ABSTRACT

The unique nature of the construction industry signifies that construction firms are plagued with changes and uncertainties. This creates a need for contractors to be alert and prepared organisationally so as to detect and address potential crises. This entails contractors to harness the benefits of crisis management to enhance management’s ability to curtail and confront crisis situations.

Armed with this knowledge, a study is conducted to ascertain the crisis management capabilities of contractors in Singapore (both local contractors and foreign contractors based in Singapore). The ranking of crisis types according to their likelihood of occurrence is also examined.

The study finds that the crisis management capabilities of contractors are influenced by the size of the firm. Bigger-sized construction firms generally exude better crisis management qualities than smaller-sized construction firms. Although the study’s findings reveal that crisis management capabilities of local contractors and foreign contractors based in Singapore are akin, both posses superiority in different activities corresponding to different phases of the crisis.

Based on the literature research and survey findings, a crisis management conceptual framework is developed. The conceptual framework presents an overall view of crisis management, allowing contractors to identify the various management techniques to be
adopted at different stages of a crisis and how resources should be allocated to mitigate crises.

**Keywords:** Crisis management, Contractors