

**NEW PLANNING PERSPECTIVE FOR CONSTRUCTION MANAGEMENT**Abhimanyu S. Rathi¹, Dushyant A. Deshmukh²^{1,2}Department of Civil Engineering, Prof. Ram Meghe College of Engineering and Management, Badnera

Abstract - Organizations, whether government, private or small scale requires planning to achieve their targets in the form of profit, reputation, quality and job satisfaction. Planning is the process where in organization typically decides the ways of achieving said targets considering scope of work, project duration, location of site, material availability, available & required equipments, available & required human skills etc. In the recent business environment many factors has been reported to be influencing the projects to great extent which may be in terms of time extension, high costing, human losses, in some cases complete withdrawal of or from the project. Rivals action, dynamic environment and rigidity have been found to be the most influencing factors which have hampered the projects directly and drastically. This study is concentrated on the quantitative analysis which may hamper the projects on account of the mentioned influencing factors. The study emphasize on New Perspective in planning by inclusion of these influencing factors for achieving organizational targets and successful completion of projects.

Keywords -Planning, Rivals Action, Dynamic Environment, Rigidity, New Perspective

I. INTRODUCTION

Construction planning is a fundamental management and execution of construction projects. Conventional planning is restricted to choice of technology, definition of work task, estimation of the required resources deciding the durations for individual tasks and identification of any interactions among the different work tasks. A good construction plan is the basis for developing the budget and the schedule for work, even if the plan is not written or otherwise formally recorded. Planning can be defined in many different ways. One of the definitions says, planning is "the design of the means and steps for the attainment of some object". The other defines it as "the activity which prescribes who will get and achieve what, when, where, how much, and under what conditions".

Planning is generally recognized as a positive activity, it does have costs. The significant time and resources expended on many planning activities suggest that maximizing project performance must include the appropriate allocation of planning resources. While planning is an activity that should occur throughout the construction process, planning that occurs at the beginning of the project is generally viewed as having the dominant impact.

Current construction planning practices involve managing time, money, manpower, materials and equipments for completion of any project. However, recently it has been seen that, these factors have been lagging projects leading to delays, cost overruns and losses to the stake holders. Therefore, it is necessary to redefine the planning strategies for meaningful and successful completion of projects and achieving organizational growths.

II. NEW PERSPECTIVE IN PLANNING

In recent times many incidences have been reported hampering the construction projects heavily such as,

2.1 Anticipation of Rival's Action

Firms in the construction sector are turning on each other, offering information on bid rigging involving other companies to competition authorities in a bid to get more lenient treatment. A generic debate on the "appropriate" type of competition has recently developed in the field of industrial organization economics. Current policies and laws do not take into account the dynamics within economies. In promoting competition, these policies stress static efficiency, and overlook the need for long-term "enhancement of welfare". It is important that no party benefits from circumstances that cause claims and disputes; and that cooperation should be encouraged in the future. It emphasized the need for industry change.

2.2 Dynamic Environment

Planning is based on the anticipation of future happenings. Since future is uncertain and dynamic, therefore, the future anticipations are not always true. Therefore, to consider planning as the basis of success is like a leap in the dark. Generally, a longer period of planning makes it less effective. Therefore, it can be said that planning does not work in dynamic environment. Numerous contractors, ranging from small to large, are struggling to grab a foothold in this new environment, and many are losing key staff and clients in the process. It is important to have a company culture and a reputable company history, but if the

firm is to have a great future, it has to make changes.

Since the economic downturn hit the construction industry, many companies have taken a deep look at themselves, re-evaluating their services, clients and markets as well as their vision and strategic goals. As a result, companies have started to redefine themselves, looking at new and innovative ways to deliver projects, interact with clients and pursue work. The various strategies that must be adopted to overcome the dynamicity in construction industry are,

2.2.1 View competitors as potential collaborators

Larger firms might muscle in on a smaller size contract you are bidding on, but can prove complementary on a larger contract where you bring niche capabilities or knowledgeable staff to the table. Likewise, smaller companies may offer specialized staff or capabilities to a larger project your firm is looking to shepherd.

2.2.2 Use strategic acquisitions to open up new markets

Your proven track record as a leading contractor in one geography may not provide the currency you need to crack a different geographic market whether that is across the state or across the country. Targeted acquisitions of well-matched companies provide people on the ground and access to connections in a short timeframe, provided the match is mutually advantageous.

2.2.3 Position your firm for success in multiple markets

In this slow recovery, no one is taking his/her backlogs for granted. As many firms look to reorganize and rebuild, bringing on new staff a few years after deep cuts to their operating budgets, the opportunity arises to diversify into new markets and geographies, and rest profitability on a larger base for the future.

