

UNIVERSITI TEKNOLOGI MARA

**THE STRATEGIC PLANNING PROCESS IN
QUANTITY SURVEYING FIRMS DURING
THE DECLINED PERIOD OF 2001-2005**

HASNANYWATI HASSAN

Thesis submitted in fulfilment of the requirements for the degree of

Doctor of Philosophy

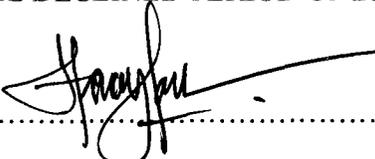
Faculty of Architecture, Planning & Surveying

November 2010

Candidate's Declaration

I declare that the work in this thesis was carried out with the regulations of Universiti Teknologi MARA. It is original and is the result of my own, unless otherwise indicated or acknowledged as referenced work. This topic has not been submitted to any other academic or non-academic institution for any other degree or qualification.

In the event that my thesis to be found to violate the conditions mentioned above, I voluntary waive the right of conferment of my degree and agree be subjected to the disciplinary rules and regulations of Universiti Teknologi MARA.

Name of Candidate : HASNANYWATI HASSAN
Candidate's ID No. : 2005221665
Programme : PhD in Built Environment (AP 990)
Faculty : Architecture, Planning and Surveying
Thesis Title : THE STRATEGIC PLANNING PROCESS IN
QUANTITY SURVEYING FIRMS DURING
THE DECLINED PERIOD OF 2001-2005
Signature of Candidate : 
Date : 25th November 2010

Abstract

This study examines the strategic planning process of Malaysian quantity surveying firms. The method of providing strategic planning process is the main focus of this study. The strategic planning process which includes the efforts of strategic planning, degree of involvement in strategic planning and formality were analyzed. Strategic planning is the mechanism needed for organizations to stay competitive and enhance performance for the firms.

The influence of the strategic planning process on quantity surveying firms' performance was determined. This study also highlights the influence of quantity surveying firms on the strategic planning process. The declined period in construction industry from year 2001 to 2005 has been determined as the research parameter.

The research aims to 1) to establish the variables of quantity surveying firms 2) to establish the strategic planning process carried out by quantity surveying firms in terms of processes, degree of involvement and formality and 3) to establish the performance of quantity surveying firms.

The strategic planning process is examined using qualitative and quantitative data. A preliminary questionnaire survey was initially conducted, followed by semi-structured interviews with 15 top management of quantity surveying firms.

A final postal questionnaire developed and then refined from the interview data was distributed to top management of quantity surveying firms. A total of 34 completed questionnaires form the data base for the quantitative analysis.

The research concludes that Malaysian quantity surveying firms generally have mechanistic organization structure with Prospector orientation. The variables of quantity surveying firms influence the strategic planning process. The efforts of quantity surveying firms in the strategic planning process affect the quantity surveying firm performance. Most quantity surveying firms have semi formalized strategic plans. However, the degree of formalization of strategic plans does not affect the quantity surveying firms' performance.

Acknowledgement

First of all a grateful to the almighty Allah who has mercifully blessed me to the successful completion of my PhD research. To the Jabatan Perkhidmatan Awam (JPA) and Universiti Sains Malaysia (USM) for financially supporting the work of this thesis. With such, it trained me to be more disciplines, persevere and patient.

I owe a great deal of gratitude and special appreciation to my main supervisor, Professor Dr. Ismail Rahmat for his constant supervision, unlimited guidance, inspiration, encouragement and invaluable advice in delivering my thesis.

I would like to acknowledge the individual quantity surveyors and their firms who participated in this study. I am grateful for their cooperation, advice and invaluable comments.

Lastly, I would like to express my deepest love to my husband, Justin Marcell Boudville, my parents, my siblings and friends for their loyalty, continuing support and encouragement towards the completion of my work.

TABLE OF CONTENTS

	Page
CANDIDATE'S DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENTS	v
LIST OF TABLES	xiii
LIST OF FIGURES	xviii
LIST OF ABBREVIATIONS	xxi
CHAPTER 1: INTRODUCTION	
1.1 Introduction	1
1.2 Problem Statement	2
1.3 Research aim	12
1.4 Objectives of the study	12
1.5 Scope and Limitation	15
1.6 Benefits of the study	17
1.7 Structure of the thesis	18
1.8 Summary	22
CHAPTER 2: THE MALAYSIAN CONSTRUCTION INDUSTRY DURING DECLINED PERIOD OF 2001-2005	
2.1 Introduction	23
2.2 The Characteristic of Construction Industry	25
2.2.1 The Product	26
2.2.2 The Structure	27
2.3 Industry Environment	31
2.3.1 Threats of new entrants	32
2.3.2 Rivalry among existing firms	34