

TABLE OF CONTENT

CHAPTER	TITLE PA		
	TITL	E PAGE	
	DECI	LARATION PAGE	ii
	DEDI	CATION PAGE	iii
	ACK	NOWLEDGEMENT	iv
	ABST	TRACT	V
	ABST	TRAK	vi
	TABI	LE OF CONTENTS	vii
	LIST	OF TABLES	xi
	LIST	OF FIGURES	xiii
	LIST	OF ABBREVIATIONS	xv
1	INTR	RODUCTION	
	1.1	Introduction	1
	1.2	Problem Statement	2
	1.3	Aim and objectives of Study	3
	1.4	Scope of the study	3
	1.5	Brief Research Methodology	4
		1.5.1 Planning Stage	4
		1.5.2 Data Collection Stage	4
2.	TIMI	E ESTIMATION PROCESS FOR PROJE	CT
	SCHI	EDULE	
	2.1	Introduction	6
	2.2	Common Scheduling Technique	7

		2.2.1	Bar Chart	7
		2.2.2	Critical Path Method	8
		2.2.3	Lines of Balance	9
	2.3	Devel	opment Process of Project Schedule	10
		2.3.1	Computer Software in Project	
			Schedule	11
		2.3.1.	1 Microsoft Project	11
		2.3.1.2	2 Primavera	12
	2.4	Risk i	n Time Estimation	12
	2.5	Monit	oring of Project Schedule	13
		2.5.1	Earned Value Concept	14
		2.5.2	The Importance of Project	
			Monitoring and Control	14
	2.6	Summ	nary	15
3	SCH	EDULII	NG PRACTICE IN JKR	16
	3.1	Introd	uction	16
	3.2	Schedu	ıling Technique used in JKR Project	16
	3.3	Typic	al Process of Project Schedule	
		Prepar	ration in JKR	17
	3.4	Techn	ique of Monitoring of Project	
		Sched	ule	17
		3.4.1	Monitoring Using SPK	18
		3.4.2	Monitoring Using SKALA	18
		3.4.3	I-Supervision	19
	3.5	Proble	em Faced by JKR Scheduling	21
		3.5.1	Lack of Guidelines	21
		3.5.2	Lack of Scheduling Expertise	21
		3.5.3	Different Level of Understanding	22
		3.5.4	Comfortable with Existing Process	22
	3.6	Motiv	ation of Change	22
		3.6.1	Aspiration of Top Management	22
		3.6.2	Widespread of Training Facilities	23

		3.6.3 Aggravated with Negative Image	
		of Project Delay	23
	3.7	Summary	23
4	RESE	ARCH METHODOLOGY	
	4.1	Introduction	24
	4.2	Preliminary Study	25
	4.3	Data Collection	25
		4.3.1 Literature Review	25
		4.3.2 JKR's Project Database	26
		4.3.3 Questionnaire	26
	4.4	Method of Data Analysis	27
		4.4.1 Ratio of Actual and Contractual	
		Duration	27
		4.4.2 Test Using Frequency and Mean	28
		4.4.3 Test Reliability of Data	30
		4.4.4 Relative Importance Index	31
	4.5	Reporting	34
	4.6	Summary	34
5.	DATA	COLLECTION AND ANALYSIS	
	5.1	Introduction	35
	5.2	Questionnaire	35
		5.2.1 Section A - Respondent Background	36
		5.2.2 Section B - Factors that contribute	
		delays of JKR projects	38
		5.2.3 Section C - Identifies factors to	
		Improve JKR time estimating	44
	5.3	JKR's project database	48
		5.3.1 Time	48
		5.3.2 Cost	50
		5.3.3 Location	52
		5.3.4 Cause of EOT	55
	5.4	Trend Analysis	56

