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# Royal Institution of Surveyors Malaysia

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FOR MEMBERS ONLY

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## **RISM QS DIVISION SURVEYOR'S SOCIAL RESPONSIBILITY** **EMBRACING ELDERLY: A JOURNEY OF COMPASSION**

### Introduction

On 11<sup>th</sup> March 2024, in the pursuit of social responsibility, the Quantity Surveyors (QS) Division of the Royal Institution of Surveyors Malaysia (RISM) embarked on a heartfelt journey to Yi Xing USJ Old Folks Home. This visit was not just a mere gesture but a testament to our commitment to making a tangible difference in the lives of the elderly residents and bridging the generational gap within our community.

### The Journey Begins

Accompanied by representatives Sr Nazir Muhamad Nor, Sr Dr. Sarajul Fikri Mohamed, Sr Dr. Soon Lam Tatt, and Cik Zarinah, we set foot into the realm of Yi Xing USJ Old Folks Home. Welcomed by Mr. Steven, the caretaker, we delved into a world where time had etched stories on every wrinkled face.

### Insights Unveiled

In our discourse with Mr. Steven, we unearthed the stark realities faced by the 26 residents, whose ages spanned a century. Many among them were bound to their beds, reliant on the care provided within the confines of the facility. Mr. Steven shared poignant anecdotes, revealing that these residents were not solely from Subang Jaya but had been referred from general hospitals across various regions. Furthermore, he illuminated the home's sole reliance on public donations, shedding light on the indispensable role of compassionate individuals and organizations like RISM in sustaining such establishments.

### Gratitude and Acknowledgment

With sincere gratitude, Mr. Steven acknowledged RISM's QS Division for their visit and generous donation. He underscored the significance of our contributions in not only maintaining the home but also in enriching the lives of its residents. This donation, stemming from the proceeds of our Continuing Professional Development (CPD) program, stands as a testament to our collective commitment to serving the community.

### A Call to Action:

While our visit left an indelible mark on our hearts, it also beckons us to further our efforts. The fellow QS Division members are to consider extending their support beyond monetary contributions. Simple essentials like laundry soap and adult diapers can significantly alleviate the daily struggles of the elderly residents at Yi Xing USJ Old Folks Home. Let us heed this call and extend our hands in solidarity.

## Reflections and Conclusions:

As we reflect on our visit, we are struck by the stark contrast between the solitude endured by some elders and the unwavering dedication of caregivers like Mr. Steven. While it is disheartening that familial bonds are sometimes severed, witnessing acts of compassion amidst adversity restores faith in humanity. Our journey to Yi Xing USJ Old Folks Home serves as a poignant reminder of the profound impact we can make through simple acts of kindness.

## Closing Remarks:

In closing, let us remain steadfast in our commitment to social responsibility. Let us continue to embrace the spirit of empathy and kindness, ensuring that no elder in our society feels forsaken or overlooked. As Mahatma Gandhi aptly stated, "The best way to find yourself is to lose yourself in the service of others." May our journey of compassion pave the way for a brighter, more inclusive future for all.





## UNIVERSITI PUTRA MALAYSIA VISIT TO RISM

Date: 18/3/2024

Chair: Assoc Prof Sr Dr. Saipol

### Attendees

The meeting, chaired by Assoc Prof Sr Dr. Saipol, brought together representatives from both RISM and Universiti Putra Malaysia (UPM). Among the attendees were Sr Nazir and Sr Wan Ainon, participating remotely, while Sr Dr. Muhammad Imran and Zarinah were physically present from RISM. From UPM, the attendees included Prof. Madya Ts. Gs. Dr. Mohd Johari Mohd Yusof, Prof. Madya Dr. Zalina Shari, Ar. Dr. Athira Azmi, Ts. Dr. Maszura Abdul Ghafar, and Pn. Madiha Hailani.

### Highlights

The session began with Assoc Prof Sr Dr. Saipol extending a warm welcome to the UPM delegates. Sr Dr. Muhammad Imran then presented slides detailing RISM and the QS Division, followed by UPM's presentation highlighting the faculty's initiatives and aspirations. The purpose of UPM's visit was reiterated by the Dean, emphasizing the gathering of information and consultation regarding the establishment of a QS programme. UPM aims to enhance its Built Environment faculty and considers incorporating a QS or BS program.

Amidst concerns regarding the necessity of another QS program, RISM acknowledged the demand for qualified QS professionals locally and internationally, particularly in markets like Singapore and the Middle East, and welcomed UPM's initiative. Queries regarding credit hours, program durations, and potential niches for UPM's QS program were discussed, focusing on digital literacy and soft skills enhancement for graduates.

RISM pledged ongoing support to UPM, recommending consultation with BQSM's experts and RISM committee members for further guidance.

