



Applying Value Stream Mapping For Improving Productivity in Construction

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ABSTRACT

Remarkable productivity improvements are observed in manufacturing industry which encouraged the emergence of lean thinking into construction industry. Poor management, output variability, labour intense work, interior work conditions and insufficient quality are the potential problems in construction industry which prevent implementing lean techniques. In this report productivity measurements for different activities like rebar installation, formwork installation and concrete pouring for column and slab processes are evaluated accordingly using output/input ratio. Value stream mapping (VSM) is used to analyse the lead times, work in progress levels (WIPs) and non-value added time. From the current state VSMs of bar-cutting/bending and column processes we have significant lead times, idle times. Improvements are done by identifying the wastes and eliminating them and reducing the non-adding value.

Keywords—Lean thinking, Productivity in Construction, Value Stream Mapping (VSM), Waste, Variability.

1. Introduction

1.1 GENERAL

Construction management is very vital for any construction project to complete in scheduled time and without any cost overruns. Lean construction practice is growing tremendously in modern construction and in most of the projects lean construction techniques are applied. There is an analogy between construction and manufacturing industry, obviously with some similarities and differences. Lean construction techniques are first developed in the manufacturing industry, later it became subject of interest in the construction industry. Unfortunately, translating lean concepts from manufacturing to construction is not automatic because of the unique characteristics of the construction industry, in addition to the geographical diversity among projects. Now, due to the lot of research happening in construction

industry lean construction techniques are effectively used in the construction to tackle some of the issues in the construction management. Lean based models are developed in order to evaluate the productivity of building construction processes, there by optimize the resource allocation and delivering the project in scheduled time without any cost overruns.

1.2. Motivation

India has showed an exceptional economic growth in recent years. To sustain this growth good infrastructure is a prerequisite. As a result of this a large number of construction projects have been undertaken. These are divided into few very large projects, some medium scale projects and many small construction projects. The Indian construction industry is one of the fastest growing construction industries globally and it is the second largest employer in India. It gives employment to around 35 million people in India. The share of the construction industry in India is about 8% of its GDP. Productivity has for many years been an issue for the construction site. The lack of research on cost and time escalation in building construction industry in India brought about the need for this study. Poor planning and management of resources in construction is a huge factor for the productivity issues and delays in projects. In recent years, low productivity in construction industry was identified as the main problem of India's economy. Productivity can be a key determinant of a nation's future living standards and represent the competitiveness of the industry. Low productivities in the construction industry cause great concern for the government and policy makers. Productivity in construction industry in general can be measured at 3 levels that are at site/project, firm and industry. The three concepts related to productivities are LP (labor productivity), MFP (multifactor productivity) and TFP (total factor

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Table of Contents Improving Management Studies Applying Value Analysis

1. Understanding the eBook Improving Management Studies Applying Value Analysis
 - The Rise of Digital Reading Improving Management Studies Applying Value Analysis
 - Advantages of eBooks Over Traditional Books
2. Identifying Improving Management Studies Applying Value Analysis
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Improving Management Studies Applying Value Analysis
 - User-Friendly Interface
4. Exploring eBook Recommendations from Improving Management Studies Applying Value Analysis
 - Personalized Recommendations
 - Improving Management Studies Applying Value Analysis User Reviews and Ratings
 - Improving Management Studies Applying Value Analysis and Bestseller Lists

5. Accessing Improving Management Studies Applying Value Analysis Free and Paid eBooks
 - Improving Management Studies Applying Value Analysis Public Domain eBooks
 - Improving Management Studies Applying Value Analysis eBook Subscription Services
 - Improving Management Studies Applying Value Analysis Budget-Friendly Options
6. Navigating Improving Management Studies Applying Value Analysis eBook Formats
 - ePub, PDF, MOBI, and More
 - Improving Management Studies Applying Value Analysis Compatibility with Devices
 - Improving Management Studies Applying Value Analysis Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Improving Management Studies Applying Value Analysis
 - Highlighting and Note-Taking Improving Management Studies Applying Value Analysis
 - Interactive Elements Improving Management Studies Applying Value Analysis
8. Staying Engaged with Improving Management Studies Applying Value Analysis
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Improving Management Studies Applying Value Analysis
9. Balancing eBooks and Physical Books Improving Management Studies Applying Value Analysis
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Improving Management Studies Applying Value Analysis
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Improving Management Studies Applying Value Analysis
 - Setting Reading Goals Improving Management Studies Applying Value Analysis
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Improving Management Studies Applying Value Analysis
 - Fact-Checking eBook Content of Improving Management Studies Applying Value Analysis
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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