Critical Success Factors and Challenges of Project Management Consultants in Construction Projects: A Review

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Abstract: PMC is being engaged for project planning, co-ordination, control and supervision of construction work. PMC also helps to ensure transparency in communication between the client, contractor, consultant and authorities concerned. PMC influences the project execution to a great extent in order to ensure that the project gets completed within the predetermined timeframe, budget, scope and quality and also to accomplish the project success objective. The present study is an attempt to comprehend the important CSFs (Critical Success Factors) as well as the challenges faced by the PMC's in construction project management. For identifying the CSFs various research papers on PMC, Construction delays, Cost Factors, Service quality, Project management maturity, Stakeholder management, Risk management, Building information modelling (BIM) were studied. This review revealed the main CSFs and issues which need to be examined in the next research study. A questionnaire survey would be carried out online for collecting the views of the construction professionals in the cities of Gujarat and Lusaka. The obtained data will be examined using statistical and ranking methods for identifying the most influential CSFs and Challenges and to further analyze their influence on project performance. The research outcome can suggest some measures to assist the PMCs in enhancing the project performance.

Keywords: Project Management Consultant, Critical Success Factors, Construction Projects, PMC Performance, Project Challenges, Project Performance, Stakeholder Management.

1. Introduction

A Project Management Consultant (PMC) is considered to be the owner's face and responsible for construction project from planning stage till its completion [1]. PMC manages the project at different fronts such as interacts with client, contractor, consultants and other stakeholders on behalf of client & monitors the execution of project in accordance with schedule [2].PMC prepares schedules, controls construction schedule, cost control, quality controls, co-ordination, and handling of issues that occur during construction. Proper scheduling and co-ordination assists in

avoiding possible of risks of delays and other issues [3]. With effective planning, regular monitoring, co-ordination, the project can be completed within the specified time, budget, and quality requirements [4].

The performance and effectiveness of a PMC are influenced by several Critical Success Factors (CSFs), such as effective planning & scheduling, communication, decision-making, technical knowledge, monitoring, and stakeholder management [3]. At the same time, PMCs may face various challenges during different phases of construction projects, including project delays, cost-related issues, design changes, resource constraints, coordination problems, contractor-related issues& inadequate information [5]. These factors and challenges can directly influence the overall performance of the PMC and, consequently, the success of the construction project [6]. Therefore, identifying the Critical Success Factors and Challenges of Project Management Consultants is important for understanding how PMC performance can be improved and how better project outcomes can be achieved [7].

