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Project Management practiced in Public Project Stream of Bosnia and Herzegovina

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Abstract

This paper will show the results of research PM in construction industry of Bosnia and Herzegovina. The project management in B&H is not accepted and acknowledged widely within this industry, primarily due to the current legal regulations. Construction companies in B&H are not at an enviable stage of project management in both building and civil engineering sectors. The research results point out that there is a noticeable difference in human interaction and the application of project management techniques, depending on the company. Without increasing the involvement and the implementation of programmed computer software for this purpose, PM cannot be present in B&H.

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1. Introduction

The realization of modern developmental, investment, information, military, and other projects are characterized by high complexity, huge costs and a large number of participants in the implementation. All these components require that within each project there is a rational coordination of all resources and coordination of the performance of certain activities, so that the project would be implemented in the most efficient manner. With the beginning of the 1960s of the last century, companies and other organizations perceived the advantages of organizing work and assignments, and the critical need for communication and integration of work across multiple

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departments and professions. (Jovanović, 2010)

Project management, as a discipline, was developed from several fields of application including civil construction, engineering, and heavy defense activity. Henry Gantt, famous by his Gantogramme, was the founder of planning and control, while Henry Fayol was the founder of prediction and planning, organization, delegation, co-ordination and control (Stevens, 2002; Morgen, 2003; Morris et al. 2006). Both Gantt and Fayol were students of Frederick Winslow Taylor's theories of scientific management. His work is the forerunner to modern project management tools including work breakdown structure (WBS) and resource allocation. Although these concepts were established long ago, they have maintained their key functions in project management and are still present in all the PM methods are used today. The modern project management as known today was conceived in 1950s in the USA by the Ministry of Defense who applied the PM for development of the complex military systems (<http://www.vggs.>)

In the beginning, the project management was imposed from the need to standardize the processes and it included clear goals, so that teams that would undertake tasks which could create reliable plans.

The two popular tools for planning which have marked the beginning of the PM development are also a method of critical chain and PERT method that have spread into civil engineering as a method for the activity-planning. Construction industry, as a project-oriented industry, represents an important sector in any economy development and the society in whole. As such, it is also the driving force of development of a wide range of economic activities (Thomsett, 2001).

A failure to complete work within the anticipated deadline is consistently present in the construction sector to a higher or lesser extent. There is currently a strong presence of failure to comply with standards in construction industry in the market today, in respect to the following: quality and expertise of the work-force, construction materials, work experience, references for completion of certain trades and other related issues which leads to unsuccessful overall results. Beside the main factors such as lack of project management, there are various other economic and demographic factors that have influenced to some extent the current unfavorable situation of the civil engineering sector (Morris et al. 2006)

This paper will present and discuss results of study researches understanding and application of project management in construction industry in B&H is required in order to establish a systematic approach for applying standardized project management. The collected information will then be presented in a characteristic phase model for PM, and tested in case study of one construction company in B&H.

2. Definition of project and project management

According to Đuranović "Project is any Endeavour regardless of its size, design complexity, cost involved, time or place it's being undertaken " (Đuranović, 2005). In conclusion, for the purpose of this research, project is an Endeavour or a defined task, which represents certain unit in its entirety or clearly divided part of that unit.

Furthermore, project as an Endeavour is clearly targeted. It represents certain process and demands organization to accomplish the pre-set task and to meet the intended goal, while exposed to a certain risk.

Projects with a goal to build and equip a construction object are investment or construction projects. In day-to-day practice, it has been widely accepted that project is any human endeavor to accomplish certain goals. In addition, that project is composed of chain of activities completed in a pre-defined sequence.

The International Organization for Standardization (ISO) defines project as a single process consisting of set of coordinated and controlled activities with pre-determined start and end, in order to accomplish a certain goal driven by the specific need, within the environment consistent of limited time, expenses and resources. (Nokes, Major et al., 2003; ISO)

The International Project Management Association (IPMA) defines the project as an endeavour of limited time and expenses in order to produce the precisely defined set of products in accordance to the targeted goals, recognized quality standard and the market demand. (IPMA, 2006; www.vggs.rs)

PMI defines the project as temporary in that it has a defined beginning and end in time, and therefore defined scope and resources. And a project is unique in that it is not a routine operation, but a specific set of operations

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