

UNIVERSITI TEKNOLOGI MARA

**CONSTRUCTION PROJECT
MANAGEMENT BODY OF
KNOWLEDGE (CPMBOK)
FRAMEWORK FOR THE
MALAYSIAN CONSTRUCTION
INDUSTRY**

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Thesis submitted in partial fulfillment
of the requirements for the degree of
**Doctor of Philosophy
(Built environment)**

Faculty of Built Environment

August 2025

ABSTRACT

Standardised project management frameworks significantly benefit the global construction industry. However, Malaysia's unique construction landscape necessitates adaptations to address local practices and cultural nuances. Existing bodies of knowledge (BOKs) frequently fail to adequately capture the challenges faced in Malaysia, as construction professionals have different interpretations of what construction project management entails. This has led to frequent project delays, cost overruns, and inconsistencies in project management practices. This research aimed to develop an improved, tailored Construction Project Management Body of Knowledge (CPMBOK) framework for Malaysia's construction industry to address these gaps and improve project outcomes. The objectives are to determine the essential duties, tasks, and activities that form the CPMBOK for Construction Project Managers (CPMs) in Malaysia; to develop a conceptual framework by synthesising these elements within the Malaysian context; to assess the framework's applicability in improving project management practices; and to validate its relevance and significance for the local industry. A qualitative approach was employed, commencing with a literature review to guide the development of a conceptual framework. Document analysis was conducted to further establish this framework. Subsequently, a funnel approach was used to refine the identified duties, tasks, and activities through two-stage focus group discussions with industry professionals recommended by the Construction Industry Development Board (CIDB). Data analysis employed systematic thematic analysis to determine the duties, tasks, and activities required of Construction Project Managers (CPMs) throughout the project lifecycle: conceptualisation, design, tendering, construction, and close-out. The resulting improved CPMBOK framework encompasses 25 duties, 49 tasks, and 110 key processes. It integrates three important elements: integrated regulatory compliance, culturally sensitive stakeholder management, and locally adapted risk assessment approaches. Evaluation of the improved CPMBOK framework within INTAN's training programmes revealed its effectiveness as a foundation for curriculum improvement and its practical value in addressing local project challenges, particularly in enhancing decision-making during the initial conceptualisation phase. The improved CPMBOK framework offers several key benefits: standardised project delivery methods, increased consideration of local contexts, and improved project implementation outcomes. This research contributes to the body of knowledge by conceptualising the interplay of project management activities within Malaysia's unique construction environment. It provides actionable guidelines for project managers, industry practitioners, and government agencies, and serves as a model for other developing nations facing similar challenges. While the study provides valuable insights, it is important to note that the findings are primarily based on qualitative data from focus group discussions, which may not fully represent the diverse perspectives within the Malaysian construction industry. Further research could expand the scope to include quantitative methods or a broader range of stakeholders to enhance the generalisability of the improved CPMBOK framework.

ACKNOWLEDGEMENT

I extend my deepest gratitude to my main supervisor, Associate Professor Dr. Norfashiha Hashim, whose invaluable support, insightful guidance, and critical feedback have been instrumental throughout this research journey. Equal appreciation goes to Professor Sr Dr. Fadzil Hassan, whose early supervision and encouragement established the foundation for this 'decolonisation' journey. His warm patient, motivation, guidance, and enthusiasm shapes a new insight to what education is all about. Together, their combined mentorship has been important in bringing this work to completion.

I am sincerely thankful to Universiti Teknologi MARA for their generous provision of paid leave and continuous support throughout my research endeavors.

My sincere appreciation extends to our industrial collaborators and research participants. Special recognition goes to Puan Hanishahani, CIDB Program Development Manager, for her exceptional assistance and unreserved support throughout this process.

I am deeply indebted to my colleagues and friends for their constant encouragement and valuable contributions. Particular thanks go to Dr. Ridzuan Yacob, Dr. Hairuddin, Dr Sallehuddin, Ir Dr. Norfazliana and Ir Dr. Rumaizah for their remarkable support extended to both me and my family during this period.

My heart overflows with gratitude to my wife, Ain Ilyana, who has been my cornerstone of support and inspiration. Her unconditional love, steadfast support, and countless sacrifices, together with the love of our children—Muhammad Al-Fateh, Ausa Tihani, Muhammad Al-Faqeeh, and Aufa Tihani—have given profound meaning to this academic pursuit.

I reserve my most profound appreciation for my parents: my mother, Mahayum Saffar, and my father, Zainal Abidin Ahamad. Their infinite love, continuous encouragement, and endless prayers have accompanied me throughout every step of this journey.

Thank you, from the bottom of my heart, to all who have made this journey possible. Alhamdulillah.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter provides the background of the research and an overview of the overall framework of the thesis. It describes the background, research problem, aim, and objectives of the research, the scope of the research being investigated, the methodology adopted, and finally a summary of the overall research structure undertaken.

1.2 Background of the Research

The construction industry plays a crucial role in the national economy, with global spending expected to rise from \$13 trillion in 2023 to \$22 trillion by 2040. However, despite its importance, the sector continues to face ongoing productivity challenges. From 2000 to 2022, construction productivity saw only a 10% increase, which is significantly lower than the 90% growth experienced in manufacturing during the same timeframe (Mischke et al., 2024). The industry is also confronted with persistent issues such as severe labour shortages, averaging 382,000 job openings each month, and a lack of investment in technology, with construction firms typically allocating less than 1% of their revenue to IT (Deloitte, 2024). Although the construction sector is projected to grow by approximately 70% by 2040, it risks a potential output shortfall of \$40 trillion if productivity does not improve significantly (Mischke et al., 2024). These global trends carry substantial implications for emerging economies, particularly in Southeast Asia, with Malaysia serving as a prominent example.

Within this global context, Malaysia's construction industry has shown remarkable resilience and growth in 2024. According to the Department of Statistics Malaysia [DoSM] (2024), the sector achieved a 20.2% surge in work done value to RM38.9 billion in the second quarter of 2024, driven primarily by civil engineering and residential buildings sub-sectors, which grew by 25.2% and 19.7% respectively. The private sector remains the