

**Zeitschrift:** IABSE congress report = Rapport du congrès AIPC = IVBH  
Kongressbericht

**Band:** 11 (1980)

**Artikel:** Project management and construction management

**Autor:** Sikkel, L.P.

**DOI:** <https://doi.org/10.5169/seals-11260>

### **Nutzungsbedingungen**

Die ETH-Bibliothek ist die Anbieterin der digitalisierten Zeitschriften auf E-Periodica. Sie besitzt keine Urheberrechte an den Zeitschriften und ist nicht verantwortlich für deren Inhalte. Die Rechte liegen in der Regel bei den Herausgebern beziehungsweise den externen Rechteinhabern. Das Veröffentlichen von Bildern in Print- und Online-Publikationen sowie auf Social Media-Kanälen oder Webseiten ist nur mit vorheriger Genehmigung der Rechteinhaber erlaubt. [Mehr erfahren](#)

### **Conditions d'utilisation**

L'ETH Library est le fournisseur des revues numérisées. Elle ne détient aucun droit d'auteur sur les revues et n'est pas responsable de leur contenu. En règle générale, les droits sont détenus par les éditeurs ou les détenteurs de droits externes. La reproduction d'images dans des publications imprimées ou en ligne ainsi que sur des canaux de médias sociaux ou des sites web n'est autorisée qu'avec l'accord préalable des détenteurs des droits. [En savoir plus](#)

### **Terms of use**

The ETH Library is the provider of the digitised journals. It does not own any copyrights to the journals and is not responsible for their content. The rights usually lie with the publishers or the external rights holders. Publishing images in print and online publications, as well as on social media channels or websites, is only permitted with the prior consent of the rights holders. [Find out more](#)

**Download PDF:** 04.02.2026

**ETH-Bibliothek Zürich, E-Periodica, <https://www.e-periodica.ch>**

## III

**Project Management and Construction Management**

Gestion du projet et gestion de la construction

Projektmanagement und Baubetriebe

**L.P. SIKKEL**

Professor of Construction Management  
Technical University Eindhoven  
Eindhoven, The Netherlands

In the introductory report of June 1979 we gave you already a view on the principles of organization of the design - and construction process. Today we shall try to put these principles into the picture of Construction Management.

We mentioned in that introductory paper already the different partners in the building process, from the client to the constructors and the suppliers, entering during this process the architect, the consultant, the main contractor and the subcontractors. We pointed out that such a building process cannot consist on its own, but should be fitted into society, the people, the environment, the country, the continent. That means however that such a building process will be different from country to country, from continent to continent, from east to west. And it would be interesting to find out to know, the way in which such a process will go in these different place of the world. One thing however should be the same: building constructions should have to meet the needs of these countries, of the people of these countries.

The building process must be organized in a special way, in a manner that the constructibility is evident, that parts of it fit to eachother in the right way, that information during the design - and construction-phase is clear. We proposed therefore to work with a system of interlocking-planning, which system consists of an overall-plan for all the partners in the building process and goes into further details in respectively masterplans, working-plans and working schedules for each of these partners. Planning from a general point of view, to a detailed fixed task for the workers in the different organizations of these partners in the building process.

We can use different methods, different planning systems, using the computer or not. We think that planning with the computer is only meaningful for very complicated constructions, with very many partners in the process, with special budgets to be guarded, with a time-span which will be of great importance. In all the ways of planning however, it is of great importance to recognise in the process the preparatory work and measures, that must be done before special parts in the design- or construction-phase can come into execution. It may be possible that the preparation time, the delivery- or construction-time of special parts will take such a long time, that some decisions must be taken in a far more earlier moment then we thought before. We can analyse these preparations-streams in time and in actions by using logic diagrams.

