



UNIVERSITI PUTRA MALAYSIA

CASE STUDY ON INDUSTRIALIZED BUILDING SYSTEM (IBS)

MOHAMED ABDELGADIR SATTI OSMAN

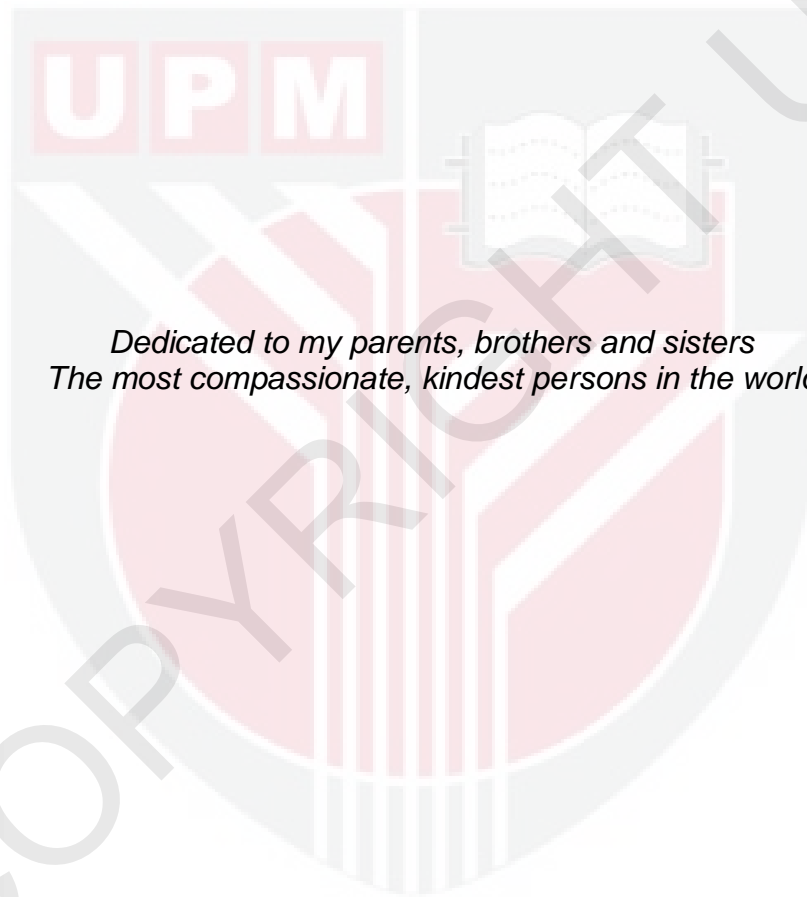
FK 2006 122

CASE STUDY ON INDUSTRIALIZED BUILDING SYSTEM (IBS)

By

MOHAMED ABDELGADIR SATTI OSMAN

**Project Report Submitted in Partial Fulfillment of the Requirements for the
Degree of Master of Science in Structural Engineering and Construction,
Faculty of Engineering, University Putra Malaysia
June 2006**



*Dedicated to my parents, brothers and sisters
The most compassionate, kindest persons in the world*

Abstract of project report presented to the Senate of University Putra Malaysia
in partial fulfillment of the requirement of the degree of the Master of Science

CASE STUDY ON INDUSTRIALIZED BUILDING SYSTEM (IBS)

By

MOHAMED ABDELGADIR SATTI OSMAN

June 2006

Chairman: Assoc. Prof. Mohd Razali Abdul Kadir, Ph.D.

Faculty: Engineering

The construction industry suffers from many problems. The performance of this industry needs to be greatly improved if it so to survive from international competition and increased customer expectations.

The building industry which is still very traditional should move towards full industrialization to achieve higher quality, less time and reduce cost. This can be benefited by learning more from manufacturing industry.

Industrialised construction methods could be a practical alternative to traditional construction methods for construction projects. Industrialized construction methods are not much used in building projects. In this research three case studies were undertaken. These case studies were companies applying industrializing building systems in their projects. These projects have been conducted in relation with construction and manufacturing process. A number of

visits and interviews were held to manufacturing factories of prefabricated components and construction sites and some governmental bodies such as CIDB. This was accomplished by designing a questionnaire and presenting it to a number of people in different positions related to this field.

