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El asistente del propietario del proyecto: un nuevo operador en el proyecto a gran escala. El caso del proyecto de la Gran Mezquita de Argel

The project owner assistant: a new operator in large-scale Project. The case of the Grand Mosque of Algiers project

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Resumen— Nuestra investigación se centra en el papel de la gestión de proyectos relacionados con el trabajo en los países en desarrollo, para aclarar qué habilidades son factores clave de éxito para el líder del proyecto. El propósito de este estudio es aclarar el posicionamiento y la contribución de este nuevo operador en el montaje de un proyecto particular en un contexto en desarrollo. En este trabajo hemos aplicado esto al proyecto de la Gran Mezquita de Argel, que es el proyecto piloto en la actualidad con una fuerte movilización de actores públicos y privados para llevarla correctamente.

Palabras clave— Hormigón; árido; cáscara de almendra; sustitución.

Abstract- Our research focuses on the role of management assistance of project management-related work in developing countries, to clarify what skills are key success factors for the project leader. The purpose of this study is to clarify the positioning and the contribution of this new operator in mounting a particular project in a developing context. In this work we have applied this to the project of the Great Mosque of Algiers, that is the pilot project scale at present with a strong mobilization of public and private stakeholders to properly carry it.

Index Terms— Concrete; arid; almond shell; substitution.

I. INTRODUCTION

Algeria, the largest country in Africa, the Arab world, the Mediterranean and the tenth largest country in the

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world. Algeria covers an area of 2,381,741 km², its capital Algiers, occupies an important strategic position geopolitically in the African continent. This last decade, major projects initiated in this capital constitute the driving force of development and enhancement of the capital.

In Algeria, it is primarily the capital upgrading which polarizes the new investments; from the reconquest of the

waterfront, to the redevelopment of some neighborhoods, passing by the structuring of the periphery, the lighting plan, the transport macro meshing, the urban boulevard, the "agri parks" belt and other walks. The capital is living the pace of change in order to become around 2030, «Algiers world city" (Liberté-Algérie, 2013).

Indeed, the city of Algiers, as part of its strategic plan, has been chosen to be presented among the 25 largest cities in the world that have the potential to the highest development (Bendeks, 2014), it is also the 5th largest city of the future in the African continent after North Africa, Cairo (Egypt), Tunis (Tunisia) and Casablanca (Morocco) as reported by the US firm Price water house Coo (PWC) 'cities of opportunities» (PWC, 2015).

A large objective criterion which puts the city in competition is the existence of large structured and planned projects.

The project of the Great Mosque of Algiers is the pilot project scale at present with a strong mobilization of public and private stakeholders to properly carry it. This is symbolic and prestigious project. These projects initiated mostly by the heads of state is an emblematic example, in that it is both in the sacred domain and gigantism in the register as the Great Mosque in Casablanca Hassane II (1987-1993), the project of the Great Mosque of Algiers is a very ambitious project with a minaret which is expected to be 300 meters high, the Great Mosque of Algiers is to dethrone that of Casablanca.

In this sense, to meet the requirements of efficiency, the management of Megaprojects in the urban framework is based on several pillars which come under the governance (Barezowaska-Azzag, 2012). The fundamentals of these pillars are: the administrative structure and its management instruments, managerial techniques and competent human resources (expertise (Arnaud and Verdeil, 2008) represented by foreign assistance to the mastery of work, which is often essential for help the project owner and project manager in their organization of tasks in the process and coordination of actions to be undertaken in specific projects).

This research is a first approach to the contribution of the assistance to the work of masters for the success of a major project.

II. PROJECT

We will bring focus on these actors and a major project successes vectors taking to bring light on decision-making and managerial e role of assistance to the project management as a new operator in the context Algerian.

A. Project owner

These distinguish one designated "client" as a natural or legal person, entity or public or private: an institution, a

company or a construction professional. It is physically represented by one or more persons to the prerogatives defined in the job description.

