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И СОЦИАЛЬНЫХ  
СИСТЕМАХ

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## УПРАВЛЕНИЕ В ЭКОНОМИЧЕСКИХ И СОЦИАЛЬНЫХ СИСТЕМАХ

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Original article

## Features of project management research: comparative case study of construction and engineering projects in Iraq and Russia

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The present study was carried out to investigate the properties of the development industry in Erbil and Rostov-on-Don cities offers considerable financial rewards to the developing the regions of Iraq and Russian economy. The growth of the development industry has seen various projects being completed within the past and with a critical number expected to be completed within the close future. In any case, there are an arrangement of incessant obstacles that are hampering the formative advance of the development industry and construction in Erbil, Iraq and Rostov-on-Don, Russia. Among the list are taking off development costs and time delays, fetched invades, which are ascribed to a number of components that incorporate destitute development plans and arranging, unexpected location circumstances, climate conditions, venture extension, and unmistakable project changes.

*Keywords: project management; construction industry; engineering project; cost overrun; time delay; Iraq economy; Russian economy.*

Научная статья  
УДК 005.87

## ОСОБЕННОСТИ УСПЕШНОГО УПРАВЛЕНИЯ ПРОЕКТАМИ: СРАВНИТЕЛЬНЫЙ АНАЛИЗ СТРОИТЕЛЬНЫХ И ИНЖЕНЕРНЫХ ПРОЕКТОВ В ИРАКЕ И РОССИИ

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Настоящее исследование было проведено для изучения особенностей развития индустрии в городах Эрбиль и Ростов-на-Дону предлагает значительные финансовые выгоды для развивающихся регионов Ирака и экономики России. Рост индустрии развития проявляется в том, что в прошлом были завершены различные проекты, и ожидается, что значительное число прораектов будет завершено в ближайшем будущем. В любом случае, существует множество постоянных препятствий, которые мешают формирующемуся продвижению индустрии развития и строительства в Эрбиле, Ирак и Ростове-на-Дону, Россия. В список входят снижение затрат на разработку и издержки, внеплановые застройки, которые объясняются несколькими факторами, включая неудачные планы развития, непредвиденные обстоятельства местоположения, климатические условия, расширение проекта и явные изменения проекта.

*Ключевые слова: управление проектами; промышленное строительство; инженерный проект; перерасход средств; временная задержка; экономика Ирака; экономика России.*

The construction and engineering sectors as one of the most developing in both countries regions of Iraq and Russia has a great influence on the development of the national economies. The effective implementation of construction programs depends on many factors, among which but also designate the project-management of construction and engineering organizations. Deficiencies in the economic, management and organizational systems lead to a low level of controllability for major construction industries of the countries.

Considering a separate construction organizations and selected engineering projects as a key element of the construction and engineering systems and having studied its internal and external factors related to project management activities [1], it is possible to develop ways to improve and develop the general state for the construction and engineering sectors of national economy. At this, considering the construction organization as a project-oriented one, there are difficulties in adapting the management system to the specifics of the industry in the Erbil, the capital of the Autonomous Region of Kurdistan, Iraq and Rostov-on-Don in Rostov region, Russia.

This research aimed to explain the main issues recently reported in Iraq regarding construction project delays and cost overruns by comparing analysis between Russia and Iraq. Construction projects in Erbil are crucial to the city's growth, economy, and community. Engineers, academics, and urban administrators disagree on a number of topics, including project delivery methods, construction technology, budgets, and schedules.

The degree of the research problem development researchers of project people management and in construction industry [1]. Bordat characterized time delay as the interim that exists between the span of the beginning contract for the time extend at offering and the generally length of the show contract at the conclusion of development. On the other hand, the distinction between extreme extends costs and the project's budgeted costs are known as fetched overwhelm [2]. The nature of issues that are postured by fetched overwhelm and time delay are all inclusive and they tend to influence both the time it takes to total a venture and in case not at that point the accomplishment of extend objectives. Extend administration can be characterized as an arrangement of interrelated and consecutive exercises for the accomplishment of predefined objectives to be executed inside the desired time (lowest time) and inside the required budget (lowest) and in understanding with the endorsed determinations (required quality).

