

Interior Design Practice: Project Management Competency Framework

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ABSTRACT

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Currently, a role for a creative or visually appealing interior designer has also includes project management. One of the project's primary roles is for the interior design manager is to successfully deliver to the client. Additionally, project managers are measured for their capability to deal with day-to-day activities as well as projects. This study shares the required competencies project managers and interior designers to qualify as a project manager in the field of design. This paper examines the 27 competencies required of an interior project manager and highlights the value of competence in these three areas: functional, contextual, and behavioral. Competence as a project manager is assessed using questionnaires. The review and data collection of the results later helps support competency skills, which then diminishes the value of competency activities. From the analysis of the results, it follows that the project validity of the manager's knowledge increases project efficiency. Following the findings, new guidelines are implemented to further and more generally define the nature of the research.

Keywords: *interior design practice, project management competency*

INTRODUCTION

Interior architecture is now regarded as a prestigious discipline in Malaysia's construction industry. Interior design is a specialized consultancy that is causing more businesses to investigate because design consultants and construction firms are being forced to assess the difficulty and nature of buildings constructed in this field. Project management is critical in interior design because it protects the finer points of the project between planning and implementation. This process frequently necessitates continuous communication and collaboration with various teams that manage various resources shared by clients and consultants.

According to A.Noorhani et al., (2009), from an artist and creative interior designer to a responsible Project Manager, the personality of the interior designer in that industry can also contribute to the project's management. Furthermore, effective project management includes the ability to satisfy the customer on time. Thus, this research paper describes the responsibilities of a professional project manager. Interior designers should be prepared to satisfy the selected requirements before working on an interior project.

The skills of interior project managers are highlighted in the projects. Many believe that project management and design skills lie almost exclusively with interior designers. The skills of the assigned structure from the manager. However, being a project manager is not as simple as it may appear to be. One of the problems is the lack of awareness by interior designers of project management skills while serving as project manager (A. Noorhani et al., 2010). The interior designers are known to develop indoor spaces to suit the needs and desires of the occupants of these spaces. In addition, according to Mustapha et al., (2013) Provided that the core designer trade is part of the strategy and the further creation of the project management, the knowledge and understanding of project management, technological and framework structures can be a prerequisite to successful project transmission.

Secondly, the small number of interior design experts in the industry has led to architectural and engineering consultants playing this crucial role in the execution of interior projects (Jasmani, 2016). Interior

design is in a whole new, especially because of these requirements. It has come to the fore as an important project management discipline in the design-led market, thanks to consultancies and construction firms. Engineers had long held a specialty in the construction sector, but over the past decades the number of architects and interior designers have steadily increased in this industry. In addition, the Interior Design Project Manager in Malaysia is very requested to oversee interior projects and lead them until they succeed.

LITERATURE REVIEW

Interior design and project management are closely related. The part of the project manager's work in a commercial building plan could be vital for the client's success in stages of the project and throughout activities. The roles of interior design project managers may vary from project to project, but these roles can be outlined by overseeing the architectural design and construction efforts of stakeholders and businesses, conducting market research and managing design reviews through planning meetings. (Thomas, J. & Mengel, T. 2008).

In addition to the interior designers needing to focus on project management, they must also acquire project management expertise. Thus, project management and interior design are closely connected, since project success and ability to plan is dependent on them. Coleman, C. (2010), supports it, claimed that being able to communicate about all the main elements of a project, such as scheduling, risk management and collaborating with other contractors, shows the understanding of an interior designer and his willingness to rely on his expertise in a project.