### Way Forward: How RISM Can Assist UPM in Establishing a QS Programme:

In facilitating curriculum development and accreditation, RISM will connect UPM with BQSM and engage QS industry experts to advise on curriculum development. Furthermore, RISM will collaborate with UPM to identify niche areas for differentiation, such as digital QS and enhanced soft skills for graduates.

To provide ongoing support, RISM will facilitate consultation with its committees and invite UPM representatives to relevant programs. Additionally, RISM will share additional resources, including reports on QS graduate demand, to aid UPM in justifying the program's launch.

### Next Steps

RISM will formally provide UPM with contact information, expert lists, and program details. Both parties will establish a communication plan for continued collaboration and support.



## **RISM SMM3 WORKSHOP MARCH 2024**

A workshop for the RISM Standard Method of Measurement (SMM3) was convened at the RISM Boardroom, Level 2, on the 5<sup>th</sup> and 6<sup>th</sup> of March 2024. The objective was to proofread, review, and correct the draft SMM3 for inconsistencies, formatting, language, grammar, spelling, technical errors, etc., before the anticipated launch in May 2024.

The workshop saw the participation of a diverse group of professionals from the RISM QS Division. Attendees joined the workshop both physically and online. Physically, there were Sr Mohamad Shazali Bin Sulaiman, Sr Dr Syed Abdul Haris Bin Syed Mustapa, Sr Sharifah Noraini Noreen Syed Ibrahim Al-Jamalullail, Assoc. Prof. Sr Dr. Sarajul Fikri Mohamed, Mr. Nasruddin Ayub, Sr Quek Jin Keat, Asst. Prof Ts. Sr Dr. Puteri Nur Farah Naadia Mohd Fauzi, Sr Ong Hock Teck, Sr Wan Ainun Zuraiha, Ms Edna Safawi, Sr Dr. Soon Lam Tatt, Sr Dr Khoo Mei Yi, Dr. Mohammad Hadi Mustafa, Mr. Mohd Nazri Abdullah, and Mrs. Nur Mazlina Mazuki. Additionally, Sr Dr Othman and Sr Chin Keh Liang joined briefly online.

The 29 work sections of the draft SMM3 were allocated among the workshop committee members, each tasked with reviewing 1 or 2 work sections before the workshops. Initially, invitations were extended to external parties alongside the RISM SMM3 Taskforce committee to ensure input from QS practitioners. However, the decision was made to proceed with only the Taskforce committee due to their academic backgrounds. Feedback forms were distributed to the committee members to provide their input for the reviews. The deadline for feedback form submissions was set for 1st March 2024, but submissions continued until late on 4th March 2024. All feedback forms were forwarded to Sr Mohamad Shazali for reference.

The workshop proceeded smoothly with all work sections discussed and reviewed, coordinated by Sr Mohamad Shazali. All committee members were cooperative, and they were provided with the draft SMM3 in Word format to amend as discussed. It was decided that there would be no workshop on the 6th March 2024. Instead, all committee members were tasked with reviewing and submitting their respective work sections in Word format by 5:30 pm on 6th March 2024 via the provided Google link in the WhatsApp group. WS 01 Preliminaries required further review by Sr Quek, Sr Ong Hock Teck, and Sr Dr Puteri, with a submission deadline set for mid-April 2024. With improvements expected from the workshop, it is hoped that the draft SMM3 will be ready for launch by May 2024.



# **UNVEILING THE ROLE OF QUANTITY SURVEYOR FORENSIC IN THE CONSTRUCTION INDUSTRY**

## Introduction

The construction industry is a complex and multidimensional field that involves a wide range of projects, from small residential developments to large infrastructure projects. Due to the unforeseen nature of construction work, which include factors such as weather conditions, supply chain disruptions, and design changes, effective problem-solving and adaptable management strategies are essential. Successful construction projects require coordination among various stakeholders, including project team consultants like quantity surveyors, contractors, suppliers, and authorities. Each of these parties has their own unique requirements and constraints, making integrity and accountability crucial for success. The role of a quantity surveyor stands out as a transparent and diligent position, responsible for managing contracts, budgets, and deadlines. In this article, we will discuss the importance of the role of a quantity surveyor in protecting project interests and maintaining moral standards.

The construction industry operates within a dynamic environment affected by evolving technologies, changing regulations, and volatile economic conditions. Additionally, the global nature of the industry introduces further complexities such as cultural differences, international regulations, and supply chain logistics. Successfully navigating these complexities requires expertise, collaboration, and innovation to deliver project objectives.

