

Practice Of Fine Management in Construction Management Work

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Abstract. With the continuous deepening of urbanization, it has brought new opportunities for the development of the construction industry. Under the new social background, the contents involved in construction projects are more cumbersome and complex, and the public has put forward higher requirements for the performance, quality and appearance of construction projects. Looking at the current development situation, the open management mode still dominates, but this management mode is difficult to meet the requirements of the information age, and the management quality and efficiency are relatively low, which will not only bring potential safety hazards for the later construction, but also affect the improvement of the economic benefits of construction enterprises. Fine management is a project management method, which refines the construction procedures and directions involved, formulates a scientific management system, completes the project with quality and quantity within the prescribed construction period, and then does a good job in cost control and quality management. In order to further improve the quality of construction projects, the previous extensive management mode should be abandoned, and the fine management mode should be used according to the established requirements, constantly improve its own management level, give full play to the potential value of the fine management mode, and promote the sustainable and stable development of the construction industry.

Keywords: Construction Enterprises; Fine Management; Innovation Strategies.

1. The Application Significance of Fine Management in Construction Project Management

1.1. Improving Project Management Level

In the process of carrying out construction project management, applying the concept of fine management requires implementing the contents of each small link and gradually improving the project quality, which is also an important reference for the smooth development of project construction. In daily management work, in the early stage of investigation and design, the middle stage of planning and construction, and the later stage of completion and acceptance, the concept of fine management should be implemented in each link, and a detailed project management plan should be compiled^[1-3]. The concept of fine management should be implemented in each small link, and the construction quality and management effect can also be significantly improved. In addition, the application of the concept of fine management can also properly solve the drawbacks of the traditional management mode, further improve the management quality and effectiveness, and thus ensure the management level and construction quality.

1.2. Reducing Project Cost Input

Because the construction work of construction projects involves very diverse contents, a large amount of human and material resources need to be invested in daily management work, which directly increases the difficulty coefficient of management work, and puts forward higher requirements for safety, quality, environmental protection and other aspects. Whenever there is improper management, it is inevitable that there will be resource loss and waste, and the project construction cost will gradually increase, making it difficult to bring more comprehensive benefits to construction enterprises. However, by applying the fine management mode, strictly controlling each

detail, taking the pre-design planning as the entry point, scientifically predicting the cost demand according to the actual situation, gradually refining the cost management and project cost indicators, and controlling the project cost within a reasonable range. Over time, it really helps construction enterprises save cost input and achieve the management goal of low cost and high benefit. (Figure 1)

