

Four distinct stages,
planning, design,
construction and
completion



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The building life rhythm of a undertaking has four distinct phases, planning, design, building and completion (Cushman et al 2001) . Management planning should be instigated at the start and developed through the undertaking stages. Effective communicating is indispensable to the direction procedure, so that indispensable informations can be shared and used to pull off a strategy (Chitkara 1998) .

A successful undertaking is, on clip, within budget and to the client 's aesthetic, functional and quality demands. It is more likely to be profitable and could take to procurement of farther work (Flanagan and Norman 1993) .

Westland (2007) argues that a figure of separate but inter-related programs are required to efficaciously organize, control and supervise a undertaking through its life rhythm. Each trade with separate direction issues but are closely inter-related (Woodward 1997) .

A undertaking program inside informations the activities, undertakings and timeframes of a undertaking. It highlights critical and non-critical activities. A resource program is based on the undertaking program ; utilizing the elaborate design and specification, with cognition of building stuffs, equipment and work force ; it forecasts the labor, equipment and stuffs required for each activity and undertaking.

Statisticss show that the building industry had about 28 % more bankruptcies than other industry in 2010 (Construction Europe 2010) . A major cause of bankruptcy is unequal hard currency flow resources.

Monitoring hard currency flow is of import to guarantee that the contractor
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has sufficient finances or recognition to cover his fiscal duties (Harris et al 2006) . A fiscal program must include monitoring hard currency flow by agencies of resources costs, interim and concluding payments received and paid out (Westland 2007) .

Quality must be planned and monitored with marks, confidences and quality control measures to guarantee the client is handed a functional strategy that satisfies all design and planning ordinances (Chitkara 1998) .

Construction is inherently a unsafe industry. Statistics show that there is an unacceptable rate of 2. 2 deceases per 100, 000 in building, compared with 0. 9 for fabrication (www. hse. gov. uk) . A undertaking wellness and safety program will understate accidents and casualty rates.

It is likely that a undertaking will meet jobs during its life rhythm. The impact of these jobs will depend on the jeopardy involved ; nevertheless a job one time presented must be dealt with and this takes, clip, attempt and money (Flanagan & A ; Norman 1993) . Risk direction reduces the likeliness of an unanticipated job happening (Akintoye & A ; MacLeod 1997) .

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It is believed that direction of hazard is the most of import issue during the building undertaking life rhythm, as it increases the likeliness of success.

This position is shared by Cushman et Al (2001) who province that judicial proceeding will frequently ensue when undertaking hazards have non been to the full addressed.

Risk direction is indispensable to a undertaking as it involves placing, measuring and measuring, possible hazards at every phase of the undertaking life rhythm. It does not needfully take a hazard but it prioritises hazards in footings of their possible impact on a undertaking with regard to clip, cost and quality. After a hazard is identified, the fiscal effects of it happening can be calculated. The likeliness of a hazard happening can be assessed and the hazards can be prioritised harmonizing to impact on a undertaking (Clough et al. 2000) .

If hazards are known and quantified, a undertaking squad make up one's mind upon extenuation and control steps. A hazard can be reduced by doing alterations to an activity such as the design, a stuff or building procedure. It can be avoided wholly or to can be off-loaded to another party or by sing against it (Edwards 1995) .

In this manner, hazard direction informs every other direction procedure. A hazard appraisal of resources for illustration, will foreground the likeliness of a peculiar merchandise being unavailable and supply a suited option. A hazard appraisal of undertaking wellness and safety will foreground unsafe building patterns, for illustration working at tallness which can be controlled by altering the design or by utilizing off-site fabrication techniques (Edwards 1995) . In consequence hazard direction provides a back-up program should thing travel incorrect.

A cardinal job in direction is demonstrated by the new Wembley Stadium undertaking. The client WNSL chose to avoid all hazard, by off-loading the hazard to the contractor. Multiplex, the contractor, agreed to a ball amount,

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fixed monetary value contract valued at ? 352million. This may look to be a great inducement to Multiplex to finish on clip and within budget, nevertheless the scheme will merely work if the contractor has sufficient resources, clip and cashflow (Myliu 2007) . The force per unit area of this hazard filtered to others on the squad. Multiplex hired Cleveland Bridge to manufacture and raise the roof, for an in agreement ? 60million fixed lump amount. However Cleveland finally walked off the undertaking in 2004, claiming serious holds due to late and uncomplete design and frequent design alterations (Myliu 2007) . The undertaking finished tardily and well over -budget. (www. designbuild-network. com) .

This is an illustration of a deficiency of direction control on critical way activities such as the indispensable steel design and fiction. It could be argued that hazard analysis would hold identified this hazard and included extenuation steps such as, but non limited to, amending the design, guaranting the undertaking program allowed clip for a signed off completed design prior to it being delivered to the sub-contractor and specifying clear lines of communicating.

During the building of Terminal 5 at Heathrow, the client BAA, believed that even if hazard can be offloaded to another party ; the client would finally endure if a

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undertaking was late. BAA hence accepted all of the hazard and mitigated this hazard by taking out ? 4. 0 billion worth of insurance They imposed hazard control steps by guaranting that all parties were involved in hazard

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analysis and direction from the construct phase ; a shared information system was used to avoid the usage of superseded information. The undertaking was delivered on clip and within the budget at ? 4. 3billion (Myliu 2007) . This undertaking demonstrates that utilizing hazard direction techniques can basically better the likeliness of a successful undertaking. (www. terminal5. mottmac. com) .

Decision

`` A well-planned, carefully monitored and controlled contract reflects straight on the profitableness of the contract " (Harris & A ; McCaffer 2001: 66) .

Issues such as programme, quality, cost and safety can be planned, utilizing proficient ability, cognition and experience. It is argued that a undertaking can merely be controlled if there are no surprises for the undertaking squad. Risk direction empowers the undertaking squad to place possible jobs, put control steps in topographic point or to reassign the hazard to an appropriate beginning (Edwards 1995) .

Good hazard direction frequently goes unnoticed because good run successful undertakings appear effortless, but really a batch of work has gone into running the undertaking good (Lessard 2007) .

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