



SOCIETY
OF
PROJECT
MANAGERS

the PROJECT MANAGER

Apr - Jun 2004

newsletter of the society of project managers, singapore • www.sprojm.org.sg • MITA(P) 238/06/2004

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Refurbishment of Shopping Mall

Tenant complaints? Public criticism? Misfit programme? Sub-contractor squabble?

Read all about these challenges that project managers face in "Managing the refurbishment of an operating shopping mall"!

See Pg 4

ADR - Arbitration

Mr. Goh Phai Cheng, S.C. urged SPM members to consider adopting an effective arbitration clause in the contract and agreement documents in cross-border trade and joint venture agreements.

See Pg 5

Third International Construction Project Management Summit

Beijing, China (15 to 17 May 2004)



The 3rd International Construction Project Management Summit was held in Beijing on 16 & 17 May 2004. The theme of the conference was 'International Project Management Talents Strategy and General Construction Project Management'. Principals of the International Construction Project Management Union (ICPMU) were present. Participants at the Conference discussed the topic of economic globalization on construction project management, and shared the advancement of China's international construction project management, training and certification systems in the last 20 years. The development of international trends in construction project management and cooperation among international and regional organizations were also featured in the conference proceedings.

The Society of Project Managers, Singapore was represented by our President, Mr Chang Meng Teng, who led a delegation of 10 from Singapore.

At the end of the meeting of the International Construction Project Management Union, a declaration was made towards the following initiatives:

- i. To increase the influence of ICPMU in international project management arena through activities of ICPMU members, such as mutual visits, journal exchange, training, topical discussions and conferences and project cooperation.
- ii. To establish the international project management awarding system consisting of International Outstanding Project Manager, International Project Management Promoter, and International Project Management Prize.
- iii. Continue to seek methods of mutual recognition of memberships between ICPMU members.

At the recent Conference, 4 new members were admitted. This forms a total of 10 members from 9 countries. The members are:

Australian Project Management Association (AIPM), Chartered Institute of Building (CIOB) (UK), Chartered Institute of Building (CIOB)(HK), Construction Management Association of Korea (CMAK), Construction Project Management Committee (CPMC), International Project Management Association (IPMA), Project Management Association (PMA)(India), Project Management Professionals Certification Centre (PMCC)(Japan), Project Management Research Committee (PMRC), and Society of Project Managers (SPM)(Singapore). ☎



Participants at the 3rd International Construction Project Management Summit Meeting



Mr Sim Wee Meng (1st from left, front row) received the 2nd International Outstanding Project Manager Award. Prof Zhang Qinglin, host of the ICPM Summit (4th from left, front row). Mr Chang Meng Teng (2nd from left, front row) and Mr Lye Kuan Loy (2nd from right, front row).

SPM President's Address at 3rd ICPM Summit on pg3

Our President Speaks



Chang Meng Teng
President, SPM

The recent incidents at the Nicoll Highway and the Fusionpolis work sites had resulted in the loss of five lives and brought misery to the families of the deceased. The former, as reported, was caused by the collapse of a retaining wall and the latter was the failure of formwork support. The players in the value-chain of the Construction Industry is being scrutinised under the microscope. Can the construction work site be made safer? Can this be achieved?

Regulations are there. Procedures for safety at the construction sites are checked regularly and enforced. Despite this, accidents at work sites still occurred. Is there anything more we can do? Whose responsibility is it to make the work site safe for those who work there?

It is the responsibility of each and everyone who works on the site. We must take ownership of the responsibility to make the construction work site safe for ourselves and for those who work with us on the site.

The project managers of the various partners in the construction value-chain can take the lead to ensure the work at each stage of the project - from design to construction, handover for use and maintain for sustainable good performance - is checked with responsible due diligence professionally, to ensure a safer construction work site. ☒

International Linkages Committee

Committee:

Chairman – Tan Kian Huay

Members – Lye Kuan Loy
– Goh Swee Yee
– Lee Pheok Yan



Tan Kian Huay
2nd Vice-President,
SPM

The main function of the International Linkages Committee is to establish contacts with other similar project management institutions abroad. The aim is to:

- Exchange information on associations' activities
- Study and adopt best practices in Project Management from other institutions where applicable.
- Invite suitable specialists that could participate in our Society's programmes and activities
- Establish mutual recognition for project managers
- Cooperate and establish framework for international approach to project management.