Team members must be able to voice their opinions on the risk and issue if the project is to be a success. A project manager's project decisions must always be in the project's favor. Fox, P. W., Skitmore, M., Hon, C. K. H., and Fong, P. (2008) support it, the project manager as a leader should serve as role models for others, avoiding unethical behaviours that weaken faith and trust by others. According to Michaela (2019), a new study describes that a project manager in the construction industry has eight positions and responsibilities. The eight roles are:

- i. Planning - Project management is what helps projects succeed A project's scope includes residential, commercial, and industrial structures. Everything needs to be on time and within the budget. Managers must prepare a thorough project plan, track that progress, and communicate that to all of plan with clients. Without a well-thought-out action plan in place, the project will be liable to delays and budgetary setbacks.
- ii. Creating Benchmark - It is an important part of construction project management and greatly assists in the preparation of projects. Benchmarks are used to assess and determine the health of a project. A construction project manager must be knowledgeable of the project's status and progress at all times.
- iii. Time Management - To ensure that the project is completed on time, the project manager must stick to a reasonable schedule. Human error can cause project delays, and the project manager must be able to predict them. It is necessary to incorporate, manage, calculate, and modify delivery.
- iv. Risk Management - Risk management entails identifying and addressing possible issues during the project's life cycle in order to keep employees safe.
- v. Distributing Resources - Ensuring there are no delays is also a responsibility of the construction manager. The construction manager must ensure that enough materials are available to complete the job. Project managers must be able to handle any scope changes, and keep the project on track while doing so.
- vi. Budget Management - To oversee the project's budget and financial plan. Maintain a reliable and up-to-date budget and cost forecasting method.
- vii. Managing and Communicating with Staff - The project manager must stay up-to-to-date on project details and progress with the project's employees. If a project is done on time and within scope, effective communication between workers and the manager is necessary.
- viii. Managing Relationships with Key Stakeholders - The project manager's duties also include informing key stakeholders and clients about the project's progress and wellbeing.

Willingness to master a task specific competency that can assist in recognizing, judging, and improving the skills. According to Hayes (1979) stated in Trivellasa P. and Reklitisb P. (2014), competency skill is a combination of preparation and capacity in order for an individual to carry out a task, general knowledge, motive, social position or skill of a person that is related to the requirement and demonstrate superior performance such that in the meantime individual abilities must be able to use their skills in work.

The challenging skills in project management are all about competence as a Project Manager. In the last 10 years, different requirements have developed to improve the professionalism of project management. For this analysis APM 's Competence Framework and the CCPM Competence Framework have somehow chosen to change the competence of the interior design project Manager.

In addition, the APM introduced its expertise in 1988. It covers not only the fundamentals of project management, such as planning and control methods, but also a broader range of topics related to project management. For example, technology, economy, finance, organization, procurement, and people are all social, ecological, and specific fields (A. Noorhani, 2010). The 27 project management competencies are defined in the 7th edition of the APM Knowledge Body. The Knowledge Body has been commonly discussed with a variety of other professional organizations, academics, companies, and project managers, and it is widely agreed that the competencies are suitable for managers in all industries. The project manager has 27 competencies according to the APM Framework. The 27 main competences are divided into 3 project management components. The 3 parts are:

- i. Technical Competence (20 elements)
- ii. Behavioural Competence (6 elements)
- iii. Contextual Competence (1 element)

Technical competence defines as behaviours directly that are related to the nature of training and the technical proficiency required to exercise effective control. Behaviour competence refers to a person's characteristics and personality traits, such as intelligence and skill set, that can help decide how good they are at a job or mission. Meanwhile, contextual competence defines beyond contextual intelligence and requires perceptive action to plan, resource, execute and achieve desirable results. Competency Skill Elements according to APM Framework are table 1.