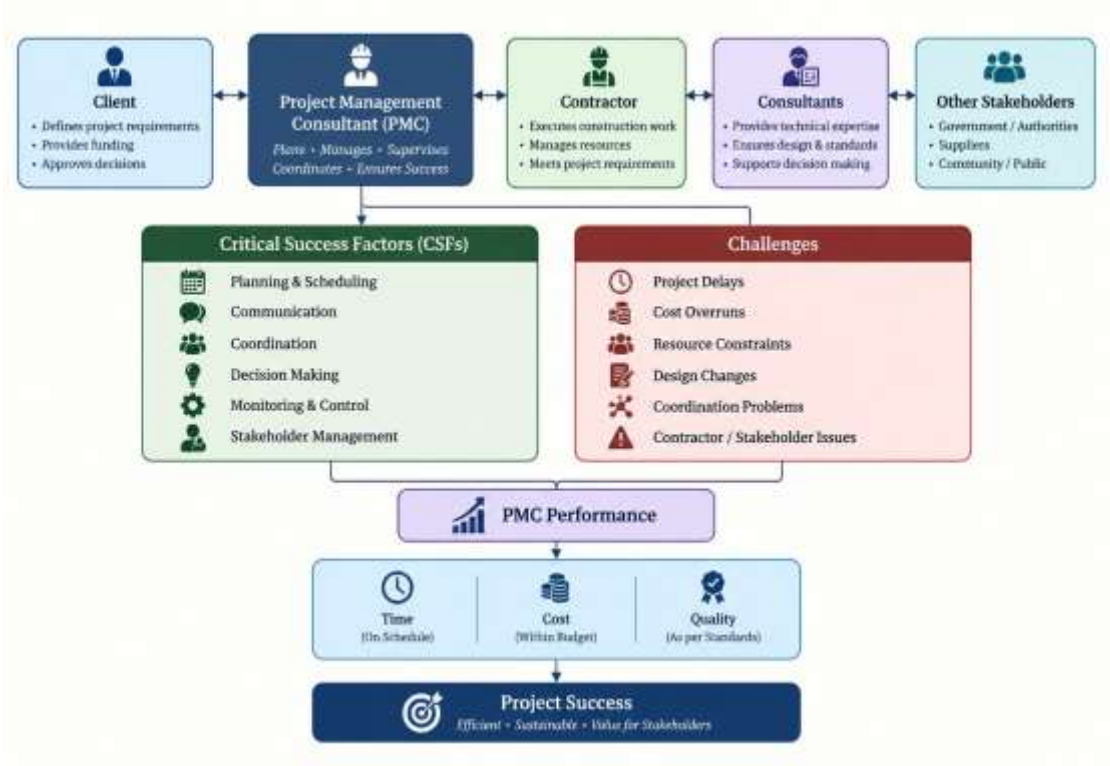


Figure 1: Project Management Consultant role, Critical Success Factors and Challenges

Figure 1 shows the role of the Project Management Consultant (PMC) in coordinating the client, contractor, consultants, and other stakeholders [1]. The study explores Critical Success Factors (CSFs) and issues responsible for PMC performance, and their impact on the schedule, cost, quality, and the success of construction projects [8].

2. Literature Review

Below are the literature reviews on Project Management Consultant in construction projects:

Zulu et al. (2026) examined the other thing done by this study was to look at the risk management process in Lusaka phase III road expansion Projects. It was reported that for Lusaka phase III road expansion project the technique with highest prevalence was contingency planning which was ranked the first out of the study. Technical training was ranked second, then risk transfer, then keep risk registers, and community participation or consultation ranked third, fourth and fifth respectively. It was established that there were some problems facing the project, and the problems were limited budget, increase cost pressure, resource constraints and constraint imposed by regulations. Others include conflicting objectives of project stakeholders and technical problems. The study concluded that good risk management practice has led to the successful achievement of project objectives, cost control and project success which resulted from early identification of risk and preparation of practical mitigating measures, adequate technical competency, and better coordination of project stakeholders [9].

Phiri et al. (2025) analyzed stakeholder management affected the performance of the project. The study revealed that good communication and stakeholders engagement were good strategies to ensure good project performance. The study identified communication strategy and frequent engagement of the relevant stakeholders as important strategies to ensure good project performance. Another important practice was that there was good communication and Frequent

project progress updates and joint supervision visits. Good coordination in project operations were some of the good practices in stakeholder management that led to project success. This study is pertinent to PMC performance because PMC liaises with clients, other contractors, consultants and stakeholders where Communication, coordination and stakeholder engagement are considered imperative [10].

Lalmi et al. (2025) examined to identify the management techniques generally used in construction projects, looking at how the various techniques were used in planning, co-ordination and monitoring a project. As shown here, the techniques most frequently used were kick off meetings, teamwork and the routine progress meetings and project reports. As explained earlier, these techniques had a major contribution to make in a construction project. All these techniques contributed to the dissemination of information of a specific job, an understanding of the scope of that job and at the same time monitor the progress of that particular job and who has taken ownership of the job so far. Also, the less common techniques of earned value management and statistical control charts, were used to a much lesser extent and it is felt that this was also because construction professionals appear to prefer meetings and reports to these more numerically-based techniques. The use of these techniques will support communication, co-ordination and project monitoring and would assist the present research as the project management consultants role deals with these activities [11].

Malik et al. (2024) studied the integration of Building Information Modelling (BIM) in construction processes. The study found that BIM improved communication, teamwork, and information sharing through real-time project data. However, high initial costs, organizational resistance, and technical complexity were identified as major barriers to implementation. The researchers suggested management support, phased implementation, and proper training for successful BIM adoption. The study highlighted the importance of collaboration and information exchange among project participants. Although the research was not directly focused on PMCs, its findings are relevant to PMC performance because PMCs are involved in coordination, communication, monitoring, and information management during construction projects [12].