The simplest definition being defined its role as follows: "This is one for which the structure is built, the customer, who pays", he designed the development of the construction program, defines the requirements quality and conditions of realization of the work, its action is based on one or more physical persons in charge of managing the project is now a high level of requirements in terms of timeliness, cost and quality.

B. The project owner assistant

A MOA (Business Analyst) do not know everything: she knows his job, his needs and constraints. But is not necessarily a project management professional.

What she does not necessarily know how and where by the approximation against time exceeded cash payroll and drifts on costs: Expressing his need in unambiguous terms, control the work of masters whose interests are not the same as project management, also drive change in its own departments to carry out its mission on technical, managerial and other.

C. Project management

As part of complex projects involving several players, it is necessary to qualify the various levels of responsibility. The referents of project management in the construction sector and public procurement law distinguish two levels of management: The client, future owner of the projected object which emits requirements given the expected situation that it defines, and means he is ready to spend. "The book is the result of the project." The main contractor responsible for building the projected object. ". The work is the project process." AFNOR are two levels of responsibility: Management of a project us a coordination of actions, control / adjustment of the implementation and resource allocation. This is project management that ensures the decision function, the help function to the decision under the project management.

D. Project success

Whatever its size, a project succeeds is above all the encounter between the impressions he later emerges. It may be limited to the achievement of objectives in terms of time, budget and quality.

We should at this point to define its success vectors. The success of a construction project does not have a miracle solution, it depends on structural factors related to the organization, interpretation that men make and how is blown by the lead the client with that assistance to the project owner offers him. Beyond the specific criteria to work, it must rely on predictable indicators at the time, the environment, the economic environment and climate phenomena, etc.

