International Journal of Recent Engineering Research and Development (IJRERD)
ISSN: 2455-8761
www.ijrerd.com || Volume 05 – Issue 08 || August 2020 || PP. 62-65

Change Management in Tourism Infrastructure Development Projects

Shubhra Pande
Shubhra Pande, SJB School of Architecture and Planning,
BGS Health and Education City, Kengeri, Bengaluru-560060 India

Abstract: Urban sprawl and migration have mandated the need for inclusive ways of infrastructure development. Tourism infrastructure projects are major influencer of socio- economic demands for sustainable development. Joint ventures and PPP models have been used for their funding. However, an inclusive and sustainable construction management process is still under developing stage. The paper emphasizes the role of change management through knowledge management at a micro scale. The scope of this literature study is limited to understanding the need for initiating small influence amongst the construction workers considering the dual approach of infrastructure projects. This is beneficial in establishing a relationship between impacts of implementing change management in projects specific to tourism infrastructure development.
Keywords: Change management, tourism infrastructure development, implementation, flexibility

1. Introduction

Tourism Infrastructure projects may include both new construction and renovations/ reconstruction of existing facilities [1]. Triple constraints for tourism infrastructure project management are responsibility, risk and change management [2]. Implementation of change management at a micro level by involving construction workers can increase the sense of responsibility at grassroot level. Knowledge management of inclusive projects from the beginning of the project lifecycle is required to ascertain successful implementation of change management [3]. Change management in tourism infrastructure projects needs to be formalized at the beginning of the project by considering a dual approach of social and production spheres. This involves assigning the roles, creating use cases and interacting with the individuals participating in the project as a team or organization.

2. Knowledge based change management at Micro level

The criticality of the change in construction projects may cause delay, impact resource demand and lead to re-estimation of work statement and over time [4].Irrespective of the stage, type of change or impact, the execution is dependent on the skill and efficiency of human resources. Individual participant (micro) level initiative towards necessary direction and place, helps in innovations and evolving of the system. This is done by the operation of control parameters [5].Petrov, A. and Geraskina, I.(2017), suggests that such a system leads to a new condition of self-organization through the redevelopment of economic structures.The training of workers must comprehend the need for change management during the construction stage. Site conditions and environmental factors may lead to unpredictable circumstances in tourism infrastructure development projects.Knowledge management can ease the process of change management through an integrated approach towards change management system [5].

3. Infrastructure Project Management, the dual- orientation

A sustainable approach also needs to be incorporated along with the stakeholder management for infrastructure projects. Transport infrastructure serves a dual-orientation of production and social spheres. It defines not just the economic and ecological values, but also the social, aesthetic and architectural aspects of the territory [5]. Investment projects of the transport infrastructure must consider the formation of a future sustainable society. They must adhere to an innovative organization of activities and environmental feasibility by respecting the limitations of bearing capacity of ecosystems [6]. The formation of a new economic management model of a sustainable economy based on the principles of synergistic management (efficiency, systematicity, coherence, convergence, etc.) can solve this eco-economic contradiction (Geraskina,2013).

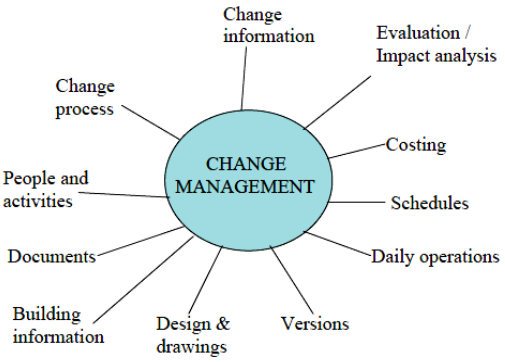

Figure 1: Requirements of an Integrated Change management system

Aleksandr Petrov (2017) holds the view that *"It is necessary to begin the process of synergistic management of transport infrastructure investment projects with identification of components, interconnections between them and the external environment, making a distinction between the management of functioning under the specified conditions and management of formation of the synergistic system."*

4. Analysis of impact of change management on infrastructure project success

The budget and duration of Infrastructure projects can be significantly reduced by the use of key project management strategies. Change management needs to be incorporated from the beginning of the planning process until the project completion. The knowledge areas must be implemented in a standardized or structured way. This helps in understanding the main aspects behind the project management approach as shown in Fig. 2 [3].