Asmi et al. (2021) analyzed causes of delay was studied on the opinion of the contractor; clients and project management consultants (PMC). The comparison has been made between the view of all three groups. Caused of delay was categorized in to three types: financial problems; technical problems; co-ordination problems. According to project management consultants change in design, cash flow problems of contractors; cash flow problems of clients; delay in commencement of progress payment are the crucial causes of delay. It was also revealed that the three groups; contractors; clients; project management consultants did not share the same perception regarding to the causes of delay. Client identified only financial problem as the root of delay while the contractors and project management consultants identified technical problem as the main cause of delay. Also the co-ordination problem was a key factor of delay for the contractors. Finally the causes of delays in construction project have different costs. These costs are related to the different costs of the duties of different professionals [3].

Abdulla et al. (2020) investigated the study results are on how service quality and consultant trust services affect the performance of PMC of UAE Executive Council. In research, a quantitative method was used in which questionnaire designed, data was collected and hypothesis tested. Data analysis was done in SPSS as well as SmartPLS 3 for data collection. The research did is on how service quality, trust to consultants effect the performance of PMC. The research results indicated that the service quality affected PMC performance positively. It also helped in enhancing service quality thus to create the trust among clients. The relationship between trust to the consultant and PMC performance was also determined to be significant and the trust played a significant role in facilitating the relationship of service quality and PMC performance. The study thus concluded that good service quality also trust was also necessary for a better performance of PMC particularly for projects in public sector [13].

Gunduz et al. (2020) identified the critical factors of success of sustainable project management in building projects. The analysis revealed that the profile of management domain/sector financial resources human resources dimensions of the study project's success. Making decision in time, financial resources, resources, support of the top management, the presence of experienced project manager, construction workers, and the closer co-operation between project participants have an impact on project success. It is found that construction project management in the construction projects is largely can be success depends on the proper management and resource management; the management role of project players such as the government, project team members and consultants is significant in this case. Such findings would benefit the current research in term of identifying the major success factors influencing the project management consultants and construction project management in projects overall performance [19].

Dobi et al. (2019) examined Integrated Project Delivery (IPD) for project performance improvement of construction project In the study discussed a PMCs construction project performance improvement can be used to support. According to the above – cited, it can be found that PMC is a supporting organizations of expert knowledge and experience to manage the construction project. Not worked it's been observed that the members of project team could work with each other effectively and similarly in a construction project, there may have their own skill and experiences, working style and management systems are different. However research was few in the areas, take away from that is between the services supported by the PMC and project performance of time, collection and analyzing, some other needs to be known.. Furthermore, the study identified that the systems used in the organization can be improved to support better project performance by adopting the IPD and PMC practices [14].

Pandey et al. (2019) developed Project Management Maturity Model by which the maturity of a construction organization in terms of project management can be evaluated. Five levels of maturity were identified; Initial, Controlled, Managed, Defined and Optimizing. This model was used in construction organizations in Surat, Ahmadabad, Vadodara and Rajkot and data was obtained through questionnaires filled by project managers, owners, contractors and PMCs. It was found that the assessment of the level of maturity helped in estimating the practices adopted by the project management and how they could be compared. The assessment helped in identifying the areas in which there was scope of improvement. These findings are significant for the present research because the dimensions of management identified are significant for the PMCs task and are expected to have an impact on its capabilities and success of construction projects [15].

Bernardino et al. (2018) investigated the success factors and profitability barriers on Project Management Consultant companies. Studied the way of capitalizing on success factors, and minimizing profitability barriers that would lead to an improvement in project delivery, and help achieve sustainable profitability. Used Porter's Five Forces model to analyze the profitability barriers to the implementation of projects successfully and enjoy sustainable profitability. Collected the data via survey questionnaire and used purposive sampling technique in order to gather the survey sample of 140 project management and consulting firms available in Doha, Qatar. This paper looked into the nature of the relationship between success factors, profitability barriers and sustainable profitability strategies. The results revealed that strategic alliance/networking and project management strongly had a major impact on sustainable profitability. Effective project management was associated with planning, monitoring, and controlling activities, while strategic alliances were considered useful for diversification of market sectors and services. The study also found that power of suppliers had the highest impact among the profitability barriers considered. The research provided a basis for PMCs to strengthen successful practices and address barriers affecting sustainable performance [16].