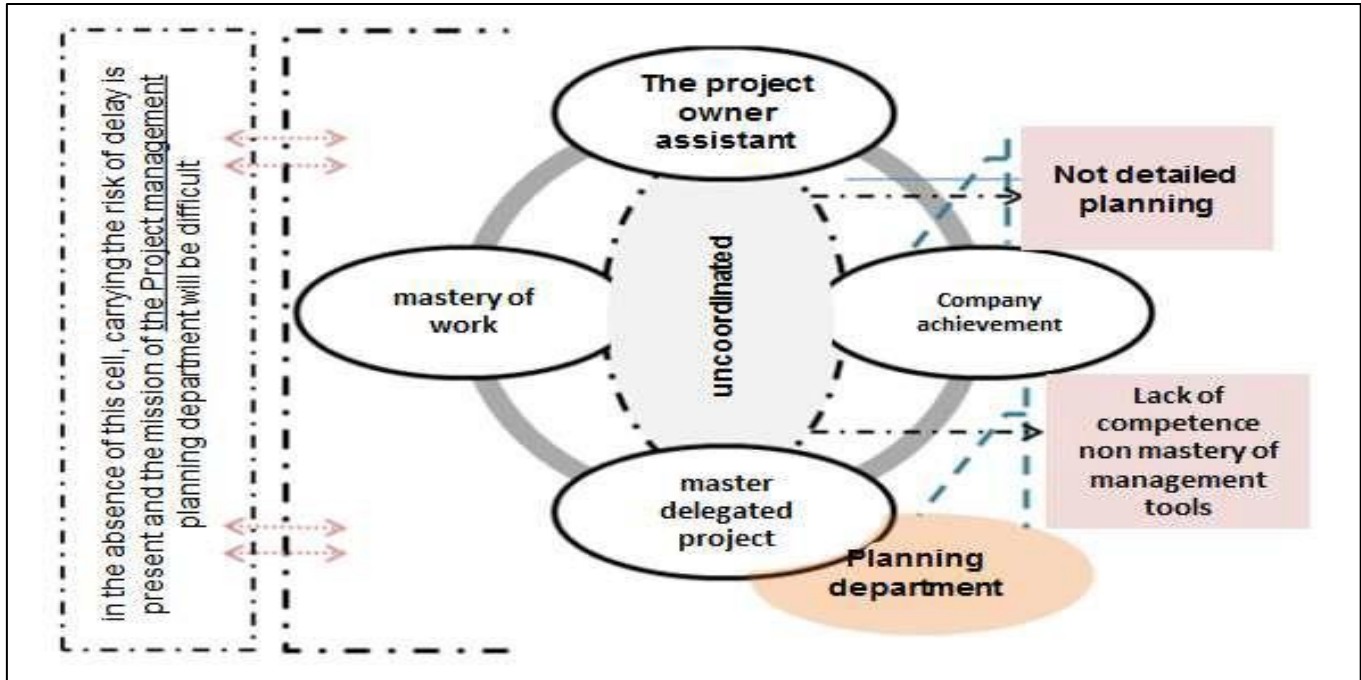


Fig. 1. Scheme specifying the impact of the absence of OPC cell (Scheduling, Management and Coordination) on the project and the potential delay associated with this lack).

As we distinguish among three skills mastery of the work offered by the ticket assistance to client:

a) Managerial skills

Being expertise with its own sufficient technical expertise to the project: understand the administrative, urban, financial, social and environmental; Learn to understand, budget, produce reports, use of management tools ... Therefore, it must be able to understand and know the elements essential to its function (knowledge of works, the role of stakeholders, procedures ...) understand the context of production of building and cooperative activities in two evolutionary basic aspects: the specifics of the building of the production environment, and high construction and operation of the particularities of the context of cooperation implemented for the operation. It must be capacity to define the outlines of his project with knowledge of the means available. It must be efficient. He must have surround himself with competent people and (to) understand the mission without interfering, "the specialist skills integration capability is a competitive advantage in organizations" (Grant, 1996).

b) Professional skills

Knowing how to be the only formal sitting of the post responsible for contracting mastery is not enough in itself to be the custodian of the authority that the function requires to be the guarantor of the proper implementation of the book. It must also be able to listen and understand its employees to decide, to decide, to be consensual, and anticipate contributing

to the achievement of the initial objectives it has set. Throughout the project, it will have to do with individuals that will not necessarily have chosen and which



Fig. 2. The welding of strips of reinforcement.

he must ensure the maintenance of good relations to work with stakeholders he missioned.

He will listen to them by getting involved in the project in a remote supervisor, be alert in case of deviation and crop if necessary based on the hazards that lie to him and not to mention one of its main prerogatives pay. It's know-being can give it a more important dimension as the vision of a leader.

By design and vision, the leader ensures that individuals perform tasks efficiently and is oriented towards stability. "Managers are people Who do things right and leaders are

people Who do the right thing" (BENNIS & nanus, 1985).



Fig. 3. Performing the weld which requires qualified personnel.

Therefore, its ability to design, communicate a vision, enable and make-do is from the position that its function requires and makes him both a manager and a leader, "The leader seeks innovation and should s' ensure members' agreement on how things should be done "(HOUSE AND ADITYA 1997).

c) Technical skills

A project manager previously cannot be the sole possessor of knowledge. His opinion is based on the specialists, mainly assisting the project owner in the first place, the master work too. However, its technical knowledge of construction can be non-existent; it should keep the credit if the issues require his

intervention in the matter. It cannot be taken aback by a technical question that requires a decision. The most brilliant managers in charge of project management may experience technical difficulties; if his mind is curious and is responsible, his appetite naturally guide you to acquire new data taken from his supervisor. The latter will be responsible for decrypting it with the information and suggest appropriate solutions. Faced with what it will have to decide knowingly, "the stored experiences in the organization are the core expertise of the manager-how to meet the experts" (Grant, 1996).

So, our research question is as follows: how the project owner assistant skills are the key success factors for the project bearer at the managerial, technical and decision making level?.

The question is then a reflection about the involvement of the project owner assistant and his technical, managerial and decision-making skills as a new operator in the management of projects in Algeria.