It has been found that manufacturing and prefabrication in building offers a range of potential benefits to those who choose to use them. Quality control and precision can be sustained at a higher level in prefabricated building components due to the controlled factory working conditions and advanced technology available. Other benefits include a reduced number of material deliveries to the job site, resulting in less coordination conflicts among trades.

Even though IBS is not new in the Malaysian construction, the usage is still very low compared to conventional methods due to number of problems bordering these methods, and limiting them from expanding. These problems are also studied, and some conclusions and recommendation are given.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Master Sains

KES KAJIAN SISTEM INDUSTRI PEMBINAAN

Oleh

MOHAMED ABDELGADIR SATTI OSMAN

Jun 2006

Pengerusi: Profesor Madya Ir. Mohd Razali Abdul Kadir, Ph.D.

Fakulti: Kejuruteraan

Industri pembinaan mengalami berbagai masalah. Prestasi industri perlu ditingkatkan jika mahu bertahan daripada persaingan antara bangsa dan peningkatan harapan pelanggan.

Industri binaan yang masih sangat tradisional, haruslah bergerak kearah perindustrian sepenuhnya untuk mencapai kualiti yang tinggi dalam masa yang singkat disamping mengurangkan kos. Ini boleh dimanfaatkan daripada mempelajari industri buatan.

Kaedah industri pembinaan dan pra pembuatan merupakan alternative kepada kaedah pembinaan tradisional untuk projek projek pemanjangan vertical. Kaedah industri pbinaan tnakan dalam projek projek pembinaan dan kes kajian dijalankan. Dalam kes kajian keluasan penggunaan projekindustri binaan dikaji. Bagaimana projek projek dilaksanakan berasaskan proses pembinaan dan pembuatan turut dikaji.

Pembuatan dan prapembuatan dalam pembinaan memberikan potensi yang bermanfaat kepada sesiapa yang memilih untuk menggunakannya. Kawalan kualiti dan ketepatan boleh dikekalkan pada tahap yang tinggi dalam komponen prapembuatan. Ini kerana

keadaan dalam kilang boleh dikawal dan teknologi yang lebih tinggi boleh didapati dalam kilang berbanding di tapak binaan. Selain itu pengurangan penghantaran bahan ketapak binaan juga menghasilkan kurang percanggahan antara dagangan.

Walaupun IBS bukanlah sesuatu yang baru dalam bidang pembinaan di Malaysia, penggunaanya sangat rendah berbanding kaedah konvensional disebabkan oleh beberapa masalah yang menghadkan kaedah ini daripada berkembang, masalah ini turut dikaji dan beberapa cadangan dan penyelesaian diberi.

ACKNOWLEDGMENT

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

اقْرَأْ بِاسْمِ رَبِّكَ الَّذِي خَلَقَ ﴿١﴾ خَلَقَ الْإِنْسَانَ مِنْ عَلَقٍ ﴿٢﴾ اقْرَأْ وَرَبُّكَ الْأَكْرَمُ
﴿٣﴾ الَّذِي عَلَّمَ بِالْقَلَمِ ﴿٤﴾ عَلَّمَ الْإِنْسَانَ مَا لَمْ يَعْلَمْ ﴿٥﴾

All praise to Allah S.W.T, who has showered me with patience and bless to finish my Master thesis. Alhamdulillah.

I would like to express my sincere gratitude to Assoc. Prof. Dr Mohd Razali Abdul Kadir for being the guiding force behind the research necessary for the completion of this thesis.

Without his guidance, encouragement, support, and ideas this work would not have been possible.

I would like to acknowledge the support of Associate Professor Ir. Dr Mohd. Saleh Jaafar and Associate Professor Dr. Jamaloddin Noorzaei for their guidance, and concern throughout the course of this study and my colleagues at UPM, especially faculty of engineering, for their help and support.