		5.4.1	Case I	57
		5.4.2	Case II	58
	5.5	Summ	ary	59
6	DISCU	SSION		
	6.1	Introdu	uction	61
	6.2	Factor	s that contribute to delays	
		in JKR	projects	61
	6.3	Relatio	onship between JKR's estimated	
		times v	with the actual completion	
		base or	n 5 years historical data	63
	6.4	Factor	s to improve JKR time estimating	67
	6.5	Summ	ary	68
7	CONC	CLUSIC	ON AND RECOMMENDATION	
	7.1	Introdu	action	69
	7.2	Conclu	asion	69
		7.2.1	Objective I - To identify the factors	
			that contribute to delays in	
			JKR projects	70
		7.2.2	Objective II - To study the	
			Relationship between JKR's	
			estimated times with the actual	
			completion base on 5 years	
			historical data	70
		7.2.3	Objective III - To identify factors to	
			improve JKR time estimating	71
	7.3	Proble	m Encountered in Study	71
	7.4	Recom	nmendation	71
REFERENCI	ES			72
APPENDIX				75

LIST OF TABLES

TABLE NO	TITLE	PAGE
4.1	Range of Completed Project	28
4.2	Categories of EOT	29
4.3	Reliability Coefficients Range	30
4.4	Classification of Rating Scale	33
5.1	Questionnaire Returned by Respondent	36
5.2	Respondent Experience in Project	37
5.3	Discipline of Respondent	38
5.4	Cronbach's Alpha Value for Section B	39
5.5	Ranking of Questionnaire (Section B) by RII	39
5.6	Ranking of Questionnaire (Section B) by Mean	41
5.7	Cronbach's Alpha Value for Section C	44
5.8	Ranking of Questionnaire (Section C) by RII	44
5.9	Ranking of Questionnaire (Section C) by Mean	46
5.10a	Percentage Completed On Time and Ahead of Schedule for Year 2004 – 2010	49
5.10b	Percentage Completed Behind Schedule for Year 2004 – 2010	49
5.11a	Percentage Completed Ahead of Schedule	
	against Cost	50
5.11b:	Percentage Completed Behind Schedule	
	against Cost	50
5 12a	Percentage Completed on Schedule against State	53

5.12b	Percentage Completed Behind Schedule against		
	State	53	
5.13	Cause of EOT	55	
5.14	Percentage Projects Completed against Completed Year	57	
5.15 5.16	No of Project Duration Delay by Year Number of Project Duration Ahead by Year	58 59	
6.1	Factors that Contribute to delays in JKR Project	62	
6.2	Project completed without EOT (>25%)	65	
6.3	Categories of EOT	66	
6.4	Factors to Improve JKR Time Estimating	67	

LIST OF FIGURES

FIGURES NO	TITLE	PAGE
1.1	Research Methodology Process	5
4.1	Construction Period for Project	27
4.2	Five Ordinal Measures of Contributing Factors of Likert Scale	32
5.1	Percentage Returned Questionnaire	36
5.2	Percentage of Respondent Working Experience	37
5.3	Percentage of Respondent Discipline	38
5.3a	Percentage Completed On Time and Ahead of Schedule For Year 2004 – 2010	49
5.3b	Percentage Completed Behind Schedule for Year 2004 – 2010	49
5.4a	Percentage Completed Ahead of Schedule against Cost	51
5.4b	Percentage Completed Behind Schedule against Cost	51
5.5a	Percentage Completed on Schedule against State	54
5.5b	Percentage Completed Behind Schedule against State	
5.6	Percentage Cause of EOT for JKR Projects (2004 – 2010)	56

5.7	Trend of Project Completion (2004 – 2010)	57
5.8	No of Project Duration Delay (2004 -2010)	58
5.9	Trend of Project Duration Ahead (2004 -2010)	59

LIST OF A ABBREVIATIONS

CPM - Critical Path Method

JKR - Jabatan Kerja Raya

INTAN - Institut Tadbiran Awam Negara

GIS - Geographical Information System

EOT - Extension of time

HOPT - Head of Project Team

HODT - Head of Design Team

LOA - Letter of Acceptance

SKALA - Sistem Kawal, Selia dan Lapor

SPK - Sistem Pengurusan Kualiti

SPSS - Statistical Package for Social Science

RII - Relative Importance Index

ICT - Information and Communication Technology

WBS - Work breakdown structure