## Defining the Role

Forensic quantity surveying is a specialized area of expertise that applies the principles of quantity surveying to address legal issues, disputes, claims, and investigations within the construction project domain. Quantity surveying focuses on estimating and managing construction projects, including materials, labor, and other resources. In forensic quantity surveying, these skills are used to analyze and address disputes or legal challenges arising during or after a project. Forensic Quantity Surveyors must have an in-depth understanding of local construction laws, regulations, and industry standards, as well as expertise in construction cost management, contract administration, and dispute resolution. They investigate, analyze, and resolve financial discrepancies and disputes within construction projects, meticulously examining project documentation, contracts, cost estimates, and financial records to uncover inconsistencies, errors, or potential instances of fraud or mismanagement.

## The Skill Set

To be successful, a Forensic Quantity Surveyor needs a broad range of technical, analytical, and interpersonal skills. They must also be flexible, resilient, and have strong moral values to navigate the unique and complex nature of construction projects with professionalism, integrity, and a steadfast commitment to maintaining the highest standards of accountability and transparency. Some of the key skills required for success in this profession include:

- **Quantitative Analysis**  
Proficiency in advanced mathematics and statistical analysis is advantages and beneficial for interpreting financial data and identifying patterns or anomalies.
- **Legal Understanding**  
Understanding contract law, construction regulations, and methods for resolving disputes helps manoeuvre through the legal rules that govern construction projects effectively.
- **Attention to Detail**  
A meticulous eye for detail ensures no discrepancy goes unnoticed, whether it is in financial statements, contract clauses, or project documentation.
- **Communication Skills**  
The ability to convey complex financial concepts clearly and concisely is vital when presenting findings to stakeholders, legal teams, or during courtroom testimony.
- **Problem-Solving Abilities**  
Creative problem-solving skills are indispensable for devising strategies to resolve disputes and mitigate financial risks effectively.

## Responsibilities of Quantity Surveyor Forensic.

The role of a Quantity Surveyor Forensic is crucial in fostering professionalism, integrity, and accountability in carrying out the tasks not limited to the following;

- **Dispute Resolution**  
A crucial role that quantity surveyors play in facilitating resolution of construction disputes. They prevent drawn-out legal fights by carefully analyzing contracts, closely examining project documentation, and negotiating the complex web of local legislation. They also offer essential insights and expert testimony to promote just and equitable dispute resolutions.
- **Claims Management**  
Quantity Surveyor Forensic experts play an important role in guiding clients through the complex process of managing construction claims. Whether it involves assessing variations, evaluating delays, or quantifying additional costs, they leverage their in-depth knowledge of regulatory framework to ensure compliance with statutory requirements while maximizing clients' entitlements under construction contracts.
- **Cost Estimation and Analysis**  
In the context of building disputes and claims, the proficiency of Quantity Surveyor Forensics is crucial for carrying out thorough cost calculations and analyses. Through a rigorous examination of project expenses, budgets, and costs, they offer precise evaluations of losses and damages sustained, which promotes well-informed decision-making and reduces financial risks.
- **Risk Management**  
In a dynamic construction landscape, Quantity Surveyor Forensic professionals lead proactive risk management efforts. By identifying potential risks inherent in construction

projects and developing robust mitigation strategies tailored to local industry dynamics, they help clients navigate regulatory complexities and contractual uncertainties, thereby minimizing project disruptions and losses.

- **Expert Witness Services**

Expert witnesses in construction disputes frequently draw upon the skills of quantity surveyor forensic specialists. Equipped with an abundance of expertise and a profound comprehension of construction-related difficulties, they offer unbiased and reliable viewpoints on a range of topics, including project delays, flaws, and overspending, thus aiding in just and knowledgeable legal determinations.

## Benefits of Quantity Surveyor Forensic in the Construction Context:

Ultimately, the benefits of engaging a Quantity Surveyor Forensic extend beyond cost management to encompass broader objectives of risk mitigation, dispute resolution, and overall project success, making them indispensable assets in the dynamic and complex landscape of the construction industry including;

- **Enhanced Project Integrity**

Quantity Surveyor Forensic experts protect project integrity by closely adhering to local laws, contractual requirements, and ethical standards. This helps prevent fraud, poor project management, and violations of contracts.

- **Cost Savings**

Quantity Surveyor Forensic specialists assist clients in minimizing financial losses and costly disputes by coordinating efficient claims management methods and putting proactive risk mitigation measures in place, which maximizes project outcomes and profitability.

- **Legal Compliance**

Quantity Surveyor Forensic ensures compliance with construction laws, regulations, and industry standards, thereby reducing the risk of legal exposure and penalties for clients operating in the construction market.

- **Improved Decision-Making**

By providing timely and accurate insights, Quantity Surveyor Forensic empowers Malaysian clients to make informed decisions regarding their construction projects, thereby enhancing project success and stakeholder satisfaction.