I am indebted to my father "Dr. Satti", my mother the most compassionate, kindest persons in the world, my brothers "Osman", "Dyadin", "Elsadig", and sisters for all the encouragement and moral support they have provided to me throughout my academic career. No words can express my gratitude to them. I therefore dedicated my work to them.

Mohamed Abdelgadir Satti Osman
Faculty of Engineering,
UPM, Malaysia
June 2006

APPROVAL SHEET

This thesis submitted to the Faculty of Engineering of University Putra Malaysia and has been accepted as partial fulfillment of the requirements for the Degree of Master of Science.

Assoc. Prof. Ir. Dr. Mohd Razali Abdul Kadir

Department of Civil Engineering
Faculty of Engineering
University Putra Malaysia
(Supervisor)

Date

Assoc. Prof. Ir. Dr. Mohd. Saleh Jaafar

Department of Civil Engineering
Faculty of Engineering
University Putra Malaysia
(Panel Examiner)

Date

Assoc. Prof. Dr. Jamaloddin Noorzaei

Department of Civil Engineering
Faculty of Engineering
University Putra Malaysia
(Panel Examiner)

Date

DECLARATION

I hereby declare that the thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at UPM or other institutions.

The logo of Universiti Putra Malaysia (UPM) is a shield-shaped emblem. It features a red and white stylized 'UPM' at the top, a central shield with a red and white geometric design, and a book at the bottom. The shield is surrounded by a red border.

MOHAMED ABDELGADIR SATTI OSMAN

Date:

TABLE OF CONTENTS

	Page
DEDICATION	II
ABSTRACT	III
ABSTRAK	V
ACKNOWLEDGEMENT	VII
APPROVAL	VIII
DECLARATION	IX
TABLE OF CONTENT	X
LIST OF FIGURES	XII
LIST OF TABLES	XIII
 CHAPTER	
 1 INTRODUCTION	
1.1 Background	1.1
1.2 Problem Statement	1.3
1.3 Research Objective	1.4
1.4 Significance Of Study	1.4
1.5 Thesis Organization	1.5
 2 LITERATURE REVIEW	
2.1 The Construction Industry	
2.1.1 Introduction	2.1
2.1.2 Project life cycle	2.2
2.1.3 Construction project life cycle	2.4
2.1.4 Construction Methods	2.14
2.1.5 Construction and Productivity	2.17
2.1.5.1 Types of production	2.21
2.1.5.2 Applying lean production principles	2.26
2.1.6 Similarities and differences between manufacturing and construction	2.30
2.2 Industrialized Building systems	
2.2.1 Introduction	2.36
2.2.2 Definition for (IBS)	2.38
2.2.3 Historical Background	2.39
2.3.4 Types of IBS	2.43
2.3.5 IBS in Malaysia	2.51
2.3.6 Benefits of Industrialized building systems	2.53

CHAPTER	Page
3 RESEARCH METHODOLOGY	
3.1 Introduction	3.1
3.2 Methods of data collection	3.2
3.3 Questionnaire design	3.3
4 CASE STUDIES	
4.1 Introduction	4.1
4.2 ACPI (Case study #1)	4.1
4.2.1 Background	4.1
4.2.3 Manufacturing & Construction Process	4.5
4.2.2 Building system information	4.5
4.2.4 Building system benefits	4.7
4.2.5 Problems with the system used	4.8
4.3 Eastern Pretech (case study#2)	
4.3.1 Background	4.9
4.3.2 Building system information	4.11
4.3.3 Manufacturing & Construction Process	4.12
4.3.4 Building system benefits	4.14
4.3 PKNS (Case study # 3)	
4.3.1 Background	4.15
4.4.2 Building system information	4.17
4.4.3 Construction Process	4.17
4.4.4 Building System's Benefits	4.20
4.4.5 Conclusion	4.22
4.5 Comparison	4.23
4.6 Discussion	4.34
5 CONCLUSION AND RECOMMENDATIONS	
5.1 Conclusion	5.1
5.2 Recommendations	5.2
REFERENCES	R.1
Appendix A	A.1
Appendix B	A.6
Appendix C	A.8
Appendix D	A.9

