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# Übersetzung Studienbrief »Projektsteuerung«

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Dokumentation

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# 1 Project control/Project management

## 1.1 Basic principles of project control

Since 2009, project control services are no longer subject to HOAI regulations. In practice, the fee scheme and the performance profile of the AHO's Commission "Project Management / Project Management" [2] has been established since about the end of the nineties. The current, 4th completely revised edition written in May 2014 was adapted in terms of new developments in the course of HOAI 2013.

Project management includes according to DIN 69901 ([9]) *"the totality of management tasks, organization, techniques and tools for the execution of a project."* The terms project controller and project leader are subordinated to the project management. According to DIN 69901 ([9]), the project leader or project manager is a *"... created organizational unit that is responsible for the planning, management and monitoring of this project,"* with a focus on the achievement of the project objectives. The main tasks consist of the operational planning and the control of processes. It is important in this context, that a sufficient instruction and decision-making power is transferred to the project leader([3]). This should include:

- distribution of work in project groups,
- procurement to foreign bodies,
- monitoring and control of all project work,
- convening of installed project committees and
- say in personnel decisions.

The project controller, however, takes a cooperating and advisory function towards the client. In the following, the project management and the associated performance profile is discussed in more detail.

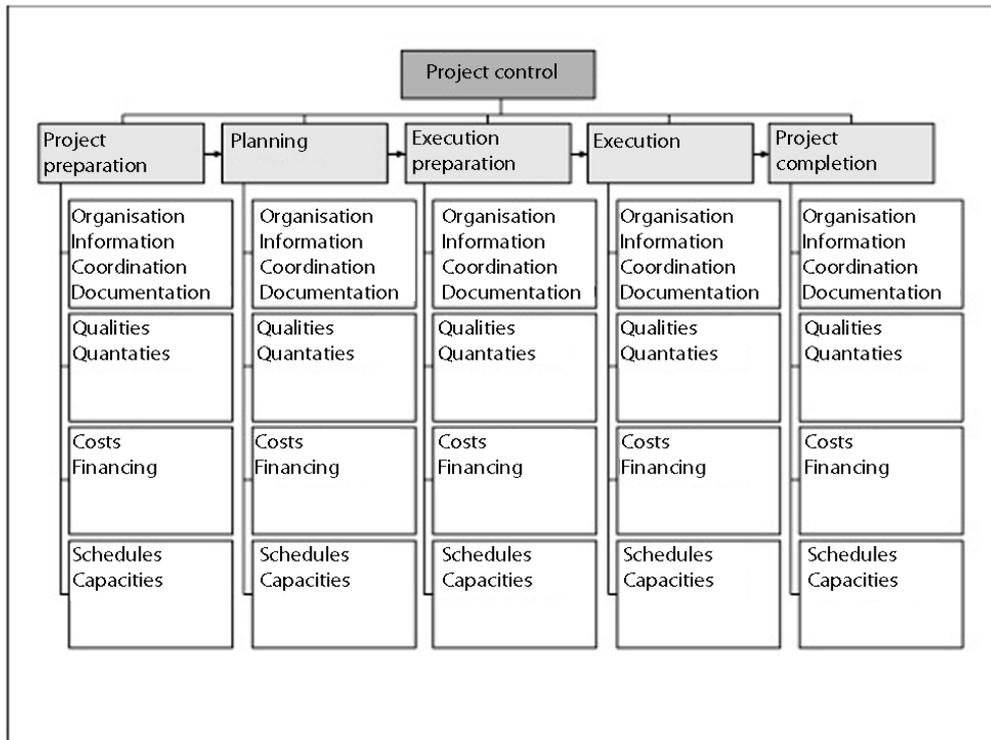
Basis of the project control are the project development and the framework of a project, which is defined by the feasibility study ([11], [16]).

Benefits of a project control for the client:

- Quality control/optimization
- Cost assurance/minimization
- Legal certainty
- Schedule security/optimization

Benefits of a project control for other project participants:

- less coordination and information effort
- Further education through participation in jour fixes
- Better control possibilities and better level of information
- greater transparency in the project organization and project management
- simpler documentation
- better evidence in all respects



**Fig. 1.1: Overview of outline of project control**

The tasks of the project controller consists of two areas, firstly the consulting and secondly the monitoring of processes.

## 1.2 Performance and fee structure

The performance and fee structure project management in the construction and real estate industry of the AHO's Commission includes a standard performance profile and a remuneration proposals. These are broken down in § 1 to § 12 ([2]) :

- § 1 Field of application
- § 2 Performance profile of project control
- § 3 Performance profile of project leadership
- § 4 Remuneration of project management services
- § 5 Calculation of project control fee according to chargeable costs
- § 6 Partial services of project control as a single service
- § 7 Fee table for basic services of project control
- § 8 The project control fee when using cumulative service provider (General planners, general contractors, etc.)
- § 9 Remuneration according to time expenditure
- § 10 Additional costs
- § 11 Payments

- § 12 Sales taxes

### **1.2.1 § 1 Field of application**

The services of project management in the form of contract proposals are listed in the performance and fee structure. The DIN 69901-5: 2009-01 describes the project management services, these are composed of services of project leadership and project control. Both positions are used as support services for the customer, the building owners. The project controller functions in the realization of a project an advisor and the project manager fulfills decision-making, enforcement and organizational functions.

In general, the performance and fee structure for project types, such as high-rise buildings, civil engineering structures, transport facilities and plant construction projects, is valid. A project-specific adaptation of this must be done in more complex projects. The performance profile of the HOAI provides a basis for the commissioning of architects and engineers.

### **1.2.2 § 2 Performance profile of project control**

The performance profile of the project control under § 2 of the AHO's Commission is divided into five areas of action and five stages of the project.

#### **Areas of action**

- A - Organization, information, coordination and documentation (other areas of action including)
- B - Qualities and quantities
- C - Cost and financing
- D - Schedule, capacities and logistics
- E - Contracts and insurance

#### **Stages of the project**

- 1 Project preparation
- 2 Planning
- 3 Preparation of execution
- 4 Execution
- 5 Project completion

**Tab. 1.1: Performance profile of project control according to § 2 AHO's Commission**

<b>All basic services (BS) and all special services (SpS) in action areas (A-D) and project stages (1-5)</b>
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