III. METHODS

To conduct this research we opted for a qualitative- analysis (Akhlouf, 1987) and the realization of afield survey throughout semi-directive interviews with the different actors of the Grand Mosque of Algiers project in order to draw a more complete picture as possible of our project process.

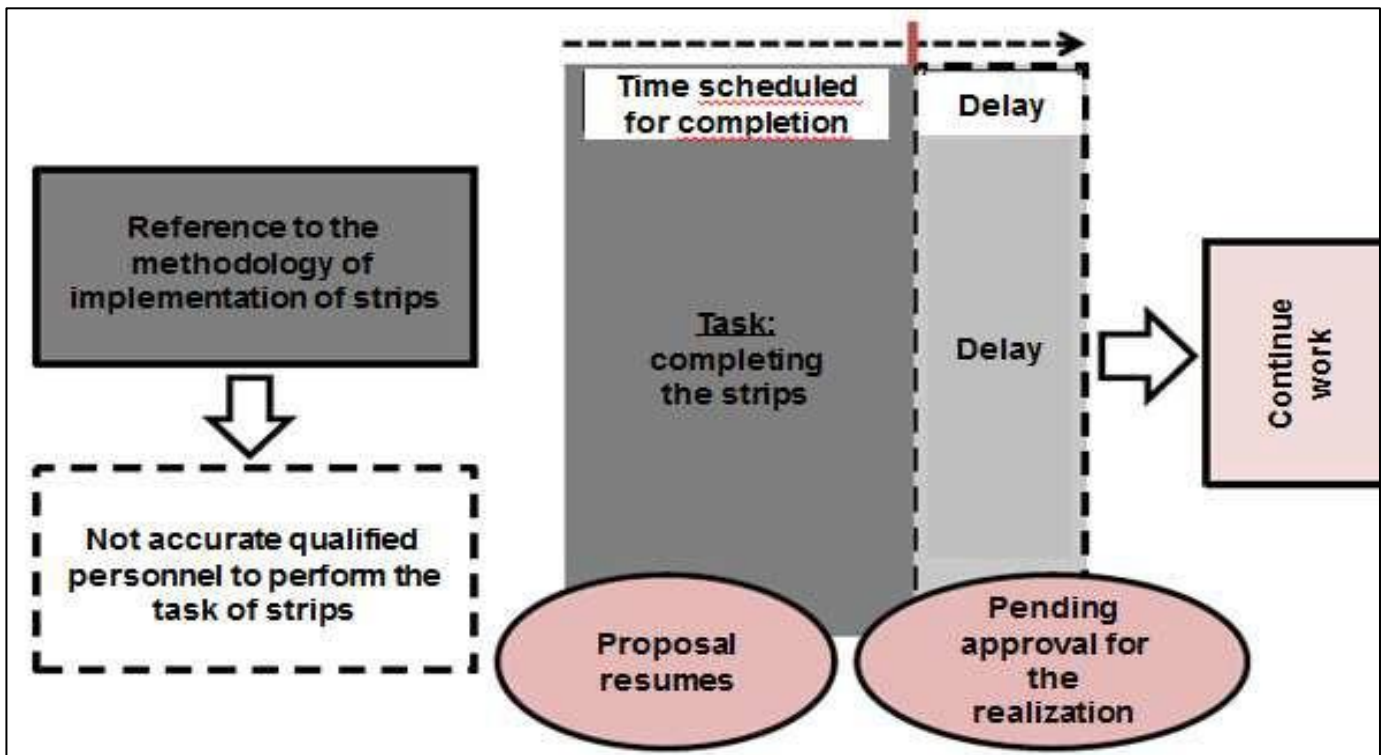


Fig. 4. Observation of the delay caused by lack of qualified welders- bars/ Foundations.