LIST OF FIGURES

Figure No.	Description	Page
2.1	Sample Generic Life Cycle	2.4
2.2	Construction project Life Cycle	2.5
2.3	Struckenbruck's Government System Life Span	2.7
2.4	Archibald's Project Life Span	2.8
2.5	Transferring Motor Industry into construction	2.32
2.6	Room size panels	2.45
2.7	Interior & exterior walls	2.47
2.8	Simple use of Tunnel Form	2.49
2.10	Steel and timber framing systems	2.50
4.1	Double Walls	4.3
4.2	Pre-cast Staircase	4.3
4.3	Light weight steel roof systems	4.4
4.4	Prestressed Double Tee	4.4
4.5	Prestressed M-Beams for bridges	4.5
4.6	PCF Half Slab	4.6
4.7	Line Production	4.7
4.8	The manufacturing process of prefabricated components	4.7
4.9	PCF half slab during installation	4.8
4.10	Transporting pre-cast products.	4.8
4.11	Completed apartment project	4.9
4.12	Hollow core slabs & Pre-cast blanks	4.10
4.13	Pre-cast columns & beams	4.11
4.14	Tunnel segments	4.11
4.15	Unit Bathroom	4.12
4.16	Hollow core slabs	4.12
4.17	Bed preparation	4.13
4.18	Tendons installation	4.14
4.19	Casting of concrete	4.14
4.20	Hollow core slab during manufacturing	4.15
4.21	Diamond saw cutting machine	4.16
4.22	Cranes used foe stockpiling	4.17
4.23	Product ready for transporting	4.17
4.24	Supermarket project in Sungibesi	4.18
4.25	Simple insulation of Hollow core slabs	4.18
4.26	Construction site – Putrajaya	4.19
4.27	PKNS Wall Panels	4.21
4.28	The Tunnel Mold Method	4.22
4.29	Tunnel steel forms (upside down U shape)	4.23
4.30	Tunnel form is placed into its position	4.24
4.31	Doors & windows frames build-in walls	4.25
4.32	Tunnel Form project in Shah Alam	4.26

LIST OF TABLES

Table No	Description	Page
2.1	Comparing the Three Types of Production	2.25
2.2	Main differences between construction versus manufacturing industries	2.33
2.3	Applicability range of various types of floor slabs	2.45
4.1	Table 4.1: Benefits and problems of methods studied	4.30
4.2	Comparison between methods studied of IBS and conventional construction	4.31
4.3	Life cycle of IBS project Vs Non IBS projects	4.32
4.4	Comparison between IBS and Non- IBS	4.33

ABSTRAK

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Master Sains

KES KAJIAN SISTEM INDUSTRI PEMBINAAN

Oleh

MOHAMED ABDELGADIR SATTI OSMAN

Mei 2006

Pengerusi: Profesor Madya Ir. Mohd Razali Abdul Kadir,Ph.D

Fakulti: Kejuruteraan

Industri pembinaan mengalami berbagai masalah. Prestasi industri perlu ditingkatkan jika mahu bertahan daripada persaingan antara bangsa dan peningkatan harapan pelanggan.

Industri binaan yang masih sangat tradisional, haruslah bergerak kearah perindustrian sepenuhnya untuk mencapai kualiti yang tinggi dalam masa yang singkat disamping mengurangkan kos. Ini boleh dimanfaatkan daripada mempelajari industri buatan.

Kaedah industri pembinaan dan pra pembuatan merupakan alternative kepada kaedah pembinaan tradisional untuk projek projek pemanjangan vertical. Kaedah industri pbinaan tnakan dalam projek projek pembinaan dan kes kajian dijalankan. Dalam kes

kajian keluasan penggunaan projek industri binaan dikaji. Bagaimana projek projek dilaksanakan berasaskan proses pembinaan dan pembuatan turut dikaji.