## Navigating Challenges

The role of a Forensic Quantity Surveyor is challenging, requiring them to navigate a maze of information while meeting deadlines and following legal procedures. They must interpret extensive contractual agreements and dissect intricate financial structures. Maintaining objectivity and impartiality in the face of competing interests requires a high level of professionalism and ethical integrity. Forensic Quantity Surveyors play a crucial role in ensuring financial transparency and accountability in an industry prone to cost overruns, disputes, and claims. They play an essential role in maintaining accountability, openness, and trust in the construction industry by

closely examining project finances, spotting inconsistencies, and offering expert testimony when needed.

## Conclusion

In conclusion, Forensic Quantity Surveyors play a vital role in promoting professionalism, integrity, and accountability in the construction sector. Their meticulous scrutiny of contracts, cost assessment, and dispute resolution upholds ethical standards and ensures transparency throughout the project lifecycle. They also contribute to reducing project delays, mitigating potential hazards, and positioning projects for sustainable success in the competitive construction industry.

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## **IMPLEMENTING MANAGERIAL COMPETENCIES AS A CRITICAL BENCHMARK FOR PROFESSIONALS IN THE CONSTRUCTION INDUSTRY**

An organisation pursuing excellence in producing quality product and excellent service place great emphasis on the competencies of its employees. Managerial competency is a subject matter that has found its place in the contemporary workplace in most sectors and industries. The issue of competency is very well-researched for many years by management gurus, consultants, trainers, and Chief Executive Officer (CEO)s of companies.

In the context of Malaysia, the approach taken to identify the standard competency is governed by the Construction Industry Development Board (CIDB), based on the Construction Industry Competency Standard (CICS), which is best suited for the needs of the industry. However it is limited to the Construction Project Managers (CPM) and Construction Managers (CM) only. In this article, the focus is to identify whether implementing managerial competencies as a critical benchmark for professionals in the construction industry is indeed feasible.

There are many definitions of competency made by different authors in the management book. In this article, the following definition of competency is best suited to fulfill the scope of the whole text within the context of managerial competencies. Taking the cue from this definition of competency, which is, *“the state of having sufficient quality knowledge, skills and experience, positive mental attitudes and physical soundness to perform a particular task as expected”*(Meriam Webster).

Core competency has three components and they are as follows. The first component is knowledge. The state of having sufficient quality knowledge refers to the body of knowledge the project manager must have acquired during his tertiary level of education. Such knowledge is technical and deals with the subject matter that pertains exclusively to the discipline of study he is involved in. A project manager, having acquired a degree in his chosen discipline for instance and having passed the respective exams would be acknowledged as having sufficient quality knowledge. This type of knowledge is in the form of theoretical knowledge short of having the skills needed to perform a task well. The higher the level of his degree, the more knowledge he is deemed to have acquired (A, 2021).

The second component is skills set including experience. Skills (A, 2021) and experience are the critical aspect of the competency a project manager must have. Without the relevant skills to support the knowledge a person possessed, the transference of knowledge into something tangible may not be realized. So, the project manager must use his knowledge to good use by applying whatever knowledge he has to something beneficial to the people

and environment he interacts with. When he applies what he knows consistently, he would be very skillful in what he does. Applying those skills to different situations would result in him acquiring the necessary experience to make use of the knowledge and skills productively. The experiences he is exposed to would ascent him to a level of an expert.

The third component is having a positive attitude. A project manager who is devoid of a positive attitude would amount to nothing even if he has the knowledge and skills required for the job. A person lacking a positive attitude (S, 2023) would also lack the passion to do a given job. More often than not, he will complain and make unnecessary demands before he gets the job done. Possessing a positive attitude is the motivational factor that drives knowledge and skills to be manifested in tangible form. Attitude is defined as ‘a disposition a person takes about an object or subject’. The disposition may take the form of cognition, emotion, and action or part thereof. A project manager with a positive attitude will think, feel, and act accordingly to the requirements of his duties and responsibilities to the best of his abilities. A person with a positive attitude is believed to be more likely to demonstrate a tendency for good behavior than a person who is not. It is imperative, therefore, to take note that possessing sufficient knowledge, having the required skill set, and adopting a positive attitude is key to being competent. Crawford’s integrated model of competent, (2005).Crawford’s model is present in figure 1 below.

