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Abstract

This paper presents the significance of Facilities Management (FM) for the improvement of the level of effectiveness to provide quality services and achieve the organization’s business goals. FM can be said as a vital profession nowadays that highlights on the business strategy, innovation, financial, and people (human resource) towards the recognition, identity and image of FM. FM brings added value to an organization by giving an organization the strength to focus on its core business and the supporting activities will be taken care by FM. It is clear that FM is important in creating value for money, increase customer satisfaction, work productivity, stability of business and environment. Our review is derived from previous research studies that contributed to FM field and as a knowledge involvement which is essential to the organizational best practices and human talent. It will also be the mantra of success of organization to strategize the FM business positions in the future.

Key words: Facilities Management (FM), FM Strategic Frameworks and FM Performance

1. Introduction

FM is a management with various disciplines that contributes to organizations’ core business by providing quality services and maintains the support services of organizations to achieve continuous improvement in business. [1] defined FM as “the integration of process within an organization to maintain and develop the agreed services which supports and improve the effectiveness of its primary activities”. [1] has pointed “that

FM today requires its practitioner’s skills and knowledge and to expand the management of an increasingly broad range of tangible assets, support services and people skills”. In the other hand, the largest global association for FM professionals, [2] defined FM “as a profession that encompasses multi disciplines to ensure functionality of the built environment by integrating people, place, process, and technology”.

Figure 1. Triangle of “Ps” and FM [2]

Figure 2. Relationships among place, people, processes and FM in an organization [2]

Figure 1 and Figure 2 illustrates the integration of people, process and place that contributes to core business and non-core business in an organization. This integration creates quality perception to support the organization’s core business and profit margin to achieve the continuous success. Table 1 shows the definitions of FM that are con-
distributed by researches in their research to upgrade and improve the FM organization for a better performance. All this definitions have a great link within one another emphasizing on the technical, financial and management components that will create the FM organization as a support system and commitment for a better productivity.

2. Integration of Facilities Management

[7,8,9] mentioned in one of his article entitled Facilities Value Management that recommend the important tools that can assist the process of FM. The main reason of this suggestion is to control cost whenever facilities are seen as overhead on the business operations. Prior to this, FM managers should identify the importance of facilities and most probably during delivery of the support services. Managers need to have the informational skills to be involved in the high tech knowledge and insights into FM financial issues. [7,8,9] also highlighted that managers are the key people in driving the business of an organization which provide value and cost effectiveness by implementing value management as an approach in the business. FM is a field that helps organizations achieves their goals by focusing on the financial terms and monetary values that contributes to organization effectiveness [7]. In today’s growth of FM, financial issues are given priority to develop skills and knowledge on the competency areas such as productivity, resources, and statutory requirements for FM globalization. Adding value to FM contributes to the overall involvement in every level of management to be integrated for a fundamental improvement through knowledge, skills, leadership, teamwork as well as systematic approach to increase the FM performance. Table 2 shows the relationship within strategic, tactical and operational as an adding value through FM that should

<table>
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<tr>
<th>Organization</th>
<th>The FM definitions</th>
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<tbody>
<tr>
<td>[4]</td>
<td>The support function coordinating physical resources and workplace</td>
</tr>
<tr>
<td>[2]</td>
<td>The integration and alignment of the non-core services</td>
</tr>
<tr>
<td>[3]</td>
<td>Creating an environment that is cohesive to carry out an organization’s primary operations</td>
</tr>
<tr>
<td>[5]</td>
<td>A discipline that improves and support the productivity of an organization</td>
</tr>
<tr>
<td>[2]</td>
<td>Facility management is a profession that encompasses multiple disciplines to ensure functionality of the built environment</td>
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<tr>
<td>[1]</td>
<td>Facilities management is the integration of process within an organization</td>
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<tr>
<th>Table 1. The FM Definition [3]</th>
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<th>Management Level</th>
<th>Organizations</th>
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<tbody>
<tr>
<td>Strategic</td>
<td>- Facilities Management Organization</td>
</tr>
<tr>
<td></td>
<td>- Facilities Management Policy, Planning and Procedures</td>
</tr>
<tr>
<td></td>
<td>- Quality-managed Facilities</td>
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<td></td>
<td>- Management Accounting</td>
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<td>- Purchasing Policies</td>
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<td>- Information Management System</td>
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<tr>
<td>Tactical</td>
<td>- Property Management</td>
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<td>- Space Management</td>
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<td>- Environmental Management</td>
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<td>- Maintenance Management</td>
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<td>- Design-in-use</td>
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<tr>
<td>Operational</td>
<td>- Improved Service Quality</td>
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<td></td>
<td>- Improved Communications with Users</td>
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<td></td>
<td>- Building Management Systems</td>
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<td></td>
<td>- Labour Management</td>
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be focused as a continual process, planning, monitoring and delivery that enable the business as well as contributing to the significant of FM.

3. The Role of Facilities Management

[10] explores on his research regarding the role of FM, purpose and the potential of FM. He has mentioned that, in the early stage, FM is a management that belongs to manage the infrastructure of an organization to support the core business. Moreover, it integrates with Property Management (real estate), Property Operations and Maintenance and Office Administration. These three fields have the basic contribution to support the core business and the diversity of this is the financial impacts and skill requirements towards strategic atmosphere [10]. This is where; FM is given attention to guide the organization for a long term basis and to have the expected requirements such as leadership, skills, knowledge, and other management aspects that will lead to support the organization at every level of management that has been illustrated in figure 3.