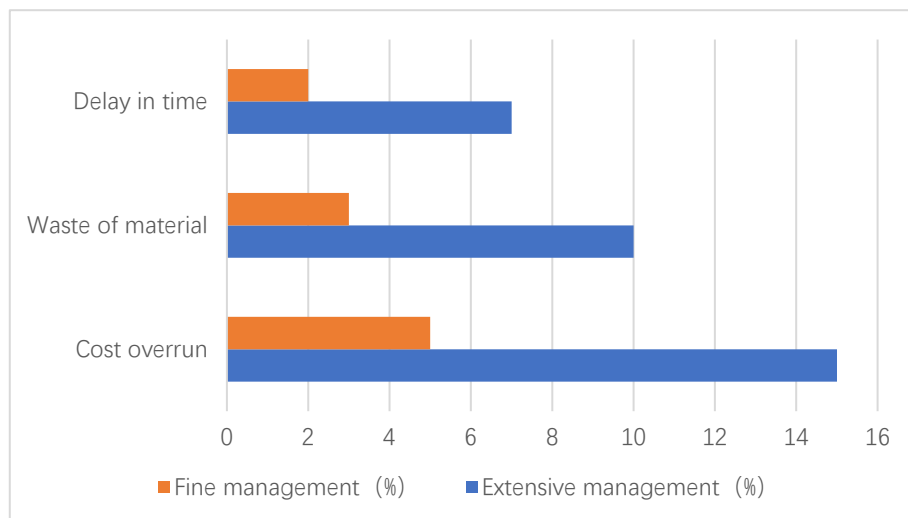


Figure 1: The Effectiveness of Fine Management

1.3. Ensuring Construction Order

In order to ensure the quality of construction project construction management, when carrying out various tasks, it is necessary to strictly follow various regulations and processes, apply the fine management method according to the work requirements, gradually improve the management system, ensure that all tasks are carried out in an orderly manner, and complete all tasks with high quality and high requirements within the prescribed time[4-5]. The concept of fine management pays more attention to human value, conducts management work adhering to the people-oriented value, and integrates various factors such as the safety, rights and interests, and interests of construction personnel. On the premise of ensuring the personal safety of construction personnel, scientific and effective measures should be actively taken to improve the construction quality and efficiency of construction projects. This requires us to deeply implement the concept of fine management in every task, and achieve seamless connection between project management and construction management through fine planning and strict implementation, so as to ensure that the project quality and progress meet the expected goals and give full play to the greatest advantages of fine management.

2. Main Problems in the Process of Construction Project Management

2.1. Lack of a Complete Supervision System

With the increasing comprehensive strength of our country, the modern scientific and technological level has also been significantly improved, and the construction engineering system will also change to varying degrees. Construction enterprises should combine the needs of industry development to build a complete construction safety management system to ensure the steady progress of project construction. Under the current development background of our country, the number of construction projects shows a significant upward trend, and at the same time, it also puts forward new requirements for the quality of project management, which requires strong support from the quality supervision system. However, the quality monitoring work carried out by some construction enterprises in China at present, due to the lack of a complete organizational structure, there are many obstacles for construction project management work to move towards modernization. In addition, if there is a lack of complete management regulations, it will inevitably affect the

management progress and even cause chaos, making it difficult to complete various tasks within the prescribed time.

2.2. There are Certain Safety Hazards

Under the background of the rapid development of the current construction industry, some construction enterprises have not paid enough attention to project management, which has led to the frequent occurrence of a series of safety problems. The implementation of safety management is directly related to the smooth progress of the project and is an important guarantee to ensure the project quality and the life safety of construction personnel. However, if the construction enterprise does not do a good job in the full preparatory work in the early stage, it will inevitably pose a threat to the life safety of construction personnel. Affected by multiple factors, the occurrence of safety accidents will limit the sustainable development of construction enterprises to a certain extent. For example, due to the lack of a strong safety awareness of construction personnel, they did not wear safety protection equipment as required when carrying out work, directly increasing the possibility of safety accidents. The negative impact brought to construction enterprises is unpredictable, and the relevant work needs to be highly valued by the internal managers of the enterprise.

2.3. Limited Quality of Management Personnel

In the field of construction engineering, the effectiveness of construction management is often affected by multiple factors. Generally speaking, these factors are mainly divided into two categories: subjective factors and objective factors. Subjective factors are mainly aimed at management staff. Due to the weak sense of responsibility of management staff and the strong randomness of work, it is impossible to ensure the efficiency of management work. Even if the management staff has rich management experience, but because the promotion of fine management is in the primary stage, the managers cannot master it in the specific application. In addition, the professional ethics and comprehensive quality of managers are also factors affecting the promotion of fine management[6-7]. Due to the strong interference of subjective factors, fine management work is often difficult to carry out smoothly in practice, which makes many advantages of fine management unable to play, resulting in the management level of the entire construction industry remaining at the primary stage for a long time and difficult to achieve substantive breakthroughs.

3. Specific Applications of Fine Management Mode in Construction Project Management

3.1. Application in Quality Management

When carrying out construction project management, in order to maximize and optimize project quality, construction personnel must strictly follow the drawing guidance for operations, and it is strictly prohibited to construct arbitrarily based on experience. At the same time, any form of leapfrog construction behavior should be eliminated to ensure that the construction process is standardized and orderly and the project quality is guaranteed. In addition, in the process of management, the value of quality management should be clarified, based on the current situation, summarize and analyze the problems existing in the past work, and formulate scientific control measures after integrating each other to ensure the quality of project construction. In the process of carrying out fine management, it is also essential to formulate a dynamic supervision system, report the progress of work completion within the prescribed time, truly improve the quality and efficiency of project construction, bring objective benefits to the development of construction enterprises, and improve their comprehensive strength in the fierce industry competition.