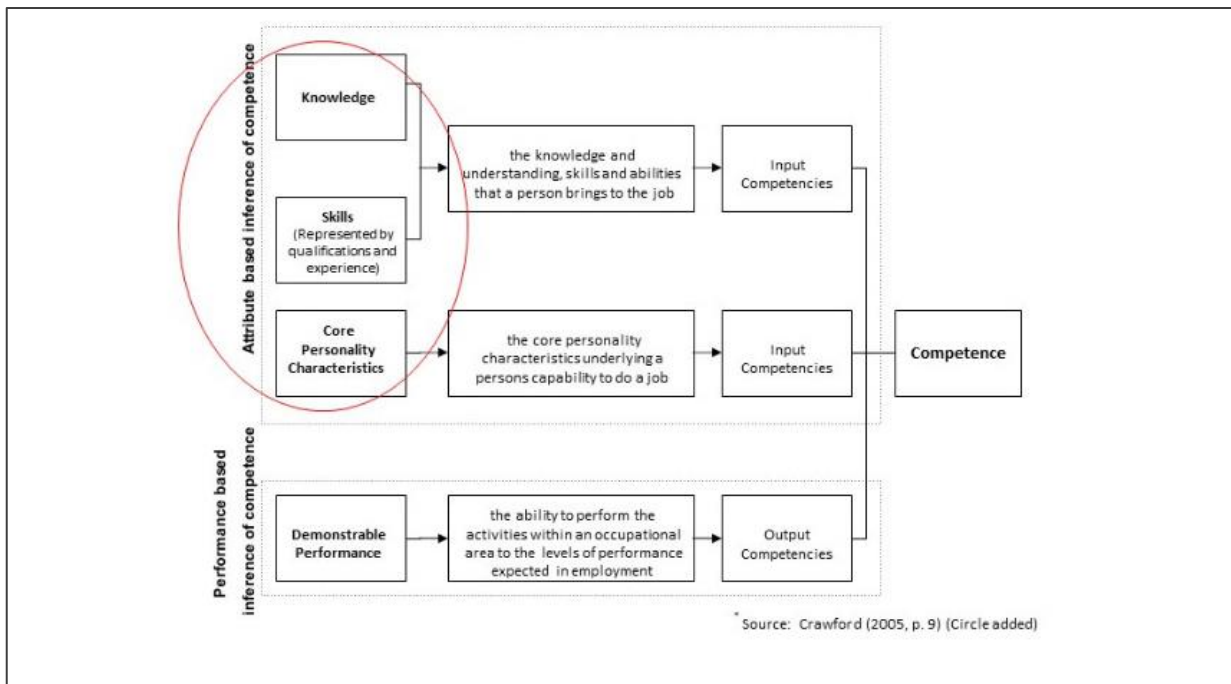


Figure 1: Crawford Integrated Model of Competence

When professional industry players are equipped with the wrong competencies for a job that does not require it, then, such competency will lose its positive effects. When the professional industry players are equipped with the full sets of positive core managerial

competencies needed for a job that does require it, then, the competency will enhance the project performance.

### Core Competencies – Hard and soft skills

The competency made by different authors (Khattak, 2019), (Ahmed, 2022) (R, 2021) in the management book. In this article, the following definition of competency is best suited to fulfill the scope of the whole text within the context of managerial competencies. Taking the cue from this definition of competency, which is, “the state of having sufficient quality knowledge, skills and experience, positive mental attitudes and physical soundness to perform a particular task as expected”. (Ineza, 2022) will explore in detail the core competencies required for CPM to be acquired. Competency is a set of related knowledge, attitudes, skills, and other personal characteristics that influence a significant part of the work that they performed. It correlates with job performance (Nik Sarina et.al., 2023), can be measured against well-accepted standards, and improved through training and development. A person’s competencies include personality traits, knowledge, skills, experience, and are supported by motivation, and self-esteem related to functioning in a group (Hafez et.al,2023). Competencies can be divided into two basic groups, i.e., hard and soft competencies. Hard ones relate to a specific job position. They are defined as technical and functional competencies. On the other hand, soft competencies are personality traits contributing to given professional roles (behavioural, social, interpersonal). Hence, competency is the ability of a person, team, or company to mobilize and combine resources (i.e., knowledge, skills, and attitudes) to act in a given situation (Jespersion, et. al.,2021). Challenges such as problem-solving, conflict-handling, negotiating, and communicating effectively (Norliana S, et.al., 2021) are some of the competencies managers must be able to deal with confidence. Not only must they just be competent in one aspect of the job, but they must also be competent in many other aspects as well. The only way to ensure this is for managers to be equipped with the multiple competencies with promising advance (Hafez et.al,2023) by their position. The finding discovered that managerial competencies including attitudes that CPM possess, do have a significant impact on project performances (Xiang et al., 2018).