A project management methodology can be defined as a main body of knowledge, tools, skills, rules, procedures, methods and principles necessary to satisfy project requirements [3]. In other words, using the right methodology, guide the construction organization to calculate and minimize risks, costs and ensure compliance project schedules. The reasons of time overruns and increased cost are often attributed to constructor and the construction site management. Project implementation is only one phase of project development; the entire process needs to be investigated to detect weaknesses which lead to cost overruns and time delays during project implementation.

The objective of this present study is to analyze the impact of delays and budget overruns in Erbil Province projects. The secondary objective is to proffer solutions that can be used to address the underlying concerns. The study will also provide an analysis of the problem and its setting in relation to cost overruns and time delays. Theoretical and empirical literature pertaining to time delays and cost overruns will be utilized so as to lay a solid foundation upon which recommendation will be proffered. This study therefore seeks to attain the following objectives.

1. To determine the impact or consequences that are being posed by cost overruns and time delays by contract information and change order data.
2. To analyses the different prevailing perspectives about the relative importance of such issues based on the side lines of the contractor, consultant, and owner of the project.
3. To provide an empirical analysis that can be used to determine the nature and magnitude of impact of cost overruns and time delays in Erbil Province projects.
4. To develop a set of recommendations that can be used in project management.
5. Research and Development in Erbil province.

Cost overruns are defined as the difference between the original cost estimate of the project and actual construction cost on completion of works [4].

Time delays are defined as the extension of time beyond planned completion dates traceable to the contractors [5]. Delays are occurrences that impact a project's development and postpone project activities; delay causing occurrences may include weather delays, unavailability of funds, design delays, etc. generally, project delays occurs as a result of project activities that have both external and internal cause and effect relationship.

K. Zhu [6] defined the cost overrun as an excess of actual cost over budget. Cost overrun also called "cost increase," "budget overrun." and "cost escalation," Cost overrun is defined as the change in contract amount divided by the original contract award amount [7]. Increased cost in engineering projects contracts involves in change orders and claims. The definition of "claim" as proposed changes to the contract, which is being negotiated or litigation, C. T. Jahren and A. M. Ashe [8] identified two kinds of rates:

1. The cost increment ratio represents the percentage difference in cost, (positive or negative) between the final contract cost and the contract award amount.
2. The change order ratio, which is the ratio between the dollar amount of the change order and the award amount.

This research provides a detailed analysis of the overall framework that will be used to analyze the problem of time delays and cost overruns in Erbil, the capital of the Region of Kurdistan, Iraq and Rostov-on-Don in Rostov region, Russia. Assumptions that govern the use of estimation methods about the problem of time delays, cost overruns and project performance will also be addressed and as such analytical methods of analysis will be determined so as provide a detailed presentation of the findings. This is done to develop an effective model that can yield reliable estimates of the problem of time delays and cost overruns in both cities. Such a model will be a powerful tool that will be utilized in forecasting matters and policy implementation (Table 1).

*Table 1 – Internal and external factors of cost overrun and time delay*

Category	Factor
Internal factors	<ol style="list-style-type: none"> <li>1. Environmental limitations</li> <li>2. Equipment availability</li> <li>3. Inflation of material cost</li> <li>4. Skilled labor availability</li> <li>5. Project Experience</li> <li>6. Labor productivity</li> </ol>
External factors	<ol style="list-style-type: none"> <li>1. Lack of materials on the market</li> <li>2. Lack of equipment and tools on the market</li> <li>3. Poor weather conditions</li> <li>4. Poor site conditions</li> <li>5. Poor economic conditions</li> <li>6. Changes in laws and regulations</li> <li>7. Transportation delays</li> </ol>

Next section displays research results for three case studies collected from actual project implemented in Erbil city, the Iraqi Kurdistan region and Rostov-on-Don, Rostov region, Russia. The data were collected via available documents in open source in Rostov region and Erbil Municipality Directorate. There is need to go through all the documentation in order determine if the data collected is adequate and provide data to summarize the collected information through focus on the factors that affect the time and cost overruns. The selected projects are from the municipality sector-four and funded by Erbil province and Ministry of Municipality in Iraqi Kurdish region. Objectives and causes of time overrun are important and therefore will be discussed.