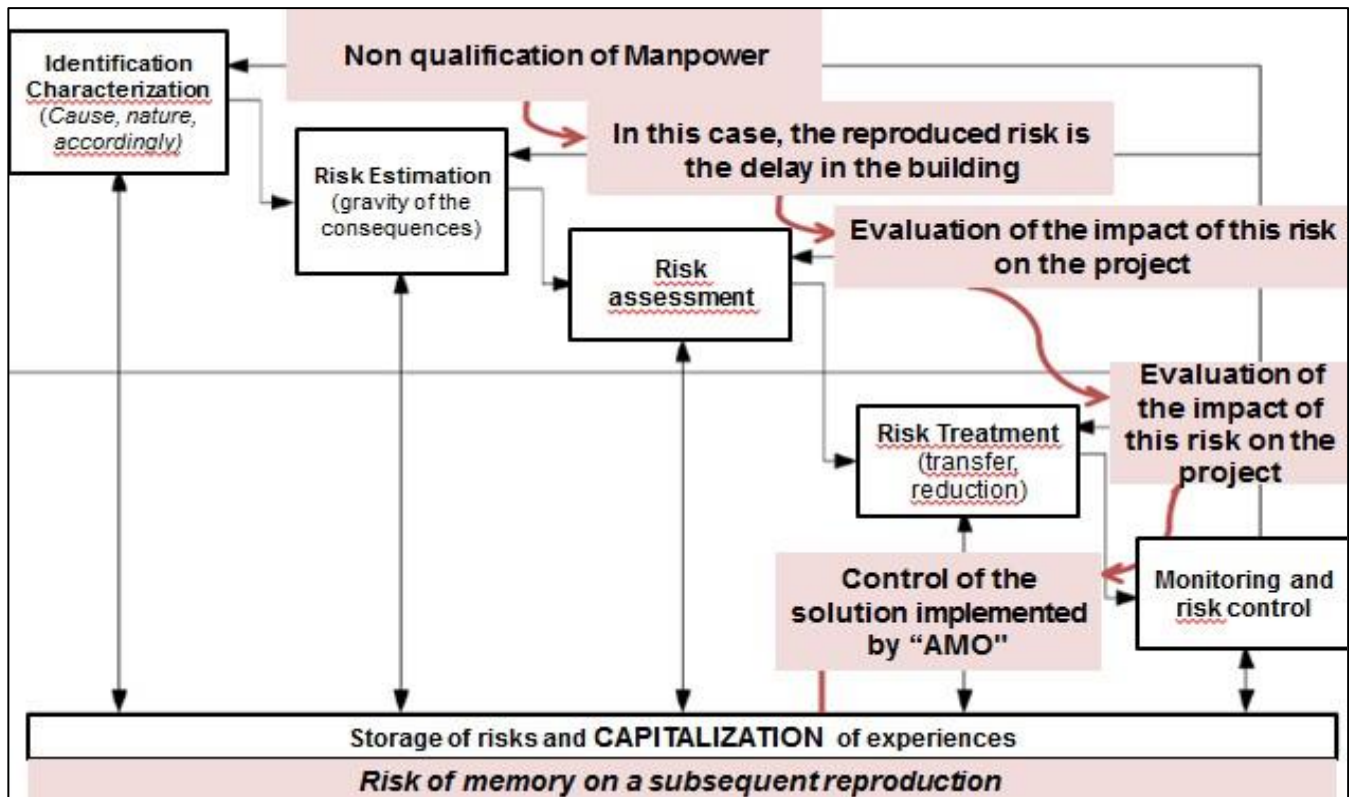


Fig. 5. Sample survey process assistance in project management.

We'll see how the responsibilities faced by the contracting authority imply its share intrinsic skills assistance to the contracting abilities when both managerial and technical. We identified that these skills could be instrumental in the success and we have deduced that their absence or insufficiency, these shortcomings could jeopardize the success of a major construction project. We also identified that extrinsic phenomena of project manager could create obstacles to the success of a project according to their nature, and that the contribution of prior intrinsic skills, make it, given his position and prerogatives, the key player in the success of the project of which it is responsible.