Nawi et al. (2016) studied the key area of the study is the issue of procurement in PMC, including choosing and evaluating contractor, contractor and supplier selection and assessment. The problem that may face up is analysed and the client and PMC dual responsibility for the selection of suppliers has been investigated. Case of study was taken in order to further examine the practical risk of dual responsibility of project performance. Furthermore, the role of PMC in coordinating between project members such as contractors, engineers, suppliers and other disciplines in project is explained in more detail. The need for formation of specific duties and responsibilities of PMC relating to the decision-making tasks is observed between client and PMC. These aspects will have more significance for this current study since the procurement process, contractors choice, project control and decision-making are key elements that influence the performance of PMC and project success [17].

Nikumbh et al. (2014) examined the present study has explored the role and services available of project management consultants (PMC) in a construction project, such as, project auditing. The role of PMC in project is identified as project planning to project implementation, monitoring and finishing. The project planning, scheduling, controlling time and cost, work checking and monitoring progress and coordinating all different project stakeholders are found the most important role of PMC in the project. Various problems in construction such as constructability problem, poor contractor performance, delay in delivery of materials, safety issue, communication problem, etc. are discussed in the present study. It has been found from the present study that the performance of PMC highly depends on the project manager's management of activities and their ability to respond to the problems, events, and issues occurred in the project. Contingency planning and controlling the project activities may help to identify problems to take corrective measures if necessary. The role of project auditing in reviewing the project activities and their management has also been discussed. The present study can help the present research to explore the different responsibilities of the PMC, practical limitation and influence of these responsibilities in the project duration, cost and quality [6].

Raut et al. (2011) examined research study is to find out the services of the Project Management Consultants(PMCs) of the construction projects to coordinate between the client and contractor, and to make a list of the service and to prepare a framework, based on the four types of the PMCs contract. The study has limited to the PMC as a part of the construction project management because different organizations work simultaneously with different duties in the construction industry. Data are collected from the site visits and questionnaires survey, to get information of the services of the PMC during the construction project. Out of 150 questionnaires 56 numbers received, analysed and summarized for the services of the PMC. Sixteen services during the construction work, project execution phase has been determined, namely construction management, project coordination, scheduling, project control, human resource management, financial management, etc. The responses have been considered the importance of the ratings to be as high and very high in the cases of most of the services. The study concludes that the PMC services are a significant factor in ensuring a effective of the parties in the project and provide effective implementation of the construction project [1].

Hameed et al. (2010) analyzed the key factors influencing construction cost of large MARA Construction Project from PMC perspective were selected and categorized and ranked by questionnaire survey of PMCs and statistical analysis of the factors influencing construction cost. The obtained results indicated that the cash flow and the financial condition of the contractor was the primary contributor to the cost problems while other key factors influencing construction costs were poor on-site supervision and project management, lack of experience of the contractor, limited site workers, poor planning and scheduling. By Spearman correlation analysis, very strong positive correlation was found between weak on-site management and project planning and weak planning, and between contractor's lack of experience and planning-related problems, meanwhile lowest was ranked to changes in project scope and frequent change of design. However, some contractor's factors were found to have positive association with other key factors which might lead to the construction cost problems [18].

3. Research Framework: Aim, Objectives, Need, Novelty of Work and Scope

Below table 1 showing the Aim, Objectives, Need of Project Management Consultant:

Table 1: Aim, Objectives, Need & Novelty of Work of Project Management Consultant

No	Components	Details
1	Aim	• To identify and analyze the critical success factors and challenges faced by Project Management Consultants (PMC) in construction projects to improve project performance and success [19].
2	Objectives	1. To identify the key critical success factors influencing PMC performance [14]. 2. To understand the role and responsibilities of Project Management Consultants in construction projects [20]. 3. To analyze the major challenges faced by PMC during different project phases [21]. 4. To evaluate the impact of PMC on project time, cost, and quality [1]. 5. To suggest measures for improving the effectiveness of PMC in construction projects.
3	Need	1. To identify and prioritize the key factors influencing PMC performance [21]. 2. To understand the major challenges faced by PMC during construction projects [22]. 3. To improve project performance in terms of time, cost and quality [8]. 4. To provide practical measures for improving PMC effectiveness.
4	Novelty of Work	1. Focuses on Critical Success Factors and Challenges of Project Management Consultants (PMC) together. 2. Will use structured primary survey to collecteddata from construction professionals.

