



## CASE 5

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### The Case of Sinaran Construction Bhd (SCB)

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#### ABSTRACT

The case illustrates a scenario at Sinaran Construction Bhd (SCB) during the construction of Kuala Lumpur Convention Centre. It begins amidst a weekly progress meeting of all the project managers, about the project being three months behind schedule. The case then focuses on among others, the cause of the delay which was mainly human resource. The company reported an increase in employee turnover rate which rooted from poor working conditions, no job satisfaction, better offers elsewhere and no clear directions from superiors. Characters in the case were briefly described exposing more internal issues that needs to be resolved.

**Keywords:** Human resource, Employee turnover, Job satisfaction

#### THE WEEKLY MEETING

At 8.00 p.m. on the evening of Monday, 29th March 2004, Mr. Kwang chaired the usual weekly progress meeting. Mr. Kwang was the Managing Director (MD) of Sinaran Construction Bhd (SCB), the main contractor of the KLCC project. All the project managers were at the meeting. He sat at the head of the conference table, staring at the work progress shown in the Gantt chart. He was not happy with the progress of the project as it was 3 months behind the scheduled completion date. The overall completion period was to be within 30 months. However, as at 31<sup>st</sup> March 2004, 18 months since it started, the progress of the work only reached 35% completion. He was thinking of how to complete the balance of 65%, within the remaining 12 months.

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