

Construction Management Functions for Developing Countries: Case of Cambodia

Youngcheol Kang, M.ASCE¹; Zhengxun Jin²; Changtaek Hyun, M.ASCE³; and Hyeon Park⁴

Abstract: The importance of construction industries has increased significantly in developing countries because of rapid urbanization. Lack of construction management (CM) skills is one of the main risks for project stakeholders in developing countries. Therefore, developing countries need to create training programs and establish laws and regulations to enhance CM skills. As CM has many functions, it is necessary to prioritize them appropriately. In this study, a survey of practitioners in the Cambodian construction industry was conducted to determine their perceptions of CM and the most important CM function. According to the analysis of data from 146 surveys, the study found that safety management is the most important CM function. Considering that the problems faced by developing countries with regard to the construction industry are similar, this study can help developing countries prioritize CM functions to develop training programs, laws, and regulations that improve their construction industries. DOI: 10.1061/(ASCE)ME,1943-5479(0000609). © 2018 American Society of Civil Engineers.

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Introduction

Urbanization has rapidly proliferated in developing countries, leading to the inevitable increase in the importance of the construction industry. It requires various types of additional infrastructure and services (Badu et al. 2013). The sustainable construction and maintenance of cities and existing infrastructure have gained much attention in developing countries (Seshimo and Chen 2004; Heravi and Jafari 2014). Various market-forecasting institutes predicted the growth of the construction industry in developing countries to be much higher than that in developed countries (Bemis et al. 2009; IHS Economics 2013). In addition, because of strong links with other industrial sectors, the construction industry was recognized as the engine that spurs economic growth (Ofofi and Han 2008).

The increased demands for infrastructure have triggered many construction projects in developing countries. Because of financial limitations, many such projects were built by private funding, through a private–public partnership (PPP) project or official development assistant (ODA) funding with international stakeholders (Jaselskis and Tabakbaba 1998; Seshimo and Chen 2004; Mahalingam 2010; Bagaya and Song 2016; Osei-Kyei and Cham 2017). From the perspective of international stakeholders, one of

the main risks in executing construction projects in developing countries has been the lack of construction-project management skills (Ahmad et al. 2003; Frimpong et al. 2003; AlSehaimi et al. 2013). For example, effective project management was recognized as one of the most important factors for successful implementation of a project in Vietnam (Chou et al. 2013) because incompetent designers and contractors, poor estimation and change management, and improper techniques and tools were major problems of large construction projects in Vietnam (Long et al. 2004). To overcome such issues, developing countries have tried to enhance construction management (CM) skills by launching various training programs. In addition, they have tried to establish various laws and regulations to improve the domestic CM capacity.

Construction projects consume various resources, such as labor, material, equipment, and money. CM addresses how these resources can be best applied (Halpin and Senior 2011). It covers various functions such as those associated with cost, schedule, process, information, quality, and safety. When developing CM training programs, it is important to understand the CM functions on which to focus. Researchers have argued that any economic growth program should include strategies to leverage the efficiency of construction projects because the construction industry has been a leading indicator of economic growth (Thomas 2002). From the viewpoint of the governments of developing countries, enhancing construction capability is necessary; furthermore, because of the limited resources available for this purpose, these governments need to prioritize the CM functions in need of urgent improvement.

Although the construction industry in developing countries has been considered increasingly important, limited information is available about it, especially, the lack of CM skills, which was identified as one of the major risks in conducting business in developing countries. Also, little is known about the types of CM functions that should be prioritized for such countries. In this study, a survey was conducted to understand how practitioners in the Cambodian construction industry perceive CM and which CM functions are most important for the Cambodian construction industry. The results of this study can help in understanding the construction market in developing countries. The survey was developed on the basis of a thorough review of various CM training programs conducted by

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Construction Management In Developing Countries

**Khalifa O. Metawa, University of
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Construction Management In Developing Countries:

Construction Management in Developing Countries R. K. Loraine, 1992 A guide for project managers for the various actions which should be taken at each stage of development of an overseas project These stages include project acquisition as well as completion The book incorporates a number of check lists which relate to operations in relatively underdeveloped countries where there is neither support from the existing infrastructure nor from an existing company establishment It assumes a project by project approach to working overseas

Building A Body Of Knowledge In Project Management In Developing Countries George Ofori, 2023-06-22 This book presents a state of the art account of the recent developments and needs for project management in developing countries It adds to the current state of knowledge on project management in general by capturing current trends how they widen the content and scope of the field and why there is a need for a specialist body of knowledge for developing countries Eminent experts in this domain address the specific nature and demands of project management in developing countries in the context of its scope and priorities and discuss the relationships between this emerging field and established bodies of knowledge The book also addresses the future of project management in developing countries and how this might influence mainstream project management This important book will be an essential reference for practitioners students researchers and policymakers engaged in how to improve the effectiveness and efficiency of project management in developing countries