[10] highlighted that FM is “a support role within an organization, must link strategically, tactically and operationally, and finally managers should equipped with knowledge of FM to carry out their integrated support role”. This will ensure the organization to be effective and efficient in carrying out their best practices towards achieving the business goals. Meanwhile, [11] emphasize that, the FM need to be continuously providing high level operational support towards core business and a significant development that links the core business and FM strategies for organization to balance the long term and short term perspectives. FM managers is the main character that need to be active in the strategic consciousness and to think strategically to achieve organizations’ mission and vision as well as creating a quality FM image and identity that will be focused globally [11].

4. Strategic Framework and Models Created by Various Researches

[11] described the importance of the operational level and strategic level that are listed below:

a. Operational level basically focus on:
   - FM department interacts with operatives
   - FM department communicates with core business to identify requirements
   - FM department benchmarks the existing facilities

b. The significant of strategic level are:
   - FM interacts with core to ascertain future trends
   - FM interacts with FM arena to study future changes within FM
   - Interaction between strategic and operational facilities

In this two management level, [11] had upgraded a research on achieving strategic facilities management through strong relationship that has been originally created by Barrett in year 1995 with the interaction of industry partners and also between the theoretical modeling. In this model, [11] said that the current and future business environment was shown in the generic model that can be a knowledge contribution to the FM orga-
nization in the future and this scales focuses on organization’s core business and FM is a key to the organization’s success.

From figure 4, we can notice that there are six principal linkages that had been created by Barret [11]. These linkages divided into the operational level and strategic level of the generic model. In today’s scenario, the collaboration of strategic, tactical and operational level is very significant to increase the productivity of organizations. This generic model will be a guideline for the FM organizations to upgrade their best practices that will lead to business success and innovation in their organizations respectively. [12] focused FM as a strategic view that will add value to increase and achieve the potential outcomes. He had also mentioned that the strategic objective of FM “is to provide better infrastructure and logistic support to business and public endeavors of all kinds and across all sectors”.

[12] had introduced a model entitled the generic trails to future that consist of four competing futures for FM which are business, people, property and information. [12] had illustrated the generic trails that contribute to productivity, human effectiveness and facilitating business success, identified the significant and the contributions of FM in business performances as below:

- Its contribution to objectives of an organization and to business success
- Its support to business strategy and operations
- Its contribution to improving productivity of the business
- Its management of the assets of an organization’s property portfolio
- Its impact on facility operating cost
- The effectiveness of its own FM policies and procedures
- The quality of the working environment
- The delivery and quality of out-sourced, part-sourced and in-sourced services
- The support it provides to the employee and end user
- The quality of services as received by the customer or consumer

[12] had list down the significant and contribution of FM towards business whereby the purpose of it is to “downsize and cost cutting to improve competitiveness, corporate business performance and shareholder benefits” that will give an impact to the organization as well as increasing the profit margin of the core business. [13] in the other hand had pointed out on the business trail and people trail that have been created by [12] whereby it has been said that business trail is towards long term investment which is mainly focused on the property and managing it to have the Return of Investment (ROI) in the future. People trail is basically on the effective exploitation of people that need to be focused towards knowledge and skills where there are business changes globally. Prior to this, [13] also emphasized that people trail involves networking and communication skills in order to have the continuous improvement in every organization. From this, professional interface was identified by [13] which is between business and people trail in order to focus at the FM profession that will be a new level of thinking to upgrade the effectiveness and efficiencies of FM field in the future.
ter perspective for the FM profession in the future. These interfaces are significant to guide the FM managers to be quality professionals and focuses on the characteristic such as interpersonal, informational and decisional that supports the business objectives. According to [7,8,9] FM contributes to business environment that needs a collaborative strategy among leaders to have the knowledge and understanding as well as experience that will lead to the upgrading of the FM industry. Prior to this, [7,8,9], emphasized that “strong leadership is needed to prosper the FM industry whereby, improving customer satisfaction and re-engineering business process (BPR) will lead to success”.

5. Way forward

Effective FM contributes to the successfulness of an organization technically and non-technically. It is stated that FM can be applied at every level of organization towards guiding the organization in achieving the objectives of core business and to increase the profit margin by increasing the customer satisfaction index (CSI). Prior to this, more conceptual frameworks need to be introduced within the theoretical ground as guidance for the FM organization in the future. Knowledge contribution and education for FM need to be improved to have quality human talent, styles and standards in the FM field that can be recognized globally. Best practices and policies are equally important in FM to achieve the sustainable FM projects as well as the effective approaches in the FM that contributes to the productivity, performance, financial, business environment, innovation, health and safety. It is hope that, this review will create awareness for those in the FM industry and as a guideline for other upcoming researches to create and upgrade frameworks respectively to support the FM industry. The knowledge in FM is very wide and global and FM managers should be aware of this knowledge chain to produce quality organization and deliver quality service that fulfills the customers’ expectations. FM frameworks and models that have been discussed in this paper will be a knowledge contribution to upgrade the effectiveness and efficiencies of FM organization by implementing this knowledge in their FM business. Besides quality services and changes in FM industry can be an innovative way to achieve the business continuity and improve the image of FM organization respectively.

6. Conclusion

To create an effective FM, organization need to have a strong leadership that covers interpersonal, informational and decisional characteristic that will sustain the FM field. For that, FM need to have quality human talent that covers overall management aspects and FM frameworks that plays an important phase in every organization to amplify the profit margin and business productivity in the future. From the review it is identified that FM need to have the collaboration of strategic, tactical and operational level to improve the efficiencies of FM gradually that will lead to innovation and business success towards the transformational environment.

References


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