The International Linkages Committee has organized study tours to foreign institutions in the past years. We have visited Australia, United States, Japan, South Africa and China, and representatives of our Society have also recently attended the following:

- 17th World Congress on Project Management in Moscow, Russia in June 2003;
- Asia Pacific Federation Project Management meeting and AIPM Conference in Australia in October 2003;
- Global Performance Based Standards for Project Management Personnel Workshop in Australia in 2003;
- International Construction Project Management Summit Meeting in May 2004 in Beijing.

Other activities include:

- Signatory to Memorandum of Understanding on Cooperation Union of International Construction Project Management on 20 August 2002. Other signatories include:
 - International Project Management
 - The Chartered Institute of Building (UK)
 - The Chartered Institute of Building (Hong Kong)
 - The Construction Management Association of Korea
 - Construction Project Management Committee of China Construction Industry Association.
- Joined Asia Pacific Federation For Project Management on 28 January 2003;
- Joined Global Performance Based Standards Project Management in 25 February 2003;
- Signed MOUs with China Project Management Committee and Australia Institute of Project Management. ☒

Research & Development Committee

Committee:

Chairman:

Christopher Leong

Members:

John Ting

Felix Yeung

Patrick Too

John Sanderson



Dr Christopher
Leong

The R&D Committee's main functions encompass the following:

- Initiation, promotion and advancement of the theory and practice of project management through the Society's R&D endeavours and in association with its other initiatives.
- Coordination and facilitation of regional and international R&D collaboration and exchange with other relevant bodies/institutions (with International Linkages Committee)
- Dissemination of research findings through seminars, symposiums and publications (with Professional Practice & Education Committee, & Publications Committee)

Against this overall framework, the R&D Program envisages a number of specific deliberations and activities that should help achieve the following broad aims:

- Mapping out a R&D framework for institutional and industry collaboration
- Enabling and enhancing the linkage between industry partners – matching industry needs and research interests
- Assisting in funding arrangements to support the R&D initiatives
- Consideration of relevant research projects for participation and/or part funding by SPM
- Development of special interest groups dedicated to key areas of PM in the longer term

For the immediate 2004-2005, a number of key initiatives will be deliberated:

- Exploration & Joint Development of PM Case Studies with NUS' MSc(PM)
- Development of PM Training Program for various organisations
- Joint Investigation/Study (with REDAS) of defects and the associated liability implications
- Joint development with PP&E Committee for SPM Annual Seminar 2004 ☒

PM Conferences Down Under

Contributed by:
Bernard Ho
Honorary Secretary



Last year October, SPM participated in 3 conferences held in Australia:

- a. Asia Pacific Federation for Project Management (APFPM) meeting.
 - o 12 October 2003 . Alice Springs, Australia.
- b. Australian Institute of Project Management (AIPM) Annual Conference.
 - o 12 October 2003 to 14 October 2003. Alice Springs, Australia.
- c. Global Performance Based Standards for Project Management Personnel (GPBSFPMP) Workshop No.2.
 - o 15 October 2003 to 18 October 2003. Sydney, Australia.

SPM was represented by Lye Kuan Loy, VP SPM and Bernard Ho, Hon. Secretary, SPM.

APFPM Meeting – 12 Oct 2003 – Alice Spring

SPM has been a participant and signatory to the APFPM since January 2003. APFPM was formed with an aim to ensure that any common Body of Knowledge (BoK), Standard and certification program developed for the Federation was truly representative of the Asia Pacific region and also in ensuring they are consistent with global efforts.

The Federation would also be focussed on assisting with the establishment of national project management institutes or associations in those countries, which are currently not represented by a national body for project management. Other objectives include the promotion of project management through the sharing and exchange of knowledge, including attendance at national institute conferences. Reciprocity of certification programs to facilitate mobility of project managers who travel and work within the region, as well as in establishing links with other professional bodies.

Todate APFPM consists of about seventeen project management institutes or associations from some twelve countries. APFPM does not have individual members per se, but consist of institutes and associations from participating countries who have their respective members.

APFPM usually meets through teleconferences about twice a year. However, on 12 October 2003, the participating institutes and associations met face to face at Alice Springs to discuss and work through some of the long list of agenda and to formulate some action plans for the Federation.