Contemporary Issues in Construction in Developing Countries George Ofori, 2012-06-26 Economic growth and socio economic development are particularly important for developing countries and the construction industry plays a central role in driving both of these Traditionally the issues faced have been assumed to be merely offshoots of those encountered in industrialised nations and are usually discussed only in this context In addition research in construction management and economics has generally failed to take proper account of the unique or highly emphasised characteristics of the industries in developing countries or their economic and social environment This volume challenges underlying assumptions and focuses on the distinct characteristics of construction in developing countries In so doing it considers the issues from the perspective of the developing countries themselves to present a strong contemporary picture for researchers It forms a companion volume to *New Perspectives on Construction in Developing Countries* which provides an update on the generic subjects relating to the construction industry in developing countries and covers new concepts and issues

The Transfer of Construction Management Technology to Developing Countries - Libya as a Case Study Khalifa O. Metawa, University of Manchester Institute of Science and Technology. *Building Engineering*, 1987

New Perspectives on Construction in Developing Countries George Ofori, 2012-06-26 Developing countries face the challenge of maintaining economic growth and socio economic development at the core of which sits the construction industry Considerable research on construction in developing countries took place in the 1970 s and 1980 s but little since a gap which this book fills Including contributions from prominent academics and

practitioners in Australia China the Netherlands Portugal Singapore South Africa Switzerland and the UK this is a truly international analysis of a subject of global interest The most insightful and relevant of recent research on topics such as Millennium Development Goals the informal construction sector human resource development technology finance and social change are all addressed in the context of the construction industry in the developing world Also considered are other key aspects of construction industry development such as institution building nurturing of contractors and consultants and championing of industry development programmes While the challenge has grown and the needs have become even more pressing the research to date has rarely presented effective solutions Focussing on those aspects of the construction industry most crucial to development this is a much needed up to date study that sheds new light on a variety of concepts and issues This is essential reading for researchers professionals and students interested in the construction industry in developing countries Readers of this book will be interested in its companion volume Contemporary Issues of Construction in Developing Countries Evaluation of construction management contracts in developing countries Fouad M. Sinan,1987

Improving the Performance of Construction Industries for Developing Countries Pantaleo D. Rwelamila,Abdul-Rashid Abdul-Aziz,2020-12-21 This book documents the experiences development and prospects of the construction industry in numerous developing countries It will provide a strong base of reference for countries looking to improve their construction industries as part of their wider economic development programme The opening chapter presents a strategic overview of the contents of the book and each country specific chapter is structured to consider the legal and policy frameworks administrative infrastructure and procedures and implementation mechanisms as well as the experiences current activities and future plans and programmes with respect to construction industry development in each country The concluding chapter looks forward and considers the implications of future trends for the construction industries in developing countries and the actions which will be required to address them Chapters cover India Singapore Chile South Africa Tanzania Malaysia Botswana Ghana Uganda Indonesia China Croatia and Eswatini Readers will learn about the wealth of comparable stories from global coverage from the detailed country specific cases Building on important scholarly works in the field this book is essential reading for academics researchers and policy makers in built environments economics construction management infrastructure management and the wider construction industry **Building Economics and Construction Management** International Council for Building Research, Studies and Documentation,University of Technology, Sydney, Australia,1990 **Construction Health and Safety in Developing Countries** Patrick Manu,Fidelis Emuze,Tarcisio Abreu Saurin,Bonaventura Hadikusumo,2019-08-22 The global construction sector is infamous for high levels of injuries accidents and fatalities and poor health and well being of its workforce While this record appears in both developed and developing countries the situation is worse in developing countries where major spending on infrastructure development is expected There is an urgent need to improve construction health and safety H S in developing countries The

improvement calls for the development of context specific solutions underpinned by research into challenges and related solutions This edited volume advances the current understanding of construction H S in developing countries by revealing context specific issues and challenges that have hitherto not been well explored in the literature and applying emergent H S management approaches and practices in developing countries Coverage includes countries from the regions of sub Saharan Africa Latin America Asia and Europe This book which is the first compendium of research into construction H S issues in developing countries adds considerable insight into the field and presents innovative solutions to help address poor H S in construction in developing nations It is a must read for all construction professionals researchers and practitioners interested in construction and occupational H S safety management engineering management and development studies **Improving**

the Performance of Construction Industries for Developing Countries Pantaleo D. Rwelamila, Abdul-Rashid Abdul-Aziz, 2020-12-21 This book documents the experiences development and prospects of the construction industry in numerous developing countries It will provide a strong base of reference for countries looking to improve their construction industries as part of their wider economic development programme The opening chapter presents a strategic overview of the contents of the book and each country specific chapter is structured to consider the legal and policy frameworks administrative infrastructure and procedures and implementation mechanisms as well as the experiences current activities and future plans and programmes with respect to construction industry development in each country The concluding chapter looks forward and considers the implications of future trends for the construction industries in developing countries and the actions which will be required to address them Chapters cover India Singapore Chile South Africa Tanzania Malaysia Botswana Ghana Uganda Indonesia China Croatia and Eswatini Readers will learn about the wealth of comparable stories from global coverage from the detailed country specific cases Building on important scholarly works in the field this book is essential reading for academics researchers and policy makers in built environments economics construction management infrastructure management and the wider construction industry **Construction Management and Technology**, 1987