Pembuatan dan prapembuatan dalam pembinaan memberikan potensi yang bermanfaat kepada sesiapa yang memilih untuk menggunakannya. Kawalan kualiti dan ketepatan boleh dikekalkan pada tahap yang tinggi dalam komponen prapembuatan. Ini kerana keadaan dalam kilang boleh dikawal dan teknologi yang lebih tinggi boleh didapati dalam kilang berbanding di tapak binaan. Selain itu pengurangan penghantaran bahan ke tapak binaan juga menghasilkan kurang percanggahan antara dagangan.

Walaupun IBS bukanlah sesuatu yang baru dalam bidang pembinaan di Malaysia, penggunaanya sangat rendah berbanding kaedah konvensional disebabkan oleh beberapa masalah yang menghadkan kaedah ini daripada berkembang, masalah ini turut dikaji dan beberapa cadangan dan penyelesaian diberi.

Chapter 1

Introduction

1.1 Background

The construction industry suffers from many problems. Construction productivity lags behind that of manufacturing. Occupational safety notoriously worse than in other industries. The quality of construction is considered to be insufficient (Koskela, 2000).

The performance of this industry needs to be greatly improved if it so to survive from international competition and increased customer expectations.

The building industry which is still very traditional should move towards full industrialization to achieve higher quality, less time and reduce cost. This can benefit by learning more from manufacturing industry, thus, Industrialized buildings systems could be a practical alternative to traditional construction methods for construction projects.

Manufacturing and prefabrication in building, offer a range of potential benefits to those who choose to use them. Quality control and precision can be sustained at a higher level in prefabricated building components. This is because factory working conditions can be controlled, and more advanced technology is available than at building sites. Other benefits include a reduced

number of material deliveries to the job site, resulting in less coordination conflicts among trades (Obiso, 1997).

Construction as a manufacture process does not imply the use of assembly lines, rather it is the complete and consistence changeability of parts and the simplicity of attaching them to each other. If the building components (beams, columns, fixings, etc.) were standardized, and were designed to be assembled in a simple manner, it is obvious that productivity gains will result (Crowley, 1998).

The ideas of industrialised production methods for the construction industry have been discussed during many years. In the sixties the production of the structural components of buildings was industrialised and the material used was often concrete. The structural components were erected on the site and afterwards interior work, service and installation were installed on the site.

Concrete and steel were the main materials used in the elements and the components. Concrete slabs and columns result in heavy elements, which require a large crane to handle these elements at the construction site (Bergsten, 2005).

(Warsawski, 1999) points out that the share of industrialized building in the total output is not increasing in most countries, as expected, mainly due to the following reasons:

- The failure of designer and producer to think in systems rather than in individual elements resulted in less attractive buildings and less efficient building systems.
- The fragmented and diversified demand of that time made prefabrication less competitive than existing methods. Methods and tools for the automation of the building process were not yet developed.
- Lesser demand, lack of system approach and lack of efficient management resulted in a higher unit cost than that of traditionally constructed ones.

1.2 Problem Statement

The construction industry in Malaysia, unlike the manufacturing industry, suffered during last years from low annual growth, low return, and shortage of labor (Khairuddin, 2002).

Thus, there is a need to improve productivity in the industry, which will necessitate the use of new material and construction technique (CIDB, 2000).

Even though IBS is not new in the Malaysian construction, the usage is still very low compared to conventional methods. However, local contractors are reluctant to switch to the usage of IBS because they are at ease with the availability and relatively low cost of sourcing for unskilled foreign labor.

To reduce the dependency on foreign labor, the government has put forward regulatory requirements and incentives. An example is the mandatory requirement of 50% usage of IBS in government building projects to qualify them for the CIDB levy exemption (CIDB, 2005).

1.3 Research Objectives

With respect to the problems generally facing construction industry, and IBS specifically, the main research objectives are as follows:

1. To verify that construction industry can benefit by learning from manufacturing techniques through industrializing building systems (IBS).
2. To study the problems facing the application of IBS in Malaysia.

