

INSTITUTIONALIZE PARTNERING IN PROJECT MANAGEMENT FOR  
SUCCESSFUL PROJECT DELIVERY

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INSTITUTIONALIZE PARTNERING IN PROJECT MANAGEMENT FOR  
SUCCESSFUL PROJECT DELIVERY

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## ABSTRACT

Partnering is an approach to reduce litigation and adversarial relationship in the construction industry. However, the concept of partnering is yet to be fully developed in Public Works Department (PWD) of Malaysia. One of the problems is to have an effective implementation on partnering as a success practice. The major concerns of this study are on the application of partnering in PWD projects, the effectiveness of the implementation of partnering and the strategies for effective implementation of partnering concept in PWD future projects. The method used to obtain the data and information are through surveys, case study, in-depth interview with the related parties involved in PWD partnering pilot projects, literature review and documents study. The study comprises three phases: phase 1 involves literature review and preliminary interview; phase 2 consists of a case study and a survey questionnaires; phase 3 includes formulate strategies for effective implementation of partnering concept in PWD projects. The results depicted that most of respondents were nearly agreed with the effectiveness of partnering implementation in PWD projects in term of relationships, communication, problem solving and performance of the projects. Strategies for effective implementation of partnering concepts in PWD future partnering projects were formulated and validated by the experts.

## ABSTRAK

Perkongsian adalah sebuah pendekatan untuk mengurangkan litigasi dan hubungan yang sentiasa bertelagahan dalam industri pembinaan. Namun, konsep perkongsian belum dikembangkan sepenuhnya di Jabatan Kerja Raya (JKR) Malaysia. Salah satu masalah yang timbul adalah bagi memperoleh pelaksanaan yang berkesan dalam perkongsian sebagai amalan yang berjaya. Perhatian utama kajian ini adalah terhadap penerapan konsep perkongsian dalam projek-projek pandu JKR, keberkesanan pelaksanaan perkongsian tersebut dan strategi untuk pelaksanaan yang berkesan bagi konsep perkongsian dalam projek-projek JKR. Kaedah yang digunakan untuk mendapatkan data dan maklumat adalah melalui tinjauan, kes kajian temubual yang mendalam dengan pihak berkaitan yang terlibat dalam projek-projek pandu JKR perkongsian, kajian literatur dan kajian terhadap dokumen. Penyelidikan ini terdiri daripada tiga fasa iaitu fasa pertama (1) yang meliputi kajian literatur dan temubual awalan, fasa kedua (2) terdiri daripada kajian kes dan tinjauan kajiselidik dan fasa ketiga (3) adalah merumus beberapa strategi bagi pelaksanaan konsep perkongsian yang berkesan dalam projek-projek JKR di masa hadapan. Keputusan yang diperolehi dari kajian telah menggambarkan bahawa sebahagian besar daripada responden telah hampir setuju dengan keberkesanan pelaksanaan perkongsian dalam projek-projek JKR dalam hal hubungan, komunikasi, penyelesaian masalah dan prestasi projek. Strategi untuk pelaksanaan yang berkesan dalam konsep perkongsian projek JKR telah dirumuskan dan juga telah disahkan oleh para pakar.



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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Introduction**

Partnering has been acknowledged in the UK, Australia and Hong Kong as an innovative and non - adversarial approach to procurement in the construction projects in the industry for over a decade. It has been found as a way to avoid litigation, creates better cooperation between the stakeholders involved in the projects and improves the performance of the project such as time, cost and quality. Many literatures have identified several potential benefits of partnering approach in construction projects and a few in project management which will be discussed in Chapter 2 as well as the definition of partnering.

According to Lim and Liu (2001), the number of international partnering construction projects is growing worldwide at an increasing pace, especially in developing countries. Meanwhile, construction partnering in Malaysia is becoming increasingly popular both in multinational construction firms and local government. The Malaysian 10-year Construction Industry Master Plan (CIMP 2006 to 2015) has also identified and recommended partnering as an approach to integrate the construction industry supply chain, improve client-customer relationship and enhance levels of productivity and quality of construction project implementation.

The study will discuss on the feasibility to institutionalize partnering in project management for successful project delivery. Public Works Department of



Malaysia (PWD) defines institutionalize partnering is “to make partnering part of the PWD system, in other words to make partnering as part of PWD practices or policy in its projects”. Meanwhile, Meriam - Webster dictionary defines institutionalize is to incorporate into a structured and often highly formalized system. The Concise Oxford Dictionary defines institutionalize is established in practice or custom.