		3. Examines PMC-related factors in relation to project time, cost and quality [14]. 4. Provides recommendations for improving PMC effectives and construction projects performance [14].

3.1 Scope of the study

Figure 2 shows that the Project Management Consultant will have 4 focus areas: The study of construction projects in Gujarat (India) and Lusaka (Zambia) The study of the critical success factors affecting performance. The study of the issues faced during implementation. The final impact on project time, cost and quality. [6].

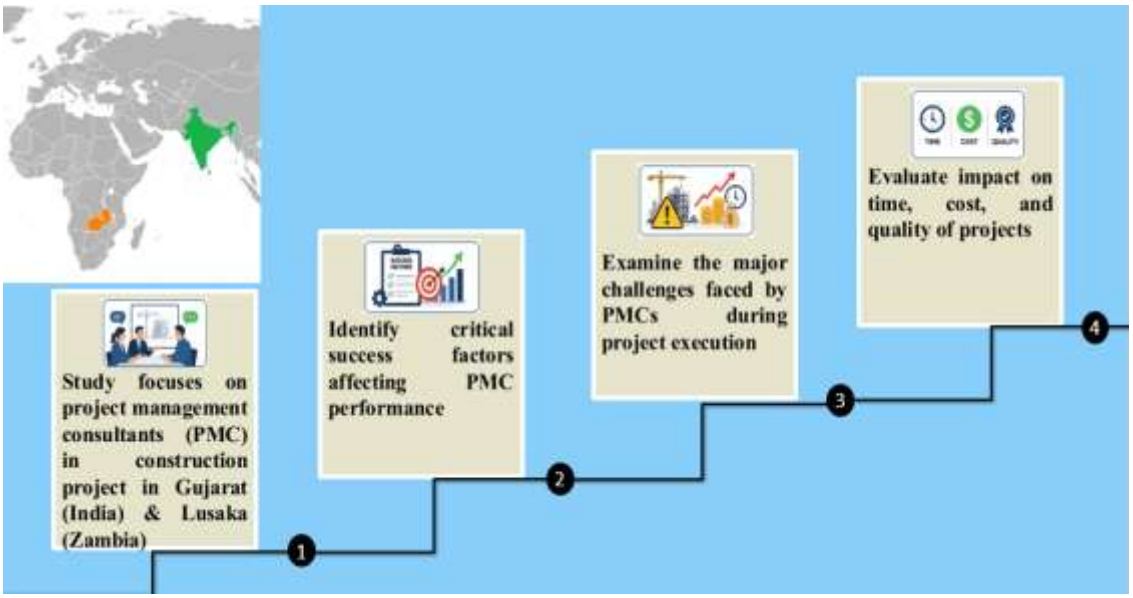


Figure 2: Scope of Project Management Consultant

4. Research Methodology

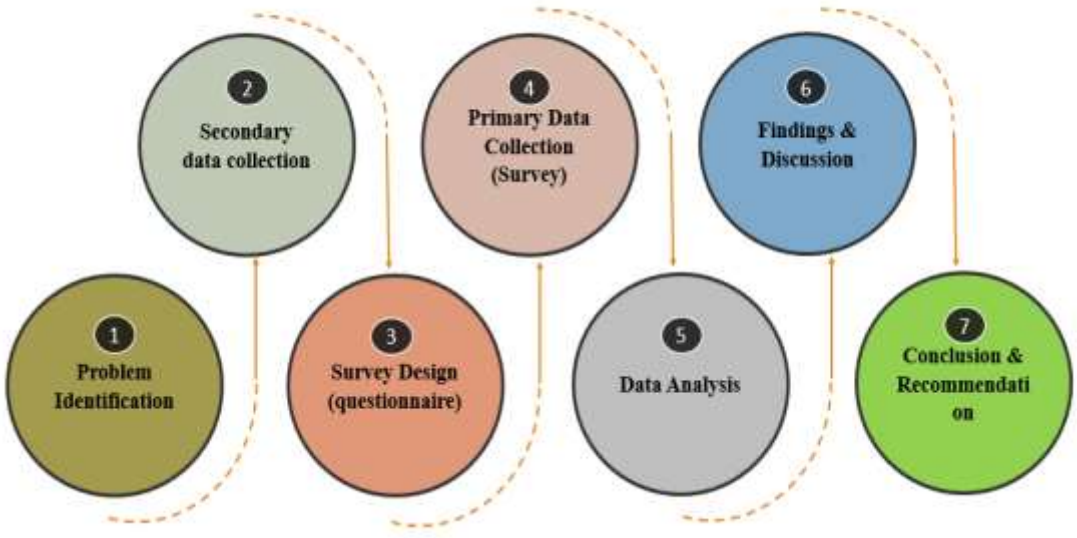


Figure 3: Research methodology

Figure 3 shows the seven phases of the research methodology adopted in this study are series of steps pertaining to presentation of problem, analysis and investigation of problem, formulation of hypothesis, forecasting, experiment or investigation, interpretation of the result and inference and recommendation. The seven phases in the research methodology are described in the following manner:

4.1 Problem Identification

This is the research problem that concerns the Performance of Project Management Consultants (PMCs) in the construction projects. It defines the major concerns, Critical Success Factors (CSFs) & problems of PMCs [19]. Based on these concerns, the research aim and objectives are formulated.

4.2 Secondary Data Collection

Relevant information is collected from research papers, journals, theses, reports, and other available literature [16].Previous studies related to PMC roles, CSFs, challenges, and project performance are reviewed. The relevant factors are identified from the literature, and the research gap is determined to establish the basis for the present study.

4.3 Survey Design – Questionnaire

A structured questionnaire is developed based on the factors identified through the literature review. It covers the respondent profile, CSFs, challenges faced by PMCs, their impact on project time, cost and quality, and suggestions for improvement [23].A five-point Likert scale is used to measure the responses. The questionnaire is reviewed and finalized before conducting the primary survey.

4.4 Primary Data Collection – Survey