1.4 Significance Of study

The significance of this study appears when a developer or client tries to get information from consultant on what system to be used in their project. The consultant will suggest to them a building system which will satisfy their needs regarding their budget, time given for handing the project, and the quality on the project.

The findings of this study should contribute towards improving the construction industry, and that is by comparing the industrialized building systems and conventional methods of construction.

The study would assist clients, consultant, and contractor in choosing the suitable building system in terms of cost saving, labor saving, time saving among other benefit which can be gained.

1.5 Thesis Organization

This thesis is organized into five chapters including this introductory chapter. Chapter 1 will introduce the thesis by discussing the problem statement, mentioning the objective and justification are given. It gives also the overall content of the thesis.

Chapter 2 gives an overview of the construction industry, its methods, productivity, project life cycle, and a similarities and differences between construction and manufacturing industries was studied. Also a general idea about industrialized building systems (IBS) is proposed in the literature focusing on the IBS types and benefits, and the application and problems in Malaysia.

Chapter 3 includes the methodology followed in this study. The method of data collection, case studies observation, and the questionnaire design and methods are discussed and explained.

Chapter 4 presents the case studies which are representing three different companies using IBS. The case studies will be discussed to strengthen the

finding of the interviews, visits, questionnaire, and the literature review. Each case study represents a building system, and studies its process of construction, benefit of the system used, and application's problems.

Chapter 5 draws the research conclusions and gives number of recommendations.



REFERENCES

Al-Sudairi, A. A., Diekmann, J. A., Songer, A. D., and Brown, H. M. (1999) *Simulation of construction process: Traditional practices Versus Lean Principles*, Seventh Annual Conference of the International Group for Lean Construction (IGLC-7), Berkeley, California, USA, (pp.49-50)

Anthony, C. , Richard, L., Martin, E. (2000). *The social acceptability of prefabrication and standardization in relation to new housing*, 16th IAPS Conference "21st century: Cities, social life and sustainable development", Paris.

Anders, C.K., Smith, R. C. (1998). *Principal and practices of Heavy Construction*, 5th edition, New York .Prentice Hall.

Badir, Y.F., Kadir, M. R., and Ali, A. A. (1998). *Theory of classification and Badir-Razali Building System Clasification*, Buletin bulanan IJM, JURUTERA, OCT, pp.50-56

Ballard, G., and Howell, G. (1998). What Kind of Production Is Construction?, Sixth Annual Conference of the International Group for Lean Construction (IGLC-6), Berkeley, California, USA.

Bates, M. B. , and Sturges, J. L. (2000). *Project Management Techniques and Procedures: A comparison of construction contracting and aircraft manufacture*, First International Conference on Construction Industry Development, Singapore.

Bertelsen, S., and Koskela, L. (2004). *Construction beyond lean: A New Understanding of Construction Management*, 12th annual conference in the International Group for Lean Construction, Elsinore, Denmark.

Christine, L. P., and Garry, E. C. (2002). *Leaner Construction Through Off-Site Manufacturing*, 10th annual conference in the International Group for Lean Construction, Gramudo, Brazil.

CIDB (2003), *Industrialised Building Systems (IBS) Road Map 2003 -2010*, Construction Industry Development Board, Malaysia.

CIDB (2005), *Pre-Cast Construction*, IBS Digest, January – March 2005

CIDB (2005), *Tunnel Form solutions*, IBS Digest, January – March 2005

Crowely, A.(1998), *Construction as a manufacturing process: Lessons from the automotive industry*, Computer and Structure, volume 67, Issue 5, June 1998, pp. 389 -400

Dozzi, S. P., and Aburizk, S. M. (2005), *Productivity in Construction*, Institute for Research on Construction, (pp.1-2), National Research Council, Ontario, Canada,(NRCC-37001) (IRC-P-3547)
<http://www.irc.nrc-cnrc.gc.ca/fulltext/nrcc37001/>. Last accessed March 2006.