2.3 Rigidity in Planning

In the present context the construction activity in India is a conglomeration of tradition and modern concepts. Western influence of materials and technology is predominant in Indian construction Planning. The construction Industry now a day has more a lot of competition. There are old firms going with their conventional construction practices as well the newer one's trying to give something innovative to the customers to survive and grow in the market. However, with the growing diversity in market costumers are always in need of some special features in their assets. For understanding and taking into consideration the growing needs the firms should be acceptable to changes and be non-rigid. The necessary changes that are to be adopted by the firm to overcome their Rigidity are,

2.3.1 Marketing

Once the sort of construction business has been finalized, one must make his/her marketing decision first. Now, in order to sell service or product, one must face other marketing decisions. The marketing objective should to find enough jobs at the right times to provide a steady flow of income for business.

2.3.2 Advertising

The scenario of market has changed a lot and one must advertise his services properly for the sale of his product. After the marketing strategies are finalized, one must decide the best way to let his prospective customers know about your product. One must be sure to seek professional advice and compare what different advertisers offer.

2.3.3 Competitive Market

Competition in the construction industry often results in low profit margins. Competition is largely based on prices, although quality and efficiency are factors also considered by potential customers. Poor financial planners have a high failure rate.

2.3.4 Sales Strategy

The market for the construction industry is unique in many ways. It depends on such variables as the state of the economy, local employment stability, the seasonal quality of the work, labor relations, good subcontractors and interest rates. The quality as well as the reputation of the firm plays important role in sales. For periodic cash flow and regular profits the sale of the firm should be uniform. For survival the firms should regularly try to implement newer strategies to attract customers.

2.4 Other External Factors

Apart from above discussed factors, there are some external factors that shall be considered while planning as follows,

2.4.1 Political Climate

The political climate of a country greatly influences the construction business operating in those countries. The success and growth of international business depends on stable, collaborative, conducive and secure political climate in the country. The following factors affect the political climate in country.

2.4.2 Tax Policy

The tax policy of a country affects the profitability of construction or any other business. The structure of indirect taxation in a country like its excise duty structure, customs and sales tax greatly affects the input costs.

2.4.3 Government Support

One of the most important political factors is the government support to construction. Construction can be successful only if the local government provides support in terms of infrastructure, license clearing if required, quick dispute resolution mechanism.

2.4.4 Labor Union

The construction of any structure is affected by the strikes of the labor. Without taking into consideration the labor policy and

their agitations, planning chalked out gets affected during the execution phase due to which the stipulated time of the project has to be extended resulting in losses. To get proper results of project in the given duration and for smooth functioning various labor laws and the basic needs of labors such as health assurity, their safety, habitation as well as sanitation etc. should be provided.

2.4.5 Technological Changes

The use of Modern techniques and equipments should be promoted. Thus the working staff, technical staff and the supervisors should be employed with the advanced technologies. The firm must organize guest and regular lectures to promote use of modern machineries amongst labor community and have healthy sessions and interactions with everyone deployed on work.

2.4.6 Natural Calamities

While planning any project the planning department must undertake the changing environment. The planning should be such that the work is not stopped due to rains or snow. In the flood or the earthquake prone areas, the chances of such natural calamities and their effects should be taken into consideration and due work should be executed in such a way that there are minimal losses due to these calamities.

III. LIMITATIONS OF NEW PERSPECTIVE IN PLANNING

- i. Planning implies prior determination of policies, procedures, programs and a strict adherence to them in all circumstances. In any case the policies of the firm are to be followed without creating any rift or opposing any order. Thus the changing environment of the industry and the decisions in accordance to the change cannot be adopted due to such rigidity.
- ii. There is no scope for individual freedom. The employee/individual has to act as per the firm's policy and follow the decisions taken by the top management. Thus, the decision taking power and overcoming the risks and uncertainties of an individual is hampered. And so his individual growth as a person reduces. The development of employees is highly doubted because of which management might have faced lot of difficulties in future.
- iii. Planning therefore introduces inelasticity and discourages individual initiative and experimentation. Since planning of activities and the overall execution and decision making is taken by the particular department it does not allow for the experimentation of processes. Thus the individual is abided to the same decisions and does not dare to change the courses of action.

IV. CONCLUSION

Construction management is the overall planning, coordination, and control of a project from beginning to completion. It is aimed at meeting a client's requirement in order to produce a functionally and financially viable project. In order to achieve proper and accurate planning for construction projects, we should focus on following conclusions,

1. The firms must understand and analyze policies, quality of work and work structure of their competitors. The firms should start collaboration for projects so that Rivalry in construction can be reduced and the firms start making profit collectively and there are no disputes in the industry.
2. The firms must accept the changes in the society and perform according to the needs of society so as to fulfill their Social Responsibilities and grow their economy and overcome Rigidity.
3. The firms wishing to stay in competition should start paying attention and should not ignore to the market changes that may happen in future. Sometimes one has to believe his or her own eyes and data and make the necessary changes to adjust to market forces.
4. The firms should have closer relationships with customers. There should be better ideas of how to accomplish their goals. Contractors also understand those needs and more, long before estimating and bidding a job.

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