Bernard Ho with the other participants of APFPM conference

AIPM Conference 2003 – 12 to 14 Oct 2003 – Alice Spring

On the invitation and sponsorship of AIPM, I represented SPM at this prestigious annual conference. All the 250 delegates were treated to some fifty papers presented and shared during the three days by a wide spectrum of Speakers in relation to Project Management.

Besides experiencing the outback and similar sights in Alice Springs, we made friends with participants from all over Australia and also many of those who came from China, Japan, Hong Kong, New Zealand, and other countries. This global networking has benefited SPM as such contacts will be useful for future endeavours and collaborations.

Amongst the multitude of presented papers, which cover Project Management in many differing industries, we realised that PM in Singapore context has been limited only to the construction industry. Whereas, in Australia and other countries, PM is practised in a wide spectrum of industries, including airlines, railway, telecommunications, information technology, governance contracting, insurance and many more. There were many experts sharing their views openly. This point about knowledge sharing really caught my eyes when we are so used to the Asian culture of keeping whatever we know and hoping to benefit from it ourselves. Such precious lessons and those extra papers that covered the soft-skills of project management were particularly interesting as they presented to the audience another aspect of the human touch and compassion that any project managers ought to have and should practise when managing a team of people. The emphasis is on people rather than to treat any of the team players as an object or as a tool to achieve what we want for the project.

The standard of the papers delivered deserve much admiration and appreciation. Many in the audience enjoyed the keynote address from Professor Ron Johnston's "The forces of change", the Royal Flying Doctor Service presentation, a treat from the witty and humorous Colin Pearce's "Manage and lead without loosing sleep", an eye-opener in listening to

(...Con'td on pg6)


President Addresses the Third International Construction Project Management Summit



Our President, Mr Chang Meng Teng addressing the ICPM Summit

Our President, Mr Chang Meng Teng, was one of 24 keynote speakers at the 3rd International Construction Project Management Summit. In his paper on "Project Management as a Profession", he cited the construction industry of Singapore as a major contributor to Singapore's rapid economic growth, registering 8.3% of GDP in the first quarter of 1999. However, with the recent slow down in Singapore's

construction industry, greater urgency should be injected into remaking the construction industry. The initiatives of the Construction 21 study, which aims to transform the construction industry into a professional, productive and progressive contributor to the economy, will have to be embraced by all industry players.

He spoke on the need to build a more integrated approach to the whole building delivery process, which is now characterized by fragmented and disjointed islands of operations of the various practitioners. This has given rise to inefficiencies and ineffectiveness. He sees the need to restructure the construction industry to be a global knowledge-player that can compete internationally to deliver consistently high quality projects. He shared that the SPM's active role in supporting the Construction 21 objectives. In particular, various task forces in SPM, such as the Professional Practice & Education Committee, Research & Development Committee, Membership & Accreditation Committee and International Linkages Committee, are geared to the common objective of establishing the practice of Project Management as a profession with an international outlook. These objectives also align with those of the ICPMU. 

Managing the Refurbishment of an Operating Shopping Mall

- The Complexities of a Project Manager's Task and Role in working within a Property Development and Investment type of Organization.

Contributed by : Toh Kim Sai

Note: The views and opinions in this article are solely those of the author and do not necessarily reflect those of his organization.



The project manager's task in managing construction projects within an operating building has always been a challenging one. The role demands that the project manager have a sound understanding and knowledge of the many operational issues that need to be considered before and during the execution of the construction works. The project manager has to know when these issues need to be interfaced with the construction work and when to involve the parties concerned. In recent years, with the increasing pressure on developers to maximize the asset value of their buildings and to improve its yield, project managers employed by developers have had to assume a significantly broader managerial role in addition to their technical function. The inherent challenges in managing a construction project within a live building is further compounded by the additional cross-functional managerial role that project managers will have to assume when working within an organization where the developer not only builds but manages the completed property.

The Project Manager's Objectives

The main objectives of the project manager when undertaking such projects are as follows:

- a) Protecting the developer's interest in ensuring that the project completes on time, within the approved budget and scope, and to the expected quality of design and construction. Additionally, the project will have to be executed with minimum disruption to the shopping mall's ongoing business and with least inconvenience to shoppers and the neighborhood.
- b) Playing a key leadership role in managing the diverse concerns of the many functional units within the organization, and ensuring that these concerns are addressed in an optimal way within the constraints of the project.
- c) Assuming a central coordination role between the developer's various functional units (which can include the investment, business development, operations, finance, marketing & communications depts., and the project dept's in-house design management, cost & contracts unit, etc) and the building consultants, contractors and authorities.
- d) Aligning the consultants and contractors' interests for the project with those of the developer's.