Primary data are collected through a structured questionnaire survey among construction professionals having relevant experience in PMC, project management, and construction activities [24]. The survey is conducted within the defined geographical scope of **Gujarat** (**India)** and Lusaka **(Zambia)**, with responses obtained from suitable construction professionals.

4.5 Data Analysis

The gathered survey data are imported into a computer, filtered, sorted and analysed statistically. The respondent's characteristics are described using descriptive statistics. The CSFs and the encountered problems are prioritized based on their level of importance and criticality, as well as their possible impact on the project's time, cost, quality and overall project performance [13].

4.6 Findings & Discussion

Results & Discussion The critical success factors that influence the performance of PMC and the issues which have the greatest impact on the performance of PMC, have been identified from the analysis of the survey results. The implications are discussed and a comparison has been made with earlier research to investigate the similarities and disparities. The implications of these factors on the construction project performance in terms of time, cost and quality have been discussed.

4.7 Conclusion & Recommendations

Major results of the study were summarized and conclusion was drawn as per the aim of the research. The recommendations for improving the performance and efficiency of PMCs in construction project have been given. Also the research has highlighted the areas on which the further research is to be conducted in order to understand the performance of the PMC [25].

Conclusion

The following are the findings on Critical Success Factors and Challenges of PMC in Construction Projects are as under:

1. PMC performance is dependent on planning, coordination, monitoring and supervision in the construction projects.
2. PMC performance is governed by planning, communication, coordination, stakeholder management and monitoring in the construction projects.
3. Major challenges faced by PMC are time delay, cost overrun, resource shortages, change in designs and coordination.
4. Recent research papers focus on risk management, stakeholder management, use of technology and systematic project management.
5. The literature indicates a need to study CSFs and PMC challenges together in relation to time, cost, and quality.

6. The next phase will use a structured survey in Gujarat (India) and Lusaka (Zambia) to identify and prioritize key factors and develop practical improvement measures.

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