Table 1: APM Competency Framework

Competence 1 Professionalism, Ethics and Compliance	It is the capacity to promote the more extensive public good in all activities and to act in an ethically, lawfully and socially suitable way in dealings with partners and individuals of extend groups and the association to oversee the insides ventures together.
Competence 2 Management of the Team	The team management is ability to select, develop and manage teams accordingly with their job scope and responsibility towards a successful interior project.
Competence 3 Management of the Conflict	It is the ability to select, develop and manage teams to support group development and learning, and tackles negative conflict to prevent differences from becoming destructive elements in change initiatives.
Competence 4 Leadership	The ability to empower and inspire others to deliver successful change initiatives through leadership skill that lead to a project success.
Competence 5 Procurement.	The ability to secure the provision of resources needed for change initiatives from internal and external providers
Competence 6 Management of Contract	The ability to monitor compliance, agree contracts for the provision of goods services and manage variances. Moreover, proactive contract management is essential to ensure that agreed goods services are delivered on time and within budget, to address problems without delay and to maintain productive working relationships with internal or external suppliers.
Competence 7 Management's Requirement	It is the ability to prepare and maintain definitions of the requirements of change initiatives.
Competence 8 Development of Solution	The capacity to decide the leading implies of fulfilling necessities inside the setting of the alter creativity's goals and limitations.

Competence 9 Management of Schedule	The capacity to get ready and keep up plans for exercises and occasions for alter activities, taking account of conditions and asset necessities.
Competence 10 Management of Resource	The capacity to create, actualize and overhaul asset assignment plans (other than fund) for alter activities, taking account of availabilities and planning.
Competence 11 Cost Control and Budgeting	Capacity to create and concur budgets for alter activities, and to control estimate and real costs against the budgets.
Competence 12 Issue Management, Risk and Opportunity	The capacity to distinguish and screen risks to arrange and execute reactions to those dangers, and react to other issues that influence the alter activity.
Competence 13 Quality Management	The ability to develop, maintain and apply quality management processes for change initiative activities and outputs. Quality management in this context is the means by which the manager of a change initiative ensures that the outputs and processes through which they are delivered are meeting stakeholder requirements and are fit for purpose.
Competence 14 Planning's Consolidated	The capacity to solidify and record the elemental components of a alter activity: scope; plan; asset necessities; budgets; dangers, openings and issues; and quality prerequisites.
Competence 15 Management of Transition	The capacity to oversee the integration of the yields of alter activities into business-as-usual, tending to the preparation of clients, compatibility of work frameworks and the acknowledgment of benefits.
Competence 16 Management of Financial	The capacity to arrange and control the funds of programs or portfolios and their related alter activities, as implies of driving execution and as portion of the organizations by and large money related administration.
Competence 17 Capacity Planning of Resource.	The capacity to plan and keep up an in general plan for asset utilize in related alter activities, which maintains a strategic distance from bottlenecks and clashing requests, and which groupings results in arrange to empower the productive acknowledgment of benefits
Competence 18 Arrangements of Governance	The capacity to set up and keep up administration structures that characterize clear parts, duties and accountabilities for administration and delivery of alter activities, which adjust with organisational practice.
Competence 19 Communications Management and Stakeholder	The capacity to manage partners, taking account of their levels of impact and specific interface
Competence 20 Methodologies and Framework	The capacity to distinguish or create systems and strategies that will guarantee administration of alter activities will be comprehensive and reliable over distinctive activities.
Competence 21 Review	The capacity to set up and manage audits at suitable focuses, during and after alter activities, which can advise administration of the alter activities, through giving assessments of advance, techniques and proceeding significance.
Competence 22 Change of Control	The capacity to set up conventions to change the scope of alter activities, actualizing the conventions when essential, and upgrading setup documentation counting contracts to create, keep up and apply quality administration forms for alter activity exercises and yields.
Competence 23 Assurance's Independent	The capacity to accumulate independent prove that the data from the alter activity is substantial and the alter activity is likely to achieve its aims.
Competence 24 Case of Business	The capacity to get ready, pick up endorsement of, refine and upgrade trade cases that legitimize the start and/or continuation of alter activities in terms of benefits, costs and risks.
Competence 25 Allocation of Asset	Capacity to suggest how budgetary and other assets ought to be apportioned among alter activities in arrange to advance the organisation's return on speculation (ROI).
Competence 26 Development of Capability	Capacity to evaluate organisational development in connection to venture, program and portfolio administration; distinguish the extra capabilities required, and to assist with the enlargement of those capabilities.
Competence 27 Management of Benefits	Capacity to survey organisational development in connection to extend, program and portfolio administration; recognize the extra capabilities required, and to assist with the enlargement of those capabilities.