Implementing the Project and Key Challenges

Intensive planning is required in defining the scope of this type of project. In the initial stages, the developer's investment and operations team are often involved. The project manager needs to identify, together with the technical team of consultants, where the construction work will affect the public and tenanted spaces. The sequence and method of executing these works will have to be studied in detail so that it can be done without interrupting the mall's operations wherever possible. Additionally, the design and planning of temporary works such as hoarding, graphics and signage are critical to conceal the construction areas, convey a professional image of how the construction is being carried out, and provide clear directions for the public. Protection works and safety measures such as netting, overhead working platforms, provision of fire extinguishers (where applicable) etc. are required for construction works that are carried out in proximity to ongoing shopper traffic.



Interior hoarding at work area

Where a conflict occurs between the operational requirements and construction constraints, the project manager has to understand the critical needs of each of the conflicting parties and lead the project team in problem-solving to achieve an optimal solution. The project manager has to be able to facilitate effective communication between the various parties with differing professional backgrounds to ensure that the problem is accurately framed and clearly understood. All parties will also have to be made aware of the project constraint when solving the problem. The project manager will have to initiate and follow through the process of obtaining a final decision so that the project will not be unduly delayed.

During the course of construction, the project manager has to manage the many changes in scope that will be requested due to new tenancy requirements, operational restrictions, commercial exigencies, and new discovery of site and building constraints. The project manager has to ensure that the cost and schedule impact of these issues are accurately identified and is communicated for higher management's approval if the impact is significant. For changes with lesser impact, the project manager has to ensure that sufficient contingency is allowed in the project's schedule and budget to absorb these changes without affecting the project's overall baselines.



Reconfiguration of interior layout and M&E works

The frequency of site checks during construction has to be higher for a project within an operating shopping mall. This is because the construction works are subject to constant public scrutiny. The level of site cleanliness, method and route of debris disposal, method and time in executing works that generate dust and noise has to be strictly followed by the contractor according to the specifications in the contract as these can cause much public nuisance and inconvenience if not complied to. Moreover, public safety may be compromised should there be just a single lapse in proper execution of works. The project manager will have to put in place adequate site enforcement and surveillance activity to achieve this.

The project manager's leadership will be greatly tested in the event of an emergency situation at the site. This could be an accident involving the public, or an incident that unexpectedly and severely disrupts the operations of the mall. Emergency procedures in anticipation of such events will have to be formulated before the start of construction and made known to all the project team members and including the contractors. The project manager has to assume a central role in leading the team to handle the situation and will need to identify and clarify, where required, the roles and responsibilities of each team member in managing this crisis so that it can be resolved expeditiously and effectively.

(...Con'td on pg7)

Alternative Dispute Resolution - Arbitration

Goh Phai Cheng, Senior Counsel
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Mr. Goh Phai Cheng, Senior Counsel, gave a lunch talk to members of the Society on 26 November 2003. During his talk Mr. Goh urged members to consider adopting an effective arbitration clause in the contracts and agreements used by their companies in cross-border trade and joint venture agreements.

Why adopt arbitration?

When a dispute with a joint venture partner arises, it is obvious that the Singaporean investor would be horrified when he finds out that his dispute case will be addressed by a court in a foreign country. The legal system in that country may be different from what he is used to. The language of the court proceedings may not be English, the rules of procedure are different. His Singapore lawyers or advisers have no right of audience in the foreign court. There is also the fear the judge hearing the case may go out of the way to ensure that the outcome of the dispute is decided in favour of his own national. Singapore companies doing business in other countries in Asia also face the risk of being involved cross-border disputes and run the risk of being sued in a court of a foreign country where they are not familiar with the legal system and procedures.

Is there an alternative to litigation in a court of law in a foreign country? Yes, Singapore companies having cross border transactions should ensure that all contracts and agreements they enter into have an arbitration clause. Without an effective arbitration clause in their contracts and agreements, the Singapore company will have no choice but to litigate in the court of foreign country when they are sued by the other contracting party.

A joint venture partner who needs your capital or technology badly will agree to have an arbitration clause in his contract or agreement with you before you part with your money or your technology. But, once you have parted with your money or technology, he will turn a deaf ear to any requests for the disputes between the parties to be resolved by arbitration.

What is arbitration?