#### Core Competencies for professionals in construction industry

The performance towards CPM success (Anita R, et.al 2022), several studies have demanded the need for the application of globally consistent, generic standards and practices among the project teams (Stanleigh, 2010; Ahadzie et al., 2009; Crawford, 2005; 1998). However, there is an empirical indication that project team members tend to struggle in coping with the needed level of job and task performance in their project roles and management capabilities (Stanleigh, 2010; Ahadzie et al., 2009). This development tends to affect the ability of project team members to perform and deal effectively with their broader functions of creating a CPM culture within the organization that is necessary to produce the desired performance outcome (Stanleigh, 2010; Enshassi, Mohamed, and Abushaban, 2009). A project team CPM-based environment (Skipper and Bell, 2008). It is

therefore imperative that professionals possess the critical benchmark standard which requires them to perform efficiently and effectively (Anita R, et.al 2022). Discharging their responsibilities by trial and error rather than by competencies should be a thing of the past. Most professionals agree that leadership traits supported by the needed core competencies in their job responsibilities are deemed critical to the success of project completion (Anita R, et.al., 2022) . The emphasis on core competencies as one of the key drivers to be possessed by project managers such as leadership and management skills, effective communications (Hafez et.al,2023), and being result-oriented were identified as significant competencies required (Lee et. al., 2003) observed that the inner confidence and self-belief from personal knowledge and experience are likely to play an important role in a manager's ability to deliver a project successfully. They emphasized the importance of the competencies of project managers concerning project success. From a larger study conducted, (Kendra T, 2004) reached a similar conclusion (Norliana S, et.al., 2021). They found that certain competencies such as leadership skills, Effective Communication, Team Spirit and Emotional Intelligence are some of the success factors that contribute toward project success (Norliana S, et.al., 2021).

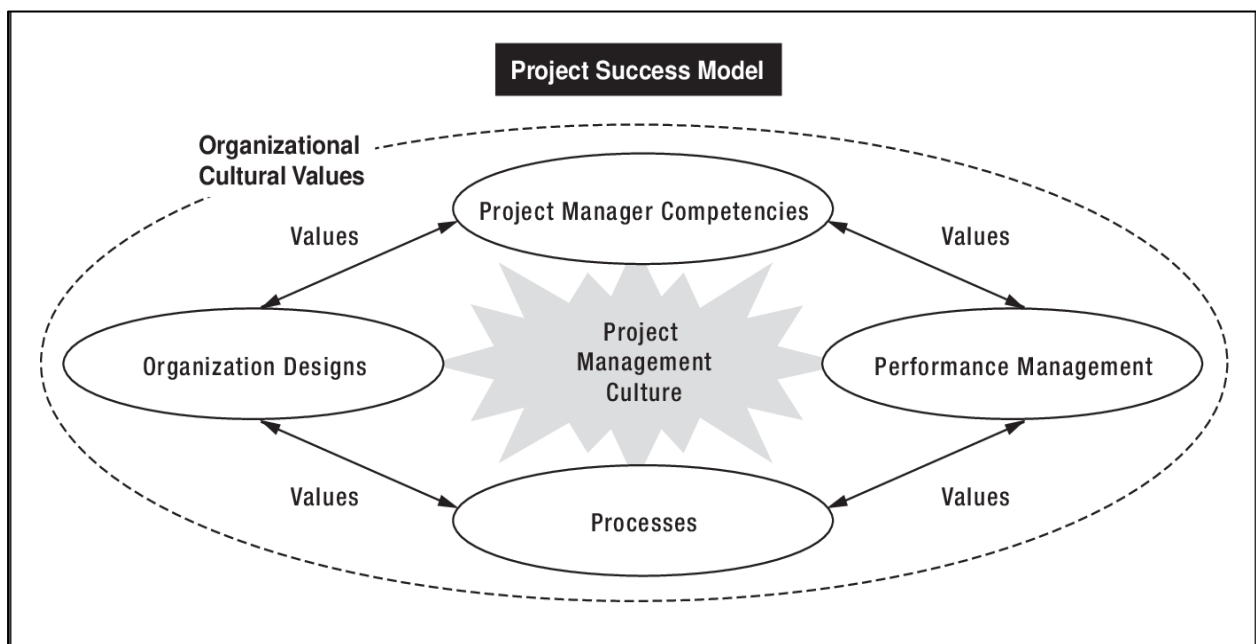
In construction industry, although the requirements emphasized the importance of technical competency, this study discovered that project managers must also acquire the Functional and Generic competencies (Omar B, et.al, 2023) as well to perform their job efficiently and effectively. Several other researchers namely; (Stretton, 1995; ElSabaa, 2001; Crawford, 1999, 2000, 2005, 2006), have found that possessing Technical competencies (hard skills), has been the main focus of attention and the Functional and Generic skills (soft skills) are somewhat being neglected (Norliana S, et.al., 2021). Pollack (2007) goes on to assert that the human resource management practices listed in Project Management literature are “elementary”.