Considering all these aspects in project-management in a systematic way, we find the following matrix-model:

PROJECT MANAGEMENT		a	b	c
		PROGRAMMING	ECONOMY	TECHNOLOGY
A	OVERALL PROJECT	Aa	Ab	Ac
		OVERALL-PLAN	PROJECT-BUDGET	PROJECT-DESIGN
B	PREPARATIONS BY PARTNERS	Ba	Bb	Bc
		MASTER-PLANS	COST-CALCULATIONS	DETAILED-DESIGNS
C	WORK PARTNERS	Ca	Cb	Cc
		WORK-PLANS	COST-CONTROL	EXECUTION DETAILING
D	TASKS PARTNERS	Da	Db	Dc
		WORK-SCHEDULES	COST-EVALUATION	PRODUCTION

We will take a look at the different squares of this matrix and will find:

A: overall project: Aa: overall planning: 1. complete investment plan,  
2. selection of partners

Ab: project budget: 1. framework, 2. calculation of admissible investments, 3. calculations of maintenance costs

Ac: project design: 1. design inputs, 2. starting points of functional design.

B: preparations by partners: Ba: master plans: 1. preparation time, 2. building time, 3. material management

Bb: cost calculations: 1. estimations, 2. specifications, 3. cost analysis, 4. working standards, 5. purchasing

Bc: detailed designs: 1. motivation+decision of building methods, 2. motivation+decision of building sequences, 3. coordination design work

C: work by partners: Ca: work-plans: 1. planning & organization of work by each partner, 2. work preparations for longer periods

Cb: cost control: 1. financial reports of work and parts of the work, 2. budget comparison

Cc: execution-detailing: 1. mobilising, man, materials, equipment, sites, transports, 2. safety

D: Tasks by partners: Da: work schedules: 1. taskplanning for short periods, 2. program-control, 3. work instructions.

cost evaluations: 1. evaluation of execution costs, 2. registration of problems, 3. feed back of experiences

Dc: production: 1. time, 2. quality, 3. safety, 4. acceptance

When at last, we bring this all into Construction Management, we can think of another matrix model, where we find in the matrix squares:

for the company: the technical, the economical and the social aims

for the project: the planning, the feasibility and way of cooperation

for the work: the work-execution, the building economy and the guidance of men

for the tasks: the execution of tasks, the costs and the personnel support.

		a	b	c
CONSTRUC- TION MANAGEMENT		TECHNOLOGY	ECONOMY	SOCIAL
A	THE COMPANY	Aa	Ab	Ac
		TECHNOLO- GICAL AIMS	ECONOMICAL AIMS	SOCIAL AIMS
B	THE PROJECT	Ba	Bb	Bc
		PLANNING	FEASIBILITY	WAY OF COOPERATION
C	THE WORK	Ca	Cb	Cc
		WORK EXECUTION	BUILDING ECONOMY	GUIDANCE OF MEN
D	THE TASKS	Da	Db	Dc
		EXECUTION OF TASKS	COSTS	PERSONNEL SUPPORT



And each of these squares can be filled with subjects to be studied, to be reckoned with, to be known, to be controled, to be done.

For the company this means:

technological aims: 1. research, 2. development, 3. quality, 4. products, 5. safety

economical aims: 1. budgetting, 2. accounting, 3. reporting 4. administration, 4. financing

social aims: 1. personnel organization, 2. function classification, 3. personnel judgement, 4. renumeration, 5. training

for the projects in such a Company we define:

planning: 1. project preparation, 2. construction methods, 3. material choices

feasibility: 1. cost calculation, 2. investments, 3. exploitation costs, 4. proceeds, 5. purchasing

cooperation: 1. discussion techniques, 2. reporting techniques, 3. choice of partners

In the field of the projects itself we find:

work-execution: 1. work organization, 2. task division, 3. detailed planning

building economy: 1. standards, 2. site preparation, 3. purchasing, 4. sub contracting

guidance of men: 1. labour, 2. work consultation, 3. complaints, 4. safety

And for the tasks we find:

execution: 1. tasks-execution, 2. material supply, 3. use of equipment, 4. tasks-evaluation

costs: 1. man-hours, 2. merits, 3. production, 4. cost evaluation

personnel support: 1. task instruction, 2. personal protection, 3. evaluation of working conditions

Education in Construction Management means training in most of these subjects.