Arbitration is a private and consensual process for resolving a dispute. For a dispute to be resolved by arbitration, the parties must have a prior agreement to settle their disputes by arbitration. The agreement to arbitrate can also be made after the dispute has arisen but this is unlikely to take place.

Arbitration is a preferred choice of dispute resolution between parties to a commercial contract when they are of different nationalities. They choose arbitration instead of litigation because they can choose an arbitrator who is not a national of the country of either party to the dispute and they can elect for the arbitration to be held in a neutral country. They can also agree to have a three-member arbitral tribunal to hear their disputes, one member to be appointed by each party and the third member to be appointed either by the party appointed arbitrators or failing agreement to be appointed by in accordance with an agreed procedure.

Arbitration is chosen because there is no neutral international court for the settlement of their private commercial disputes. Each party does not want the dispute to be determined by the court of the country of the other party. Another obvious reason for the choice of arbitration over litigation is that an arbitration award can be enforced in more than 120 countries which are signatories to the New York Convention on the Recognition and Enforcement of Arbitral Awards.

Where there is an agreement to have a dispute resolved by arbitration by a single arbitrator and if the parties fail to agree on the appointment of the arbitrator, the arbitrator can be appointed in accordance with an agreed procedure as spelt out in the rules of arbitration say, of any of the following arbitral institutions:

- International Chamber of Commerce (ICC),
- Singapore International Arbitration Centre (SIAC),
- Hong Kong International Arbitration Centre (HKIAC),
- Regional Centre for Arbitration Kuala Lumpur,
- China International Economic and Trade Arbitration Commission (CIETAC)
- Japan Commercial Arbitration Association (JCAA)
- Korean Commercial Arbitration Board
- Badan Arbitrasi Nasional Indonesia (BANI)

It is strongly advisable that Singapore companies consider adopting model clauses of an arbitral institution in their contracts or agreements for the resolution of disputes arising out of or under their contracts or agreements.

The arbitration agreement

Various model arbitration clauses are available. The following is the model clause recommended for incorporation in a contract where the parties prefer to let the arbitrator administer the arbitration proceedings in accordance with the directions issued or procedure adopted by the arbitrator:

'All disputes arising out of or in connection with the present contract shall be finally settled according to the UNCITRAL Arbitration Rules at present in force which Rules are deemed to be incorporated in this Clause, by a sole arbitrator to be appointed by the parties or failing agreement to be appointed by _____. The arbitration will be held in _____ unless otherwise agreed. The language of the arbitration shall be _____.'

Where the parties prefer to use the rules of arbitration of the International Chambers of Commerce and to have the arbitration proceedings administered by the International Chambers of Commerce, the following model clause is recommended:

"All disputes arising out of or in connection with the present contract shall be finally settled according to the Rules of Arbitration of the International Chambers of Chamber by one or more arbitrators appointed in accordance with the said Rules."

In addition, it may be useful for the parties to stipulate in the arbitration clause itself the following four administrating elements of arbitration:

- (a) the law governing the contract;
- (b) the number of arbitrators;
- (c) the place of the arbitration; and
- (d) the language of the arbitration.

Where the parties prefer to use the rules of arbitration of the Singapore International Arbitration Centre (SIAC) and to have the arbitration proceedings administered by the SIAC, the following is the model clause recommended by the SIAC:

"Any dispute arising out of or in connection with this contract, including any question regarding its existence, validity or termination, shall be referred to and finally resolved by arbitration in Singapore in accordance with the Arbitration Rules of Singapore International Arbitration Centre ("SIAC Rules") for the time being in force which rules are deemed to be incorporated by reference to this clause."

FEATURE

Parties may wish to add:

"The Tribunal shall consist of _____ arbitrator(s) to be appointed by the Chairman of SIAC."

"The governing law of this contract shall be the substantive law of _____."

"The language of the arbitration shall be _____."

The model clause recommended by the Regional Centre for Arbitration in Kuala Lumpur is:

"Any dispute, controversy or claim arising out of or relating to this contract, or the breach, termination or invalidity thereof, shall be decided by arbitration in accordance with the Rules for Arbitration of the Regional Centre for Arbitration Kuala Lumpur."