**Case study 1:** Construct a building for tapo 3 in Sharawani in Erbil, the capital of Kurdistan. This illustrates one case of projects that have seen delays and cost overruns in the Erbil city. The project faced a lot of obstacles and problems facing project with a degree of responsibility of each party... The project implementation started on 20/2/2016 and finished on 11/3/2017

**Cause of time delays and cost overrun:**

1. Limited funding because of the reliance on invoices.
2. Poor communication between the two sides of the project. This was because there was no changing the communications network for the exchange of information between the site staff.



3. Materials would receive approval late because the supervisor would be attending to other projects.
4. Delay results in the construction laboratory.
5. Bad weather condition in winter. Heavy rains lead to slow and stop the activities.
6. Poor planning and mismanagement for activities on the site. Because low experience of contractor.
7. Shortage of skilled labor.

**Case study 2:** Construct 60 m Road in Lawan Quarter. This illustrates one case of projects that have seen delays and cost overruns in the Erbil city. The project faced a lot of obstacles and problems facing project with a degree of responsibility of each party. The aim of the project is to deliver road, network services to improve the current services in Lawan Quarter. The project implementation started on 26/12/2015 and finished on 16/2/2017

**Cause of time delays and cost overrun:**

1. Cash problem during construction. This is because the contractor depended on invoices.
2. Low quality of work by the contractor. This was due to the contractor use other materials than those approved by the supervising team that lead to rework most of the time.
3. Changes in the prices of building materials because the drop in prices of petrol internationally.
4. Failure in the test, then re-formulate some of the activities.
5. Inadequate project preparation, planning and implementation.
6. Problem to remove the obstacles between municipality and contractor.

**Case study 3:** Construction of Platov airport complex in Rostov on Don. This illustrates one case of projects that have seen delays and cost overruns in the Rostov-on-Don city. The project faced a lot of obstacles and problems facing project with a degree of responsibility of each party. The aim of the project is to FIFA World Cup 2018: Rostov-on-Don was one of the host cities for the FIFA World Cup held in Russia. The city attracted international attention as it hosted several matches during the tournament. The project implementation started on 01/11/2014 and finished on 18/11/2017.

**Cause of time delays and cost overrun:**

1. A competition at the choice of the contractor on preparation of the design and estimate documentation on an object "Water supply of the Platov airport complex and adjacent settlements" is held. Works on design of the first stage which provides with water supply for construction of the airport complex are performed.
2. The competition on development of the project documentation in an object "Construction of the water disposal system of the Platov airport complex is announced.

Table 2, Figure 1, Figure 2 provides summarized information on all specified cases.

*Table 2 – Summary of case studies information*

Case Study	Planned Duration (days)	Actual Duration (days)	Time delay %	Planned cost (\$)	Actualcost (\$)	Cost overrun %
1	360	385	<b>6.90 %</b>	371,759 <sup>1</sup>	391,500	<b>5.30 %</b>
2	300	380	<b>26.60 %</b>	2,780,798	2,832,354	<b>1.80 %</b>
3	1112	1232	<b>10.80 %</b>	405,434,900 <sup>2</sup>	515,011,900	<b>27,00 %</b>