Recently greater attention has been given to soft skills necessary to control human initiatives (Edum-Fotwe and McCaffer, 2000; Cowie, 2003; Muzio, et al. 2007; Pollack, 2007). The need for such knowledge in Project Management is further reinforced by Boardman (2006), who states it clearly that the challenging part of the job refers to soft skills concerning people. Flannes and Levin's (2005) book entitled “Essential People Skills for Project Managers” supported this trend. In Posner's (1987) study, one of the major findings is that project managers' issues are with managerial incompetencies (Norliana S, et.al., 2021). in the soft skills aspect and no longer with technical ones. Professionals in construction industry need to enhance soft skills effectiveness such as communication, problem-solving and decision-making, conflict handling (Omar B, et.al., 2023),to stay relevant and be efficient and effective.

The enhancement of managerial competencies critical to carry-out duties and responsibilities well has been a frequent subject of discussion which has gained the attention of many researchers (Todd, McKeen and Gallupe, 1995; Redman and Matthews,

1997; Chan and Swatman, 2000; Bennet, 2002; Gallavin, Truex, and Kvasny, 2004; Lai, 2005; and Koong and Liu, 2006). A greater dynamic (Shin W, et. al., 2023) and holistic model, which also relates competencies (Omar B, et.al, 2023) to performance, was introduced via Kendra and Taplin (2004). The cultural model for assignment success takes into consideration cultural factors and is primarily based on four key aspects: Project Manager Competencies, Performance Measurement Systems, Business Processes, and Organization Designs. Kendra and Taplin's (2004) framework is based totally on four dimensions, the micro-, and macro-organizational plan elements; having each technical and generic considerations (Anita R, et.al., 2022).

Kendra and Taplin's (2004) framework is more complete and shows that different elements also make contributions to good performance (Anita R, et.al., 2022). Particularly it demonstrates the professionals' knowledge is one of the essential factors that lead to project success. Kendra and Taplin's (2004) open machine cultural mannequin for task success is presented in figure 2.



**Figure 2 – Kendra and Taplin's Open System Cultural Model for Project Success**

The correlation between managerial competencies and organizational performance has been underlined by a range of authors, among them Schmitt and Kozar (1978), Mullyay (2003), Crawford (2000 and 2005), Kendra and Taplin (2004), Koong and Liu (2006). Following this scenario, it is nicely supported through Project Management literature that project managers need to possess competence in what they do. In the end, the employer will be affected by way of choice and the combined result of the projects they undertake.

Edum-Fotwe and McCaffer's (2000) research also offers comparable empirical proof that factors to the growing importance of soft skills competencies even in field such as the construction industry. It was found that 6 out of the 10 most important competencies are related to non-technical. Of those 10 competencies, the top five that contribute the most to professional overall performance were: leadership, planning and scheduling, delegation, the ability to chair meetings, and negotiation.

An article by Boardman (2006) illustrates, that using a storytelling approach, demonstrates simply how important soft skills are for project managers. She depicts a manager who had completed a Project Management course but faced major challenges to control his new project. Most of the difficulties faced by the manager had been associated with the softer part of Project Management dealing with and influencing people. Gardiner (2005) also stressed that both types of skills, hard and soft are critical to managing projects successfully. Omar B (2023) mentioned the critical competencies set the foundation for achieving objectives, and soft skills in the generic competencies are the necessary motivation that makes people meet those objectives.

Both in theory and practice, soft skills are growing in importance and many researchers are beginning to slowly focus their attention on them. This growing interest in the significance of soft skills can also be observed in different fields. It has been this developing appearance of soft skills in the literature that has sparked a pastime in the topic.

As noted earlier, there has been a growing trend in several kinds of literature overlaying subjects on soft interpersonal competencies. Despite this, there is no consistency and agreement on distinct terms used to signify soft expertise and no unified listing exists. In addition to the nine knowledge areas considered by way of Koong and Liu (2006), this article will seem to be closer to smooth competencies, on account that some authors such as Gardiner (2005) and Cowie (2003) have emphasized the importance of such skills. Also, it was observed that the professionals expertise areas are dynamics (Omar B, et.al, 2023).

Therefore, a literature evaluation of soft skills used to be implemented, and efforts have been made to compile the listing of phrases for such soft skills. For this purpose, several sources overlaying subjects on soft skills such as Kimmons and Lowerree (1989), Blackburn (2000), El-Sabba (2001), Cowie (2003), PMBOK Guide (2004), APM (2005), Gardiner (2005), Brandel (2006), Simon and Murray (2007) and additionally the internet site of Project Manager Partners are consulted. The improvement for the core competencies (Omar B, et.al, 2023) as an essential skills (Shin W, et. all, 2023) it used to be feasible to group of professional on the similar terms. For instance, many terms are referring to verbal exchange skills such as interpersonal communication, fantastic communication, resolving ambiguity, customer relation, (Omar B, et.al, 2023). After grouping the phrases a title used to be given to represent the soft abilities in that category, such as verbal exchange for this particular example.

