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The extent of the PMBOK guide application by CPMs within South Africa's built environment

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ABSTRACT

The construction industry is one of the key drivers of economic development in any country. Yet the prevalence of construction project delays and cost overruns continues to be a worldwide chronic problem within the industry. The aim of this study is to evaluate the extent of application of *A Guide to the Project Management Body of Knowledge* (PMBOK® Guide) by construction project managers (CPMs) within South Africa's built environment.

The increase acceptance of project management as a profession indicates that the application of knowledge, processes, skills, tools, and techniques can have a significant impact on project success. Hence, it is imperative to ascertain whether or not CPMs in South Africa built environment are structurally applying PMBOK® Guide' processes, tools and techniques when managing their construction projects. This study uses the term "structurally applying PMBOK® Guide" to mean appropriate application of the PMBOK® Guide's knowledge, processes, tools and techniques.

The sample population consists of 120 CPMs within South Africa's built environment drawn from the nine provinces of South Africa. The result of this study confirm conclusions of previous studies that the prevalence of construction project delays and cost overrun is still high in South Africa's built environment. The results also show that some CPMs do apply the PMBOK® Guide partially, but that, in general, CPMs do not apply the PMBOK® Guide structurally. The findings indicate that this limited structural application of the PMBOK® Guide is one of the major reasons for the prevalence of project delays and cost overruns within South Africa's built environment.

Therefore, this study stresses that stakeholders within South Africa's built environment and in particular the South African Council for the Project and Construction Manager Professions (SACPCMP) should take measures to address these prevailing challenges attributable to inadequate PMBOK® Guide application as demonstrated in this study.

Amongst the measures to address these challenges, this study recommends: firstly, the introduction of the PMBOK® as a compulsory component of a Construction Project Management course. Secondly, that the SACPCMP considers the Project Management Institute's Project Management Professional exam as one of the Pr. CPM registration requirements as a demonstration of improved theoretical knowledge. Finally, that the built environment fraternity should review the structure of the Built Environment Bill of Quantity so that it is strictly aligned with the Work Breakdown Structure approach. This will assist CPMs to appropriately estimate and control the schedule and cost of each piece of work to avoid project delays and cost overruns.

Key words: *A Guide to the Project Management Body of Knowledge* (PMBOK® Guide), generally recognised, structurally, Built Environment, Construction Project Managers (CPMs).