<sup>1</sup> exchange rate of an Iraqi dinar 1\$ is equal to 1320 IQD

<sup>2</sup> exchange rate of a Russian ruble 1\$ is equal to 91.28 rubles

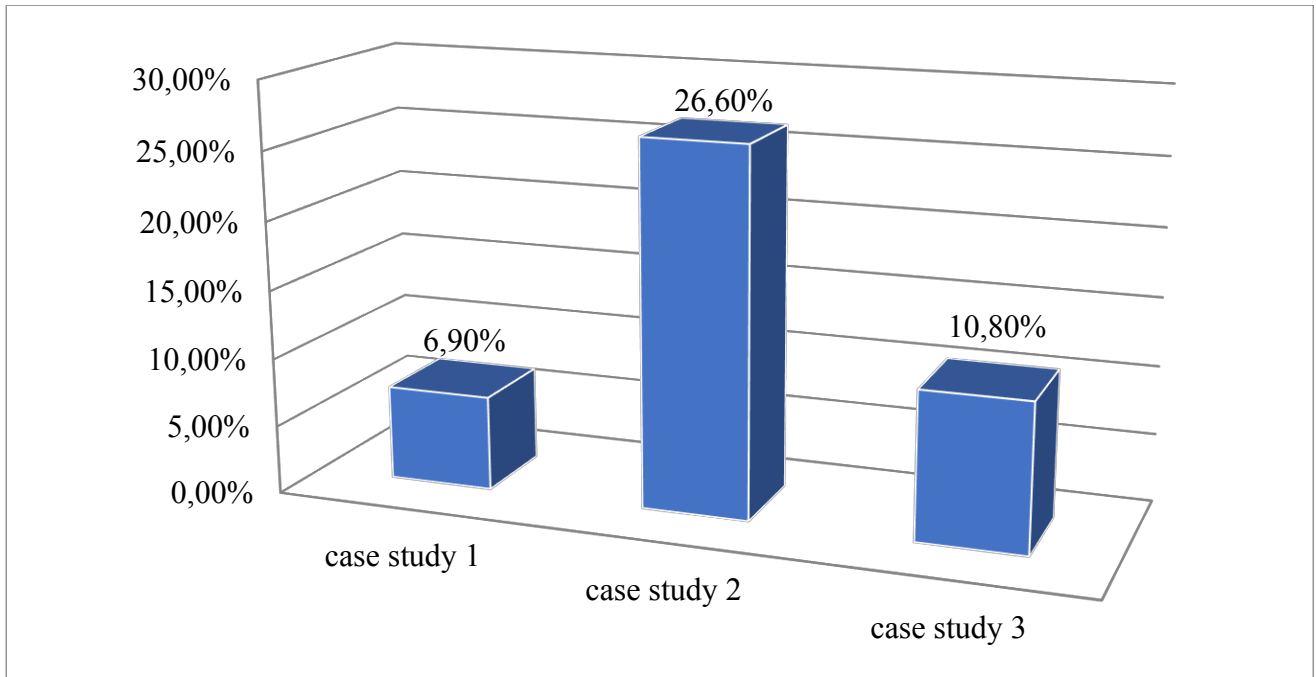


Figure 1 – Comparative percentage analysis in time delays

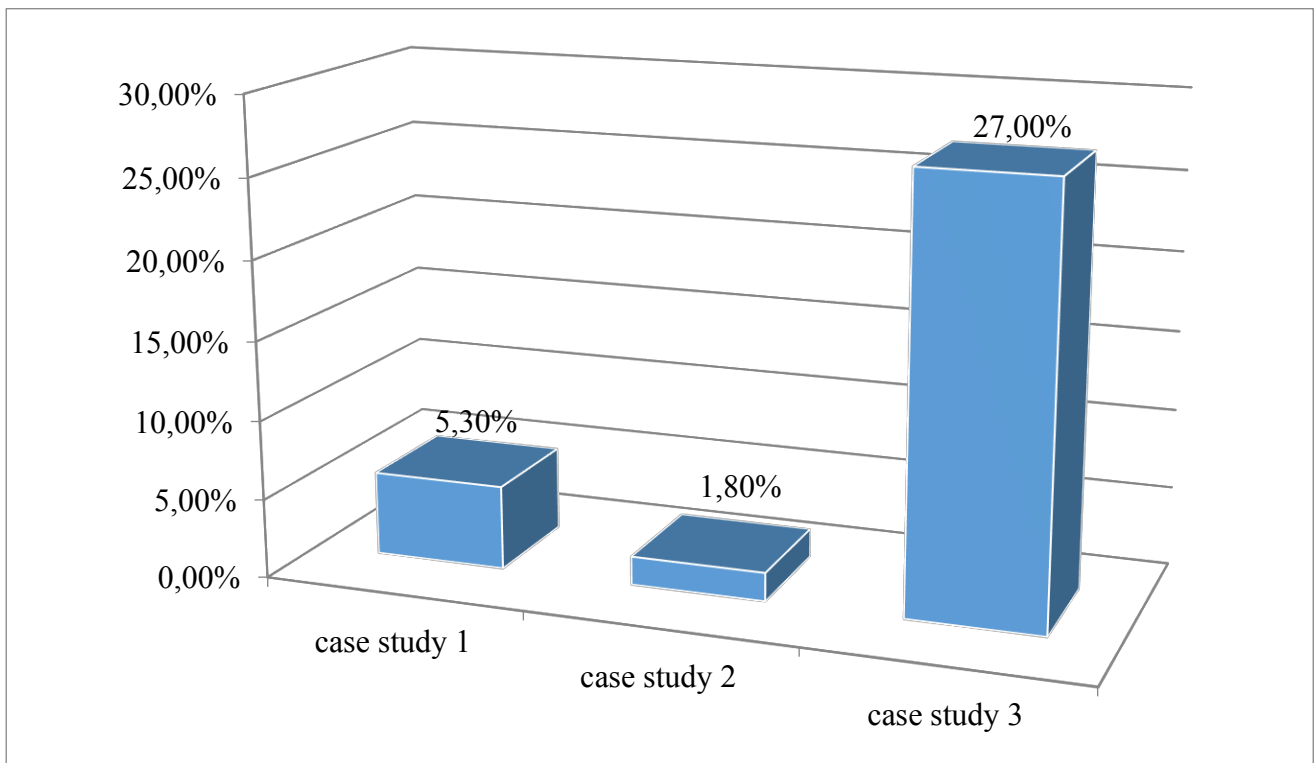


Figure 2 – Clarifying percents in cost overrun and time delay in case studies

Delay in testing results in the construction laboratory is one of important factors affecting time delays. Quality of work produced is impacted and will cause major delays in Erbil and Rostov construction projects; it was an important management problem on site. Another primary factor was Lack of contractor experience of the relevant work may be delaying the activity. In such cases, delay may occur and extra time will be added to the total time of implementation of the project. Relevant experience is required in order to produce quality work and enable workers to put all their efforts in increasing.

In order to solve the above problems, the researcher proposes several recommendations that will help with the problem of delays and increased costs in construction projects in Erbil province. The aim of the study was to provide the factors that lead to cost overruns and delays and to analyze the significance of each.

### 1 – Factors affecting time delay:

- contractor's responsibilities;
- government responsibilities;
- design process;
- material, labor, and equipment.

Project related factors the results showed that the factor "government delay to give the invoice to the contractor" in the first place in the project of the factor group, which shows the high importance of invoice on time for the progress of the project. The lateness of the invoice will create challenges such as reduced productivity and slow development in the work, lack of time to obtain equipment and also appoint staff with the right skills for the job. All these factors are crucial in projects

### 2 – Factor affecting cost overrun

- limited funding in construction due to the dependence of invoices by the contractor;
- government delay to give an invoice to the contractor;
- bidding tender to the lowest price one;
- inadequate planning and implementation;
- inadequate contractor experience;
- bad weather.

For the construction and engineering complexes of the national economy in conditions of uncertainty, constant instability and acute shortage of main resources issues of system-wide management for construction organizations, switched to the ideology of project-management, are decisive, while determining their survival and efficiency. Local attempts to implement some project management methods selectively in construction and engineering organizations do not give those positive results that are expected from their application because of the number of objective and subjective reasons. Base on our research one of the possible reasons that can be named lies in the absence of systematic scientific and methodological foundations for managing the construction and engineering projects in both countries.

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