Construction Management in Perspective: Contemporary issues, ideas and Initiatives (Penerbit USM) Abu Hassan Abu Bakar, Arman Abdul Razak, 2016 This book is written in two parts namely General Issues in Construction Industry and Various Aspects of Research in Construction Industry It consists of a collection of ten articles related to studies on managing construction in developing countries The articles were written by several authors who are specialised in the built environment such as construction planning management and managing quality All articles attempt to focus on the issues current developments and analysis that can benefit those who are involved in the built environment They offer a fresh insight into how the management aspect of construction can and should be enriched enhanced and ultimately empowered to act as a vital tool in delivering construction projects within their intended objectives This book aims to act as a gateway for students academicians and practitioners of the industry to learn about innovative measures and steps currently being undertaken in

the developing world with regards to construction management As an accompanying text to other definitive references in this field this book aspires to add onto the current body of knowledge with the ultimate aim of inspiring more contemporary and effective management methods to be adopted adapted and injected within this industry Keywords Universiti Sains Malaysia Penerbit Universiti Sains Malaysia Penerbit USM Improving Business Strategy and Construction Management in Developing Countries Baishampayan (Baisham) Chatterjee,2013-05 This book develops new ideas and concepts for developing construction engineering and structural engineering in developing countries Including whole of Eastern Europe South America Asia Pacific parts of Africa South East Asia and the Middle East This book can be kept for future applications on piling foundations ground control and other complexities and development that are moving from developed to developing countries and if all the engineering facts and ideas are properly understood and applied they would create exemplary outputs in developing countries The developing countries mainly depend on old fashioned ideas on highway construction bridge erection and few performance management and business strategy measures which can be made far more superior and more convenient from this book Many instances of soil nailing techniques of different instruments have been used in this book which together brings out all the recent aspects of innovation **Establishing Private Health Care Facilities in Developing Countries** Seung-Hee Nah,Egbe Osifo-Dawodu,2007 This book is a practical guide for medical professionals with little or no business experience who are interested in establishing health care facilities in developing countries It is an introduction to the kinds of basic research and planning required to identify viable solutions and reduce the risk of failure *Construction Project Management in Developing Countries* Y. H. Wu,Management Sciences,1988 *Building Education and Research* Jay Yang,Weilen P. Chang,2005-08-17 Building Education and Research explores this new active area of research in a series of papers by internationally acclaimed experts presented at the CIB W89 International Conference on Building Education and Research held in July 1998 BEAR 98 in Brisbane Australia Sponsored in collaboratio jointly by the Queensland University of Technology the Conseil International du Batiment CIB and the Australian Institute of Building AIB the conference was organised around the theme Building Research and Education Beyond 2000 and looks at the factors that are changing the requirements of building education and research economic and technological concerns environmental concerns government policies Industries demands re evaluation of community expectations **Employment, Technology and Construction Development** Sivaguru Ganesan,2019-07-05 This title was first published in 2000 An in depth analysis of employment and technology issues in the housing and construction industries of developing countries in the context of globalization of economies and increased opportunities for advanced technology transfer Supported by case studies from Asia including the misallocation of resources that led to the Asian crisis of 1997 and the experience of Shanghai in advanced technology transfer Ganesan advances a number of strategies to achieve higher employment creation a proper mix of resources and sustained growth **The construction Industry in developing countries** ,1973 **Decision Support for**

Construction Cost Control in Developing Countries Pettang, Chrispin, 2016-03-08 The continued growth of emerging nations depends largely on the development of their built infrastructures and communities Roads dams bridges hospitals schools and housing are all examples of the built environment that impacts economic improvements in the developing world Decision Support for Construction Cost Control in Developing Countries explores how the construction industry contributes to a nation s GDP and the related cost issues and proposed cost reduction solutions for construction projects and initiatives in developing regions Emphasizing the role of decision support systems for reducing and managing the costs associated with construction projects this title is an essential reference source for civil engineers business and engineering managers project managers researchers and professionals in the construction industry

Construction Management in Developing Nations in Africa Theodros Gebremichael, 2000

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