These external phenomena of the project make it unique and in fact, involve all stakeholders understanding as the key essential elements of a successful project at the head of which is the project manager in charge of project management. It seems certain that the project manager has to disclose extensive managerial skills to both designs, distinguishing correct, enable, enter and validate in the framework of its responsibilities. These skills will come handy in making decisions entrusted to it and how extrinsic phenomena himself, under the project, leading to act accordingly. We will try to demonstrate how the inherent skills affect his decision in relation to extrinsic phenomena impacting the project themselves, and that, coming as obstacles which the owner

will face, near or away. We have defined the success of a project as meeting the objectives in terms of quality of the work, to achieve the deadlines, respect of the envelope budgeted and preservation of the given image. We will try to show how these phenomena can impact one or other of these criteria and whether to participate in the success of the project, headed by the owner must act with reference to the assistance that has appropriate skills cited below skillful governor, strong and aware of his surroundings.

For this we analyzed and evaluated the constraints related to the organization and those related to the technique in a phase of implementation, justifying this choice on the observation made and the availability of information given the size of our cases study and applying one of the areas essential "project management areas" (PMI, 2013).

IV. RESULTS AND DISCUSSION

We chose to group search results in a diagram specifying the coordination and management of technical risk by conducting a second reading decoding, according to the themes of our literature review are making other unexpected elements that reinforce our study. We took care to ask additional questions and boost questioned so as to observe the results from several angles and bring more meaning to our expanded definitions. Our investigation has allowed us to meet

varied profiles equipped with an objective view of the function, whether client or whether their partner. At this stage it has not allowed us to observe the differences between the various management-related stakeholders.

Organizational constraints

- The organization of services in the national implementation agency and management of the Great Mosque of Algiers ANARGEMA is made in a conventional manner and is centralized.
- The absence of competence and cell for complex project management as our case study.
- Insufficient coordination between project stakeholders.

Lack of specialized profiles in planning for the proper management of schedules of implementation.

Constat d'un risque technique

In project management pilot workshops, the discipline that takes an emergence in the field of construction, identification of constraints and risks according to the PMI standards (Project Management Institute) sets the context of the project.

In the case of the project of the Great Mosque of Algiers constraints and risks are at the same level of severity.

In other words, a significant constraint is considered to be a risk which may have major impacts junk.

The management within the project

The risk of delay in our case, is controlled according to the experience and expertise of each stakeholder, there is a lack in the use of management tools and standards concerning the risk control, we can translate this finding by the lack of enforcement of discipline in question in a major project such as our case study in the absence of assistance to the work of mastery that acquires expertise in this area.

From this analysis, no project is immune to undergo risk on all levels regardless of its size, but the application of project management areas to reduce impacts in relation to: completion dates, quality of the book and especially budget overruns. But the presence of assistance risks and constraints whatever their level may be reduced by exploiting his skills.

No construction project cannot succeed without the support of multidisciplinary skills and coaching. Far from considering the client must know in every detail of the construction of clean technology to the frame, we noticed that assistance to the project owner will have the technical skills that facilitate the teacher's decision-making to work conscientiously and technical skills provide a better estimate costs for exceeding.

V. CONCLUSIONS

Our research focuses on the role of management assistance



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of project management-related work in developing countries, to clarify what skills are key success factors for the project leader. The purpose of this study is to clarify the positioning and the contribution of this new operator in mounting a particular project in a developing context.

You have to imagine the project metaphorically as an orchestra, ready to perform the work, headed by the conductor who is the owner must coordinate the play of the given time musicians, with specific steps, for the achievement of a comprehensive service with limited resources. Beyond its own expertise, necessarily limited, and those of his assistant (assistance to contracting mastery), the client must contain these phenomena that can lead to ruin the project: in the case of delays, workmanship up to the realization of improper book to its destination or partially completed because of lack of means, just the success of the project and related managerial skills with technical ... offered by the latter.

Finally assistance to the mastery of book transfer to the Client's knowledge in project management, management. It is unknown business in Algeria and just waiting to grow, to lead the structuring projects, the success of programs based in developing countries.

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