Dulaimi, M. F. (1995). *The Challenge of Innovation in Construction*, Building Research and information, Vol. 1, p 5 – 10

Egan, Sir J. (1998), *Rethink Construction*, The Report of The Construction Task Force. Department of the Environment, Transport and the Regions. London, UK.
<http://www.construction.detr.gov.uk/cis/rethink/index.htm>

Gann, D. M. (1996). *Construction as a manufacturing process?: Similarities and differences between industrialized housing and car production in Japan*, In Construction Management and Economics, Vol. 14, E. & F. N. Spon. London, UK.

Glenn, B., and Howell, G. (1998). *What Kind of Construction is Construction?* , Seventh Annual Conference of the International Group for Lean Construction (IGLC-7) Berkeley, California, USA.

Howell, G. A.(1999), *What Is Lean Construction*, Seventh Annual Conference of the International Group for Lean Construction (IGLC-7), Berkeley, California, USA.

Kairuddin, A.R.(2002). *Construction Procurement in Malaysia –Process and System*, Research Center, International Islamic university Malaysia (IIUM),First Edition.

Kerzner, H., (1994). *Project Management: A Systems Approach to Planning, Scheduling and Controlling*, 5th Edition. Published Van Nostrand Reinhold.

Koskila, L. (2000), *An exploration towards a production theory and its application to construction*,(pp.296) Espoo, VTT Building Technology, VTT Publications 408, Technical Research Center of Finland, Espoo,
<http://www.inf.vtt.fi/pdf/publications/2000/P408.pdf.net> . Last accessed Jan. 2006

Lofgrn, I., and Gylltoft, K. (2001), *In-Situ Cast Concrete Building: Important Aspects of Industrialized Construction*, Chalmers University of Technology, Gotenborg, Sweden.

Mathys, J. (2001), *Improving the Construction Demand Chain; A radical step to take*, Bovis Lend Lease Limited, Middlesex, England.

Mark, P. (2003), *New and Improved Technologies and Techniques; Defining the sustainability of Prefabrication and Modular Process in Construction*, Current Practice and potential Uses of Prefabrication, BRE, Watford, Scotland.

Mawdesley, M. J., and Long, G. (2002), *Prefabrication For Lean Building Services Distribution*, 10th annual conference in the International Group for Lean Construction, Gramudo, Brazil.

Nunnally, S.W. (2004) *Construction Methods and Management*, Person education, inc.

Nuzul, Azam H., Salihudin H., Mohd. Razali A. K., and Mohd. Saleh J. (2002) *Comparison of building cost index Trend Against other Economic And Construction Indicators*, Proceeding of the World Engineering Congress, Sarawak, Malaysia.

O'Brien, M., Wakefield, R., and Beliveau, Y. (2000), *Industrializing the Residential Construction Site*, Center for Housing Research at Virginia Polytechnic Institute and State University, Blacksburg, Virginia, USA.

PCI Standards committee (2000), *A Guide To The Project Management body of knowledge*, Project Management Institute, Four Campus Boulevard, New town square, PA, USA.

Strickland, J., and Kirkendall, B. (2001). *Applying Lean Production Principles To The Construction Industry*, <http://www.ide-ch2m.com/papers/IDC2001>. Last accessed March 2006.

Veiseth, M. (2003), *Productivity and Logistic in the Construction industry: What can the construction industry learn from stationary industry*, NORDENT <http://www.prestasjonsledelse.net>. Last accessed March 2006.

Waleed, A. T., Davis, M. P., Samad, A. A., Razali, M. K., and A.A.A. (1997), *Industrialized Building Systems*, Seminar on Affordable Quality Housing, Housing Research Center, University Putra Malaysia.

Waszawski, A. (1999). *Industrialized and automated building systems – A managerial approach*, E & FN Spon, London, UK.

Wideman, R. M. (1987). *Project Management Body of Knowledge (PMBOK)*, PMBOK Standards board, Project Management Institute, PA.

Wideman, R. M. (2004). *The Role of the Project life Cycle (Life Span) in Project Management*, AEW Services, Vancouver, CA.

Womack, J. P., Jones, D. T., and Roos, D. (1990). *The Machine That Changed The World*, Maxwell Macmillan International, New York, USA.