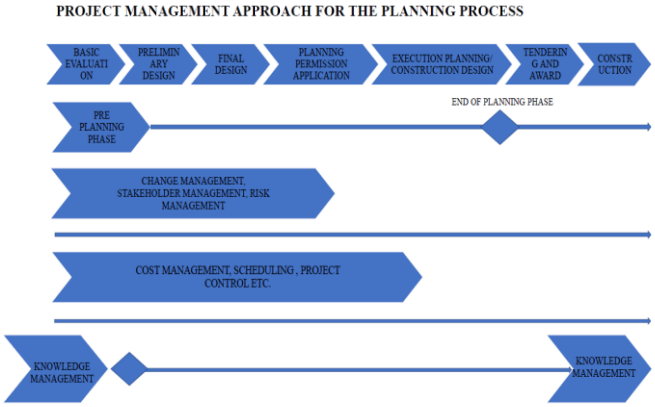

Figure 2: Project Management Approach for the Planning Process.

The study shows the comparison, in terms of implemented Project Management elements on the overall project success. The results conclude that most of the essential elements were initially considered as less important by project participants, as illustrated in Fig.3(a) and Fig. 3(b). This led to cost overruns and delay in the project [3].

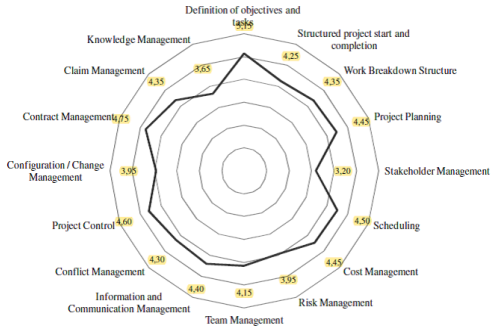

Figure 3(a): Use of Project Management elements in the organization

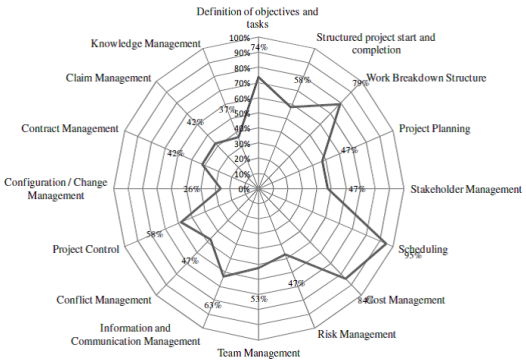

Figure 3(b): Essential elements of project management for the planning process.

Meltem Sözüer (2014) concludes that the project participants and the whole organisation should consider a holistic approach from the very beginning of the projects. This approach should involve defined paths information systems and responsibilities leading to defined decision-making structures for change management. It is important to consider changes while managing other areas like knowledge management, Risk management and Stakeholder management throughout the project lifecycle. This includes changes regarding regulations, task definitions, guidelines, as well as political opinions and approvals leading to changes. To reduce changes in scope, specifications, and drawings, clear and sufficient objectives along with task definition are desired during the preparatory phase and the beginning of planning phase [3].

5. Knowledge Management using standardized 'use cases' and process integration draft

Knowledge management is a system that helps in supervision as it comprises of all regulations and documents related to for project planning. It is a platform that helps staff in exchanging experience across different areas and regions. This helps in easier implementation through standardization regarding staffing deficiencies, shortage and lack of experience. Effects of lack of experienced staff and staffing deficiencies can be easily reduced by knowledge management. This can be done by implementing standardizations in processes and documentation[3].

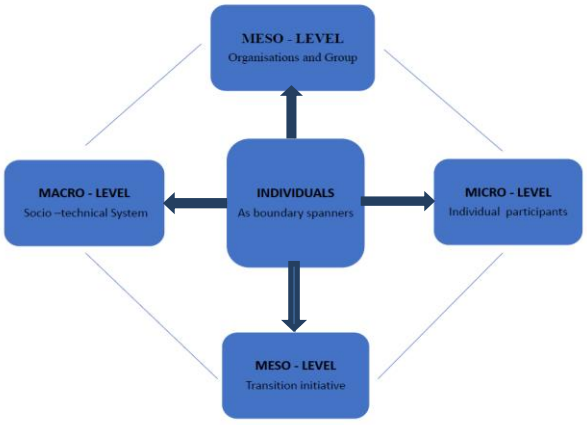

Figure 4: An Integrative, multiscale heuristic which links micro(individuals), meso(organizations) and macro(system) level factors to analyze organizational change processes in transition initiatives.