Parties using this may wish to consider adding the following clauses:

- (a) The appointing authority shall be the Regional Centre for Arbitration Kuala Lumpur.
- (b) The number of arbitrators shall be (one or three).
- (c) The place of arbitration shall be (town or country).
- (d) The language(s) to be used in the arbitration proceedings shall be
- (e) The law applicable to this contract shall be that of

The Hong Kong International Arbitration Centre recommends the following model clause when the parties prefer to use its rules of arbitration and to have the Centre administer the arbitration proceedings:

"Any dispute, controversy or claim arising out of or relating to this contract, or the breach termination or invalidity thereof, shall be settled by arbitration in accordance with the UNCITRAL Arbitration Rules as at present in force and as may be amended by the rest of this clause.

The appointing authority shall be Hong Kong International Arbitration Centre.

The place of arbitration shall be in Hong Kong at Hong Kong International Arbitration Centre (HKIAC).

There shall be only one arbitrator. *[Note that this sentence can be amended if a panel of three arbitrators is preferred]*

Any such arbitration shall be administered by HKIAC in accordance with HKIAC Procedures for Arbitration in force at the date of this contract including such additions to the UNCITRAL Arbitration Rules as are therein contained."

[The above sentence may be deleted if administration by HKIAC is not required. If it is retained the Centre will then act as a clearing house for communications between the parties and the arbitral tribunal and will liaise with the arbitral tribunal and the parties on timing of meetings etc, will hold deposits from the parties and assist the tribunal with any other matters required.]

If the language to be used in arbitration proceedings is likely to be in question, it may also be useful to include the clause:

"The language(s) to be used in the arbitral proceedings shall be....."

Parties wishing to have their disputes resolved by arbitration in China under the rules of arbitration of the China International Economic and Trade Arbitration Commission should incorporate the following arbitration agreement in their contracts:

"Any dispute arising from or in connection with this contract shall be submitted to China International Economic Trade Arbitration Commission for arbitration which shall be conducted in accordance with the Commission's arbitration rules in effect at the time of applying for application. The arbitral award is final and binding upon the parties."

(...Con'td from pg3 - AIPM Conference 2003)

"Governance Contracting –Program delivery methodology of complex Programs" by Dr. David Dombkins, and at the end a very touching real-life case shared by Ms.Cynthia Morton,Australia's Ambassador to the abused & underprivileged about "Balancing life and work". It was a terrific experience and my overall assessment of the conference was nothing less than excellent for the quantity and quality of contents, topics, conference organisation, accommodation arrangements and the manner in which AIPM played host to all the delegates within a short span of three days. SPM definitely has something to learn from this.

We also had the privilege to attend the AIPM Project Management Achievement Awards Gala Dinner, which included the announcement of The "National Project of the Year" winners. Last year the joint winners were Qantas Airways for Phase One of its Airbus A330 Program, and Queensland Rail for its management of Cairns Tilt Train Project.

GPBSFPMP Workshop No. 2 – 15 to 18 Oct 2003 - Sydney


With an aim to maximise the travels of the foreign delegates and with some coordination amongst APFPM, AIPM and GPBSFPMP these few events were arranged to coincide. This enabled us to move on to Sydney, Australia after the AIPM conference with a one-day break to join the second workshop for GPBSFPMP. The first workshop was held in Lille, France in February 2003 which was hosted by ESC University, Lille Campus, France, whereas the second workshop was hosted by University of Technology, Sydney, Australia.

PM Professional associations, government standards and qualifications agencies and industry from across the globe have agreed to work together to develop a framework of global performance based standards for project management personnel. The main aim is to develop a globally agreed framework that will facilitate global recognition and transferability of qualifications. This will provide significant benefit to individuals, to global corporations and to all those operating in today's global business environment.

SPM is one of the fifteen global organisations that has participated as a Subscribing Organisation for GPBSFPMP initiative. For this SPM will

be entitled to be included in the listing as Subscribing Organisations on the www.globalPMstandards.org website, send as many representatives to each Working session and receive copies of all material generated by the initiative, including research reports made available only to Subscribing Organisations. Besides the Subscribing Organisations, there are also another thirteen organisations that have signed Memoranda of Understanding for cooperation in this project.

The full list of documents available can be found at the website as stated above.

The first draft of this framework achieved at the first workshop in Lille was circulated to organisations and individuals for global review and comment. At the second workshop in Sydney the aim was to review feedback, review the first draft of the Units, Specific Outcomes and Performance Criteria. Other items that were discussed were on consultation requirements, custodianship, ongoing maintenance, use of the framework, related qualifications, mutual recognition and many more. This initiative will probably take another few years of work before the Global standard can be ready for use. 