Implementing Managerial Competencies as a critical benchmark for professionals in the construction industry has been identified from the literature being reviewed. Indeed, it is found to be essential as a critical benchmark for professionals in the construction industry. The findings has resulted in establishing a list of ten predominant soft skills that are representative of the literature on the subject. They are listed as follows:

1. Effective communication
2. Leadership
3. Problem-solving
4. Decision making
5. Team working
6. Organising
7. Flexibility and alertness
8. Creativity and innovation
9. People Management
10. Negotiation skills.

The result shows that there is a strong correlation between managerial competencies in practices and high work performance which leads to project performance. These highly competent construction professionals equipped with the relevant core competencies focused specifically on the needs of the industry are found to be more efficient and effective in performing their job well and consistently. Undoubtedly, from the findings, it shows that managerial competencies are found to be one of the most critical benchmarking factors that can help minimize project delays. It is recommended that to make the outcome of the last its effectiveness; follow-up action should be made at regular intervals on the acquired knowledge with the view to ensure that it will be applied in the workplace consistently until the needed skills are formed. This can be done by preparing a Monitoring and Control mechanism to ensure that the entire process is implemented according to the established plan and agreed schedules. It is also recommended that future research would covers the validation of core competencies as a critical benchmarking to the construction industry.

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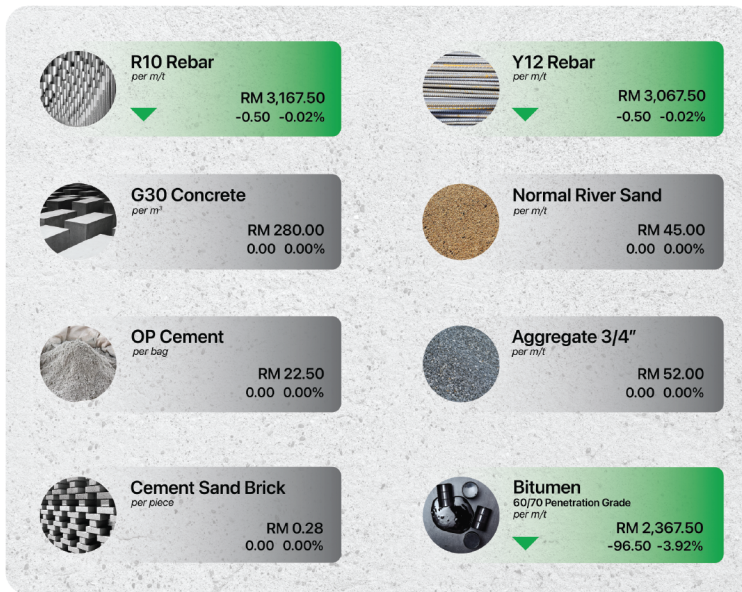
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## Building Material Prices February 2024



## Building Material Prices for February 2024



A COLLABORATION BY



BCISM is a joint-venture between Construction Industry Development Board Malaysia (CIDB) and Royal Institution of Surveyors Malaysia (RISM), mandated as the main service provider of centralised building cost information for the industry and its stakeholders.



Disclaimer

Prices presented are extracted from N3C BMP weekly data. Users will have to use their professional judgement to get the best reference out of the pricing information provided. For more frequently analysed, updated and wider range of data, visit [n3c.cidb.gov.my](http://n3c.cidb.gov.my)

BCISM Monthly Basic Building Material Prices (BMP) is a compilation of weekly data from National Construction Cost Centre (N3C). This data is published monthly on BCISM official social media channels and official website as one of the free construction cost data resources.

This monthly BMP also shows month-over-month change of building material prices in value and percentage. Head over to [www.bcism.org.my](http://www.bcism.org.my) for more historical monthly BMP data and more comprehensive N3C construction cost data.

### Important Update

BCISM has relocated office to the following new address in accordance with the arrangement of Royal Institution of Surveyors Malaysia (RISM).

**Bangunan Juruukur, Tingkat 1, 64 & 66, Jalan 52/4, 46200 Petaling Jaya, Selangor**

Self-collection of online purchases will be at the new address.



Building Cost Information Services Malaysia (BCISM) was founded as a collaboration between CIDB Malaysia and RISM to establish a centralised building cost information platform for the industry and its stakeholders. BCISM was founded in July 2019 to be the main service operator of National Construction Cost Centre (N3C). N3C provides construction cost information to construction industry players in Malaysia, which assist them in the preparation of early cost estimates, cost planning and life cycle costing.

BCISM also conducts market research and publishes market overview and market trend reports as free resources for the industry stakeholders. It is BCISM's mission to publish transparent and equitable construction cost information to the industry stakeholders and ultimately promote competitive, progressive and innovative growth and development of Malaysian construction industry. To find out more about BCISM, visit [www.bcism.org.my](http://www.bcism.org.my)