The knowledge management at the micro-level can help to manage change at the grass-root level; thereby reducing its impact on cost, time and quality. Micro-level factors refer to the social psychology of individual participants from the organization and members of the project team, where organizational change can be achieved by enhancing the role of individuals as change agents and boundary spanners [7]. The study suggests a twofold logical strategic planning at the micro level that includes: (1) attitude change concerning logics and (2) knowledge of methods used (e.g. back casting, forecasting); to be further integrated with other levels of organization [3].

The Standardized reference process for change management has added values. This can be demonstrated by preparing realistic and industry-related 'Use cases', that reflect the change propagation. Fig.5. shows one such example used for the plot draft for process integration. Fig.6 is an example of customer requirement change use case visualization [8].

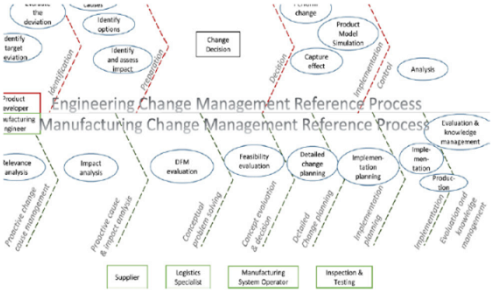

Figure 5: An example of Plot draft for process integration

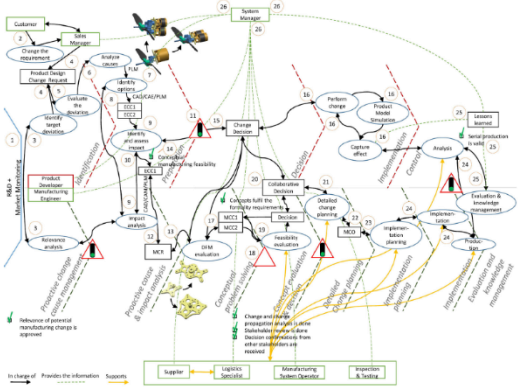

Figure 6: Example of customer requirement change use case visualization

6. Conclusion

The tourism infrastructure projects in India shall be a part of an inclusive process based on the dual approach of social and production spheres. A successful project management system requires effective change management. This can be achieved by training the microlevel team by dedicating time and effort for knowledge collection, analysis and implementation.

A successful Project performance monitoring system involves performance-enhancing and tracking through knowledge management. A systematic approach shall be adopted to manage the collected knowledge, by using various tools and techniques, for analysis at the micro-level. This involves creating an integration reference process, by plotting a draft that depicts the processes. Also, assigning the roles and creating use cases shall be formalized at the beginning of the project. This involves interacting with the individuals participating in the project as a team or organization. Considering these aspects at the grassroots micro level from the project initiation stage can help in reducing the negative effects of change at later stages.

References

[1] Blangy, S. and Mehta, H., Ecotourism and ecological restoration, Journal for Nature Conservation, 14(3-4), 2006, pp.233-236.
[2] Burukina, O.A., Project management in the tourism industry: the basics of TMBOK. WORLD (Modernization. Innovation. Development), 10 (1), 2019, pp. 26-37.
[3] Sözüer, M. and Spang, K., The importance of project management in the planning process of transport infrastructure projects in Germany. Procedia-Social and Behavioral Sciences, 119, 2014, pp.601-610.
[4] Hao, Q., Shen, W., Neelamkavil, J. and Thomas, R., Change management in construction projects. NRC Institute for Research in Construction, 2008, NRCC-50325.
[5] Petrov, A. and Geraskina, I., Synergistic approach to the management of transport infrastructure projects. Transportation Research Procedia, 20, 2017, pp.499-504.
[6] Meadows, D.H., Meadows, D.L., Randers, J. and Behrens, W.W., The limits to growth. New York, 102, 1972, p.27.
[7] Bögel, P., Pereverza, K., Upham, P. and Kordas, O., Linking socio-technical transition studies and organisational change management: Steps towards an integrative, multi-scale heuristic. Journal of Cleaner Production., 2019.
[8] Shakirov, E., Brandl, F.J., Bauer, H., Kattner, N., Becerril, L., Fortin, C., Lindemann, U., Reinhart, G. and Uzhinsky, I. Integration of Engineering and Manufacturing Change Management: Infrastructure and Scenarios for Teaching and Demonstration. Procedia CIRP, 81, 2019, pp.535-540.

Author Profile

Shubhra Pande received the B.Arch. degree in Architecture from National Institute of Technology in 2009. During 2009-2014, she worked with several firms working on residential, commercial, institutional and retail projects later from 2015- 2018 she worked as an assistant professor in The Oxford school of architecture, Bangalore. She recently completed her M. ARCH in construction & project management from SJB School of Architecture, Bangalore.