Critical Skills Set and Traits required of the Project Manager

The project manager handling such a project within this type of organization will need to have an overview of the retail business, the broader organizational needs both immediate and long term, and the specific issues pertaining to the shopping mall and its operations, apart from being technically proficient in project management skills. Additionally, having a multi-disciplinary perspective within the organization allows the project manager to better understand the views of team members from other functional units. This insight is useful to enable the project manager to channel issues requiring higher level decisions to the correct parties so that the project can continue to progress.

Notwithstanding this, the project manager has to also develop excellent interpersonal and communication skills in dealing with parties of many different backgrounds and getting them to come to an agreement or decision. To function effectively over time, the project manager has to establish a high level of credibility and integrity among the team members, which can be gradually built if he consistently acts in an ethical, reasonable and fair manner in the best interests of the project and his organization. Also, the project manager needs to have the moral courage to forward his views at the critical moments even if it may not be politically advantageous to him for him if he is to be able to uphold these values.

Due to the intensity of activity in such projects, the project manager has to constantly provide the direction and focus for the team members, and the driving force to propel the project to its completion. The project manager has to confront problems whenever they arise and adopt a problem-solving approach with the team. The effectiveness of the project manager in carrying this out will be largely complemented by the other skills sets mentioned above.

Accelerating the Learning Curve

A project management department handling many similar projects simultaneously will face the challenge of imparting valuable lessons learnt and experiences gained to the entire project management team in the most efficient and effective manner. Failure to do so will often result in costly repeated errors and oversights which can be detrimental to the project and the reputation of the project management unit.



Upgrading of facade

In a refurbishment project of a shopping mall, the intensely compact time frame in executing the works demands that such learning process be accelerated and that the knowledge be retained in the organization's collective expertise. At the organizational level, fora have to be created where the project managers can regularly share their experiences and where other project managers can contribute to a discussion on future improvement measures. Such knowledge needs to be codified in an easily accessible source and recorded in a simple yet comprehensive and user-friendly way for future retrieval and reference.

If the organization's resources permit, project managers can undergo external training to acquire state-of-the-art project management tools and techniques. They may also learn general management and leadership skills to meet the stringent demands of their roles. Expanding the project manager's body of knowledge will in turn, increase his absorptive capacity to pick up new knowledge more quickly and thoroughly in the future.

Conclusion

In working for developer, the project manager may often extend his scope beyond his boundaries in the interest of the project and his organization. However, when managing external contracts where the client is not his own organization, the project manager will have to address the issues of professional liabilities and contractual obligations prior to embarking on the project. Nevertheless, the expectations on the project manager to lead the project team (which can comprise personnel from both technical and non-technical functions) and to orchestrate their individual talents as process inputs and tools towards achieving a successful project will likely be even more demanding in future as more organizations turn to project management to achieve key components of their strategic business objectives. 📌

Review of Professional Talk Series

Project Management Lesson Comes Alive

The first Professional Technical Talk in the series for 2004 is titled: **Implementing Large Scale Project: A Case Study – The Modern Mass Transit System (Managing System Related Risk)**. It was indeed a lesson in project management. Mr. Sim Wee Meng sounded more like a well prepared university professor delivering a lesson. There were charts and graphics, theory and examples in the slick presentation.

The talk was held on 17 March 2004 at the Singapore Recreation Club. About 50 participants savoured the fine food prepared by the SRC before settling down to the talk. There was never a dull moment as Mr Sim provided examples of integration, risk management and strategy.

From his presentation, it was evident that the entire range of a skilled project manager was necessary to drive and complete a complex project. He explained how to be effective during procurement, integration, testing and commissioning of the project. He also described how delicate it was to manage the various stakeholders, especially the owners.

Everyone came away satisfied that they have gain some insights into what it takes to successfully manage complex and difficult projects such as the likes of the Mass Rapid Transit System. 📌

COMING EVENTS

SPM Annual Seminar – “Global Trends in Project Management Services”

The SPM Annual Seminar will be held on Fri 10 Sep 2004 at York Hotel. The theme this year is “Global Trends in Project Management Services”. Two distinguished foreign speakers have already confirmed to speak at the Seminar - Prof Zhang Qinglin and Mr Hiroshi (Hiro) Tanaka. Prof Wong Yui Cheong of the School of Civil and Environmental Engineering in Nanyang Technological University and Mr Sim Wee Meng of Land Transport Authority will be our local speakers.

