Control and Management: the Keys to Improve the Quality and Efficiency of Architecture companies

Shen Jie[1, a], Xu Zefeng[2, b]

[1]School of Urban Construction, Wuhan University of Science and Technology, Wuhan, China;

[2]Wuhan Zhenghua Architecture Design Co., Ltd, Wuhan, China.

[a]675493824@qq.com , [b]xl0712@163.com

Keywords: Architecture, companies, control, management.

Abstract. In recent years, architecture companies have undertaken important tasks of infrastructure construction in China's economic and social development, but they are also facing great challenges. Based on the characteristics of architecture companies, this paper argues that the keys to improve the efficiency and quality of architecture companies are control and management. After thorough analysis of the existing problems in the project operation and management process, some targeted solutions are proposed in order to improve the management and designing quality of architecture companies.

1. Introduction

In the past few decades, the right planning and implementation of China's architecture companies have not only brought us great benefits, but also laid the foundation for the flourish of China's economy. With China increasingly integrating into international market, large multinational companies with technology and capital advantages have swarmed into the market of China. Due to the long isolation to international market, domestic architecture companies are in lack of the experience to compete with those international contractors. With the challenges of increasingly fierce globalization under the circumstance of the domestic market not fully developed, to improve the quality and efficiency of architecture companies becomes more important [1].

2. To Strengthen the Building of Learning Organization and Project Management

Process control and management of projects are the keys to improve the quality and efficiency of architecture companies, which asks every designer possess high professional capacity, such as good quality consciousness, advanced consciousness of process control, strong ability of communication, and outstanding capacity of management and coordination. Only in this way, can we ensure the quality and progress of projects, and make project teams more harmonious and efficient.

2.1 To Improve the Professional Quality of Designers

Department directors should keep learning and improving their knowledge related to their professions, especially those architecture directors. If an architect knows nothing about the knowledge of other departments, he/she can never raise specific guidance and control requirement to the design of other departments, and have to rely on the self-operated control of other department directors, which may cause failure to meet the demands on architecture function and modeling completely. Therefore, architectural directors should ask themselves to master the comprehensive knowledge that Registered Architect Exam requires and improve the related professional knowledge through combining specific problems met in projects.

At the same time, directors should be skilled at project communication. Problems and conflicts in project process can only be solved through barrier-free communication. As the first one to communicate with other parties, department directors should know the practical concerns of them, and carry out all the work on just grounds and with restraint. Accurate and timely information communications between different professional areas should be conducted in order to eliminate

unnecessary misunderstandings. In addition, directors should handle well the relationships with drawing reviewing department and the relevant government administrative departments, and actively try to understand the concerns from the angle of management department, so as to improve work efficiency. Besides, directors should improve their ability of control over the overall situation of projects, and be skilled at mastering the general orientation so as to make sure that they always keep a clear mind, follow clear principles and take timely measures. When facing the complex and changing project control link, the key and difficult points of project control should be analyzed to make sure that the project is always in control, instead of control-free due to its difficulty in control.

2.2 To Improve the Efficiency of Project Management and Operation

To do well the procedural control of projects, the overall planning of project procedure should be first arranged. Project management should be featured by foresight and advancement. For example, before a project starts, many first-phase preparations such as personnel arrangements, scheme discussion and project characteristics analysis should be carried out. Only aspects of a project are taken into consideration, can the best overall planning of the project operation procedures be achieved and the project be completed with ease, even under the circumstance of facing unexpected challenges and changes. What's more, the input and output managements of paper work of the project should be done well, the reasons of which lie in defining the rights and responsibilities of each party and restraining each other by formal documents. In addition, good management of paper work also can make the work task and time nodes for everyone clearer. During the operation process of the project, supervision and inspection should be conducted so as to get to know the latest facts; only by this can the control over project progress and work efficiency be ensured.

The proofreaders are the core of the quality control. Nowadays there are mainly two problems in the process of proofreading. One is the mass coordination problem, and the other is the key and difficult technological problems of the project. Sometimes it seems that there are enough drawings, but actually most of them come from the referential materials. Sometimes the deadline comes before the settlement of coordination or the coming out of the blue print. To make sure the process of the project is under control, the proofreaders should strengthen the proofreading of the project. Big problems must be solved at the very beginning in order to avoid mass changes in the later period. And also, certain standards should be set for all designers. As for the errors and mistakes existed in the project management, others should remind and correct the project directors from time to time, even replace them when necessary.

3. The Management of Architecture companies and Its Improvement Strategies

3.1 To Emphasize Talents' Cultivation and Training

By building outstanding management culture of talents to improve the soft power of the company, strengthening the mechanism building of talents cultivation, attaching importance to the improvement of the manager talents of construction companies in morality, knowledge, skills and comprehensive qualities, integrated management personnel who can meet the requirements of the quick development of companies and the modern enterprise management system can be cultivated. Combining the industrial characteristics, construction companies should attach great importance on the cultivation of project management talents and versatile management talents, and improve the uplift of the comprehensive qualities of management talents in terms of technology, management and laws. Besides, construction companies should strengthen the training of technical management personnel in order to achieve the effective guarantee to project quality and safety. [2] For the front-line designers, it is vitally important to find out problems and feedback them to the professional director. And at the intermediate link of the project, the project directors should organize small meetings to discuss the common problems existed among different areas or within a certain area, to ensure the unification of drawings from different designers in the area and the coordination between different professional areas.

3.2 To Strengthen the Consciousness of Designing Responsibility

Project director should help designers develop as soon as possible, make up for their shortcomings and flaws in project management, promote to uplift their consciousness of management and management skills. In addition, project director should check, urge and remind them from time to time, and be patient to them when facing difficulties of design. Most problems in the project are caused by the designers' failure to understanding or half understanding. Under most circumstances, a specific designer is responsible for certain part of the whole design, so the inadequate communication and check-out are the main reason to trigger the project problems about stairs, pillars and pipe lines. By defining the responsibilities, the responsibility consciousness of designers can be strengthened.

Architectural designing is a kind of holy work, and architects may face various contradictions between content and form; investors, users, constructors, urban planners and designers; cost saving, utilization and beauty; the different functional zones within a building; and the part and the whole of the building; etc. Therefore, what architects have to done is to find the best solutions to these contradictions. Only the architects who are able to combine the consciousness of responsibility into the architecture designing, can create the good buildings which can meet the demands of the users as well as the expectations of the society.

4. Conclusion

Continuously improving comprehensive abilities is not only the demands of society and companies to architects, but also the foundation to advance the quality and efficiency of the companies. Through the efforts of every team member, improved levels and network can be formed step by step, which contribute a lot to the solving of project problems and facilitate to make the control and management of projects more systematization and standardization, thus solving various problems in the shortest time. Only by this way, can the designing quality become the best in the architecture industry.

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