3.2. Application in Safety Management

In the construction of construction projects, the comprehensive level of construction personnel is the key and needs to be highly valued. In the future development process, the actual development situation can be analyzed in detail, a complete management plan can be formulated, and the concept of fine management can be integrated into it. In this way, the quality of construction project safety management can be ensured. How to improve the management quality and efficiency in daily work and how to scientifically arrange personnel training work can only design a complete construction project safety management system after a comprehensive analysis. In addition, on-site management should also be emphasized in the actual management process. Relevant construction personnel are required to strictly abide by various systems, arrange materials as required to avoid the occurrence of objects falling from heights, and provide corresponding protective equipment for construction personnel to ensure the personal safety of each construction personnel.

3.3. Application in Safety Management

Building construction is characterized by multiple links and complex management processes. Any oversight in any link may directly affect the final work results and even cause serious quality problems. In the process of project construction, it is necessary to attach great importance to the fine management of each link. (Figure 2) In addition, applying the concept of fine management to the process management work, attaching importance to the details of the initial stage, after a comprehensive summary and analysis of the actual situation, clarifying the contents that each subcontracting enterprise is responsible for, strictly controlling the progress of the project construction, and the construction efficiency during the later project adjustment will be directly affected. The smooth development of project management also requires the allocation of professionals. After scientific management, the project construction quality is ensured, the project supervision level is further improved, and the project management work is carried out efficiently and reasonably to promote the enterprise to move towards modernization[8-9].



Figure 2: The Proportion of Contents Included in Safety Management

4. Application Strategies of Fine Management in Construction Project Management

4.1. Establish the Correct Management Concept

Under the background of the present era, construction engineering technology is changing with each passing day and has achieved remarkable in-depth development. Facing this trend, in the future

development process, if the concept of fine management is to be effectively integrated into construction project management, it is necessary to actively change the inherent thinking mode, actively embrace new things, constantly improve and innovate management methods to ensure that construction project management work can be carried out more smoothly and efficiently, and promote the sustainable and healthy development of the construction industry. To this end, the internal leaders and relevant staff of construction enterprises can vigorously publicize the significance of the concept of fine management, regularly carry out professional skills training, improve the professional skills of staff and promote the long-term development of fine management^[10-11]. In addition, construction enterprises should strengthen cultural construction, help project managers establish correct working concepts, optimize the project management mode and formulate detailed management plans in strict accordance with the requirements of fine management to ensure the smooth progress of all tasks.

4.2. Improve the Professional Quality of Personnel

When carrying out the fine management of construction projects, the comprehensive quality of managers has become a key factor determining the management effectiveness. Their professional knowledge, management ability and working attitude will directly affect the implementation effect of fine management. To this end, construction enterprises should regularly carry out talent training work, increase the training of managers. First, actively introduce high-quality construction project management talents, appropriately expand recruitment channels, improve salary and welfare benefits, and attract more construction project management talents. Second, carry out professional training work, require construction project managers to actively participate in it. After systematic training and learning, they master advanced management concepts, enrich practical experience, develop a good working attitude, and improve the quality and efficiency of management work[12]. Third, establish and improve the incentive mechanism and assessment mechanism, link the daily work performance and management effectiveness of managers with salary and welfare, job promotion, etc., so as to stimulate their enthusiasm and sense of responsibility, prompt managers to continuously improve their comprehensive quality, and promote the fine management of construction projects to a higher level.

5. Conclusion

With the continuous deepening of urbanization, the opportunities and challenges brought to the development of the construction industry coexist. Due to the increasing number of construction projects and the increasingly complex project management contents, the difficulty of construction project management has been directly increased. The open management method is difficult to meet the current needs. Whenever there is a problem in any link, it will affect the overall construction progress and safety. Therefore, construction enterprises should clarify the drawbacks of the extensive management mode, apply the fine management concept according to the needs of industry development, explore the management points of the fine management concept in each link such as safety, quality and progress, establish a new management concept and build a complete management system, do a good job in the full preparatory work in the early stage, lead construction enterprises to move from extensive management to fine management, solve the drawbacks existing in the traditional management mode, and bring more economic and social benefits to the development of construction enterprises.

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