Prof Zhang Qinglin is no stranger to us. He is our Honorary Fellow Member. He is the Chairman of Construction Project Management Committee of the Ministry of Construction, China, Chairman, Chartered Institute of Building and Professor of Industrial University of Harbin and University of Tien-sin.

Mr Hiroshi (Hiro) Tanaka, PMP is the President of Japan Project Management Forum (Japanese PM Association with 1,500 members and 75 corporations) and a Fellow of Engineering Advancement Association of Japan (ENAA).

Don't miss this opportunity. Log 10 Sep 2004 into your diary and look out for more details in the coming weeks concerning the speakers, topics and registration. ☎

SPM Annual Dinner

What's on Sep 11, 2004? It's SPM 9th Annual Dinner time! At the Regent Hotel.

Book this date with the SPM Social Events Committee. Book a table at S\$950 nett or S\$100 nett per person.

Sponsorship for advertisement in the Dinner souvenir magazine is open:

Location	Type	Rates
Front Cover (inside)	Full Page Colour	S\$2,000
Back Cover (inside)	Full Page Colour	S\$2,000
Back Cover (outside)	Full Page Colour	S\$2,500
Run-on-Page	Full Page Colour	S\$1,000
	Half Page Colour	S\$700

Contact Mr Kelly Tan (City Developments Ltd) at 68778293 for more details and booking/reservations.

SPM Annual General Meeting

The AGM of SPM will be held on 28 June 2004 at 11.30 a.m. at the Singapore Recreation Club.

All SPM members are invited to attend.

Take Note

Next Issue

Watch out for feature article on “Development of International Project Management” – a paper presented at a CIOB **International Conference on Managing Excellence in Construction** held in China recently. It includes sharing of experience in the management of the **Suzhou International Expo Centre**.

Dear Members, Friends and Readers,

We have an additional two members in the Publication Committee since the last issue. I would like to take this opportunity to introduce ourselves to you. We hope to make the Newsletter a friendly communiqué and also a learning channel from projects, research and experience. In this regard, if you have any article or news to contribute to the newsletter you can forward to any of us. In every issue, we will also try to keep you informed of the developments and plans of the Council by featuring two Working Committees as we have done in the current issue. We would appreciate your feedback concerning any aspects of the Newsletter.

Your Editor

David Chua

About us . . . the Publication Committee members . . .



(from left) Kim Sai, Kim Seng, Jonathan, David and Felix

Dr David Chua – Chairman [cvedavid@nus.edu.sg]

He obtained his PhD from the University of California, Berkeley in 1989 in the area of construction management. Since then he has been with the National University of Singapore. He is currently Associate Professor in the Department of Civil Engineering and an Assistant Dean in the Office of External and Industry Relations, Faculty of Engineering. His present research interests cover various areas of construction and project management, specifically lean construction, application of artificial intelligence and information technology, safety and risk management.

Yip Kim Seng – Vice-Chairman [yip.kim.seng@pmlink.com.sg]

He practised 13 years as an architect with the former Public Works Department. A large part of this has helped hone his project management skills. Besides the several school projects he had

managed, he was also involved in the New Woodlands Checkpoint and Ministry of Education HQ Building. Currently he is a Director with PM Link Ptd Ltd, overseeing the Singapore Management University City Campus Development and the St. Andrew's Village Development.

Felix Yeung - Member [yeung.hang.len@pmlink.com.sg]

A Senior Project Manager with PM Link Pte Ltd, he is currently managing the new SMU City Campus at Bras Basah area. The new Campus will be the home for 6000 students and is due to open to students in August 2005.

Toh Kim Sai – Member [toh.kimsai@capitaland.com.sg]

He is currently a project manager at Capitaland Commercial Ltd. He is managing the refurbishment of shopping malls and has been involved in the planning and construction of such projects. He is a certified Project Management Professional with the Project Management Institute of USA and holds a Master of Science in Management of Technology from MIT.

Sze Chi Young, Jonathan – Member [jonsze@singnet.com.sg]

He has his career built in the construction industry in Singapore for over 20 years. His experience spans from design and built for precast HDB projects, to civil /structural engineering design consultancy, to project management for a diverse business conglomerate. He is now a principal of Development Engineering Consultants, focusing on providing holistic consultancy services for property investments.