METHODOLOGY

The investigation develops from the design issues highlighted in the competency skills as well as the problem statement a root of the problem is the research poses is in relation to the gap and significance. Therefore, once the problem defined, the findings are stated and continued with further collection of data for its resolution. Several selected organizations were approached for structured interviews. All participants were targeted and selected for their backgrounds and contributions in the field of interior design. There are 4 directors of a project, 15 interior design project manager, 2 assistance project manager, 8 senior interior designer and 1 interior design academic. This research only measures skills or competences among them in the organization of interior design consultants.

The semi-structured interview was conversational and used a combination of closed and open questions, with follow-up questions on why and how questions were asked. Furthermore, there are a variety of interviewees for semi-structured interviews who are interested in sharing their perspectives while also achieving the objective of informing the interior design competence process for the project manager. This research has resulted in a semi-structured interview to gather relevant information, expertise, and experience opinions in the fields of interior design and project management. The interviewees use their interior design skills to get involved in project management. As a result, interviewees are chosen based on their experiences and background to provide reliable and convincing study results. To collect reliable data, expert panels are chosen based on their knowledge, experience, and expertise. Furthermore, the expert panels' guidance and opinions are important to this study because they make recommendations based on their business expertise.

FINDING AND DISCUSSION

The data collected have been analysed to define, explain and explore the competencies of an interior design manager to assess the need for an interior design project manager to have experience in project management. Based on the survey, respondents need to give rating scales on the important level of competency skills elements for an interior design project manager to manage interior projects which divided into five as followings:

- i. **Aware:** At this level, awareness is required and no application is expected.
- ii. **Practiced:** Practiced defines to apply the competence under supervision, primarily in noncomplex situations or has a working knowledge to describe the competence.
- iii. **Competent:** Applies the competence independently, primarily in situations of limited complexity or has a comprehensive knowledge of the competence in situations of limited complexity.
- iv. **Proficient:** Applies the competence independently, primarily in complex situations or has a detailed knowledge of the competence in complex situations and can critically evaluate and adapt as required.
- v. **Expert:** In this level, the competence is apply independently, primarily in complex situations or can critically evaluate, adapt or develop new theories and methods if required and educate others.

Table 2 below shows the summary level of competency skills elements by selected respondents according to 27 competency skills for each element. Moreover, the description based each elements also stated below based on relation with the project manager in construction industry.

