SYNOPSIS OF DISSERTATION

Changi Airport Terminal 2 (T2) development was completed and became operational in 1990. This study focuses on the Cost Control System that was used for controlling cost during the construction stage. Terminal 2 Cost Control System (T2CCS) was designed based on the existing Public Works Department model of cost control. Inadequacies in the existing system, which could be overlooked for smaller, simpler projects, had to be addressed in the design of T2CCS.

T2CCS was fashioned to provide a more effective method to achieve value for money and to make the system management oriented instead of being merely administrative. The T2CCS featured management at the time of change, limits of authority, cost targets and value engineering.

The T2CCS had the goal to keep cost in control throughout the construction period without cost overrun. Its objectives included the providing of timely and accurate cost reports to the management, the monitoring of the settlement of claims, the regulation of cost targets and cash flow budgets and to ensure that the system was auditable. The study investigates how the T2CCS performed during the entire 4-year construction period. It evaluates its success in achieving its goals and its objectives and how much of it had to be changed to suit the needs of a dynamic real life project.