers (investors). And through his rigorous research, Aibinu [1] confirmed that the inclusion of a project manager in the project team is essential for the success of the building project and has a major influence in each stage of the building project. Therefore, when one has the mission to choose a project manager, one must be sure that he has chosen in the terms of experience, knowledge and ability to understand the main project.

Regarding the success of a building project, it can be quantified in different ways. For instance, the performance management of the building project must aim, above all, at the efficient use of the labor force, materials and equipment necessary to improve labor productivity. It could be seen that in the field of construction, a good project management means a dedicated project manager, a involved site manager, a very good executor, with extensive experience in construction and, at the case may be, serious and well-trained subcontractors. The success of the project does not only depend on the performance of the team around the project. Success is often influenced by the contributions of managers, suppliers, customers, contractors, etc. However, as mentioned above, the project manager as a leader for construction projects can be the most important person to lead the project to the desired success. It often depends on his skills, knowledge and experience. Through the experience gained over time, it will be very easy for the project manager to achieve his goals, to complete the project on time, respecting the projected indicators and simultaneously taking care of a high quality of work.

In order to correctly define and evaluate the success of the project, a distinction must be made between the success of the product and the success of the project management, because they are not the same. The success of project management focuses on project implementation and, in particular, on the successful achievement of cost, time and quality objectives. At the same time, the success of the product refers to the effects of the finished product (building, building) of the project and the objectives of the project. Construction project managers are usually responsible for the overall success of the physical development of a project both in terms of costs, schedule, and quality and safety requirements. Therefore, the success of an investment is often seen globally and not fragmented, in order to see the performance recorded during the implementation of the project or the performance of the investment after the completion of the works [2].

On the other hand, Augusto [3] states that the successful management of the project depends, to a large extent, on: the exemplary daily working relationship between the project manager and the engineers in a construction site, as well as on the ability of workers to transmit to the engineers the problems they face and, at the same time, engineers to further communicate to the project manager the obstacles encountered.

Instead, Becerik [4] consider that the project manager has three clearly defined management responsibilities:

As a resource manager. Managing and directing project resources to achieve project objectives.

As a planning and control Manager. Planning the works and completing them on time with the assurance of an acceptable quality, within the agreed budget.

As coordinator. The liaison between the decision makers and the rest of the people involved in the project, in terms of reviewing, approving and addressing project issues. The project manager must also inform the site manager, engineers and workers of the decisions taken in a timely manner, so as not to jeopardize the execution of the works.

However, Belassi and Tukel [5] stated that the project manager is responsible for ensuring that the investment objectives and the objectives assumed by the investors are achieved. In order to implement this, he must be well acquainted with cost control standards, policies and procedures, so that it is possible to compare actual and established results. In order to be successful, the project manager must know and understand the company's behavior in various key situations, such as delays, cost overruns or diminished human resources.

THE INFLUENCES OF PROJECT MANAGERS

Many companies have recognized that project managers play a key role in the success of large investments. To highlight their qualities, project managers need to expose projects and services that meet the needs of companies and add value to their customers. They need to use complex skills, such as the ability to understand various notions or algorithms, coordination and planning tools and techniques, as well as identify the skills of the people they guide, which allows project managers to provide vision and direction, to solve problems, assess and reduce risks, build and sustain customer relationships [9]. In addition, the project manager is considered the most important person who could manage and solve all the problems that occur during the life of the construction project and ensure that the projects comply with the planned time schedule.

THE ROLE IN A PROJECT OF THE PROJECT MANAGER

The role of project manager, as applied to a construction project, is defined as dealing with the following: "general planning, coordination and control of a project from start to finish, to meet the requirements of a client. All this leads to the development of a viable plan that helps to implement an investment with the request to complete the works on time, within the estimated costs and at the agreed quality standards" [6]. [7] defines the project manager as "the person who is responsible for managing the resources to achieve the complete completion of the project on time, within the budget with the agreed functionality". [8] states that "a project manager is the person who has overall responsibility for the successful planning and execution of a project. Analyzing these definitions, it is obvious that the project manager has general responsibilities for the execution of a project, aiming to complete the project on time, within budget and with the default functionality.

The role of the project manager in the construction process may differ from one company to another, in other words, it depends on many aspects, such as the size of the company or the size of the building project. The project manager is responsible for the day-to-day management of the project works from the beginning to the reception of the works [10]. The fundamental role of the project manager is to motivate, manage, coordinate and maintain the mood of the entire team that is involved in the project. [11].

In order to manage the project management processes, a person should be well organized, have excellent follow-up skills, be process-oriented, be able to do several tasks at the same time, have a logical thinking process, be able to determine deep causes, have a good analytical ability, be a good estimator and a budget manager and have an iron self-discipline. The project manager is responsible for defining and planning the project. This results in the thorough acquisition of the project and a project work plan. Once the project begins, the project manager must successfully manage and control the work, including :

Identifying, managing and solving project problems.

Active transmission of project information to all stakeholders.

Identification, management and mitigation of the risks to which the execution of the project may be subject.

Ensuring that solutions to problems that arise are the most appropriate.

Proactive management of executed works so that no new activities appear compared to those established by the design of the works, unless the changes are approved by the decision makers.

Daily quantification of work quantities to check the level of progress.