Table 2: Competency Skills rated by the Respondents

Competency Skills Elements		Level of Competency Skills for Interior Design Project Manager
Technical Competence		
1	Conflict Management <i>Problem solving skills</i>	Competent
2	Procurement <i>Contract administration (bidding/negotiation, Contract documents) and good knowledge of contract</i>	Practiced
3	Contract Management <i>Ability to agree contracts for the provision of goods and/or services, to monitor compliance, and to manage variances in interior design project.</i>	Practiced
4	Requirements Management <i>Ability to prepare and maintain definitions of the requirements of change initiatives of an interior project.</i>	Competent
5	Solutions Development <i>The interior design project manager expertise and knowledge will come all in use at this stage as the best problem solution</i>	Competent
6	Schedule Management <i>Project management (scope, schedule, Budget, fee) and able to read, analyse and execute time management programme</i>	Practiced
7	Resource Management <i>Ability to develop, implement and update resource allocation plans (other than finance) for change initiatives, taking account of availabilities and scheduling.</i>	Proficient
8	Budgeting and Cost Control <i>Ability to develop and agree budgets for change initiatives, and to control forecast and actual costs against the budgets for an interior project.</i>	Proficient
9	Risk, Opportunity and Issue Management <i>Ability to identify and monitor risks (threats and opportunities), to plan and implement responses to those risks, and respond to other issues that affect the project.</i>	Practiced
10	Quality Management <i>The ability to develop, maintain and apply quality management processes for change initiative activities and outputs.</i>	Proficient
11	Consolidated Planning <i>Knowledge of project planning</i>	Practiced
12	Transition Management <i>The ability to manage the integration of the outputs of change initiatives into addressing the readiness of users, compatibility of work systems and the realisation of benefits.</i>	Practiced
13	Financial Management <i>Accountability</i>	Competent
14	Resource Capacity Planning <i>Ability to prepare and maintain an overall schedule for resource use in related change initiatives, which avoids bottlenecks and conflicting demands, and which sequences outcomes in order to enable the efficient realisation of benefits.</i>	Proficient
15	Governance Arrangements <i>Ability to establish and maintain governance structures that define clear roles, responsibilities and accountabilities for governance and delivery of change initiatives, and that align with organisational practice.</i>	Practiced
16	Stakeholder and Communications Management <i>Ability to manage stakeholders, taking account of their levels of influence and particular interests and handle communication management with clients and other construction professionals.</i>	Competent

17	Business Case <i>The ability to prepare, gain approval of, refine and update business cases that justify the initiation and/or continuation of change initiatives in terms of benefits, costs and risks of any projects.</i>	Practiced
18	Reviews <i>Problem review and evaluation during alteration and construction</i>	Practiced
19	Benefits Management <i>The ability to identify, define, evaluate, plan, track and realise the project benefits of change initiatives.</i>	Proficient
20	Asset Allocation <i>Ability to recommend how financial and other resources should be allocated amongst change initiatives in order to optimise the organisation's return on investment (ROI).</i>	Aware
Behavioural Competence		
21	Team Management <i>Consultant work (consultation, collaboration, integration) and able to read, analyse and execute time management programme</i>	Proficient
22	Ethics Compliance and Professionalism <i>Professional certification, licensing, and/or registration requirements</i>	Proficient
23	Leadership <i>Able to identify job skills</i>	Proficient
24	Change Control <i>The ability to establish protocols to alter the scope of change initiatives, implementing the protocols when necessary, and updating configuration documentation including contracts to develop, maintain and apply quality management processes for change initiative activities and outputs.</i>	Proficient
25	Independent Assurance <i>Ability to gather independent evidence that the information from the change initiative is valid, and that the change initiative is likely to achieve its aims.</i>	Proficient
26	Capability Development <i>The ability to assess organisational maturity in relation to project, programme and portfolio management; identify the additional capabilities required, and to help with the development of those capabilities</i>	Proficient
Contextual Competence		
27	Framework and Methodologies <i>The ability to identify and/or develop frameworks and methodologies that will ensure management of change initiatives will be comprehensive and consistent across different initiatives. (In this context 'framework' means the parameters, constraints or rules established to standardise delivery of the project).</i>	Proficient

Interior project management necessitates full focus, attention to detail, and a thorough understanding of the process for achieving the project's goal. Without a project manager, it would be difficult to complete a construction project in the construction industry, especially in the field of interior design. To oversee a successful project, the interior design project manager must have competency skills. Despite the fact that project management is still relatively new in the world of interior design, interior design managers should continue to improve and train themselves in order to effectively handle projects using all of their skills. Technical, contextual, and behavioral skills are all fields that an interior design manager must master. In conclusion, from beginning to end, all projects follow the same project management life cycle. Efficient project managers have demonstrated and analyzed which project management processes or best practices are applied over the life cycle of a project. The types of processes and their scope are determined by the project's design. The scale, the likelihood of failure, and the effects of failure, for example. Successful project managers who apply expertise will contribute to the project's success. The review concludes that each feature is critical to an interior design manager's ability level. According to the degree, an interior design project manager must apply these skills in order to become a competent project manager.

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