

**EFFECTIVE PROJECT COMMUNICATION FOR
CONSTRUCTION PROJECT MANAGERS IN SRI
LANKA**

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University of Moratuwa, Sri Lanka.
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Degree of Master of Science in Construction Project Management

Department of Civil Engineering

University of Moratuwa
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January 2013

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Dissertation submitted in partial fulfilment of the requirements for the degree Master
of Science in Construction Project Management

Department of Civil Engineering

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DECLARATION

I declare that this is my own work and this dissertation does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any other University or institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where acknowledgement is made in the text.

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The above candidate has carried out research for the Masters Dissertation under my supervision.

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ABSTRACT

Communication is an essential skill and managerial tool for the construction industry. Literature related to project communication and construction communication emphasised that the 90% of project manager's time expend with communication. Communication management process comprises main four areas: communication planning; information distribution; performance reporting; and, managing stakeholders. Communication plan is the one basis for implementing these processes in to practice. But in Sri Lankan context, project managers are not very much aware with these management processes; thus, use of effective communication plan is relatively rare. Thus, this study explored existing communication process of construction projects including barriers and strategies adopted by project managers in Sri Lanka and identified an effective plan to improve such process.

The research problem was approached through questionnaire survey and structured interviews conducted in civil engineering construction projects. Sample of 35 construction professional was obtained across client, consultant and contractor organisation in Sri Lankan construction industry. Existing communication process was examined through questionnaire survey and new communication plan was proposed. Mean rank and standard deviation were used to analyse the data.

The empirical findings revealed that only some of the factors identified though literature review have considerable impact on the current communication practice in Sri Lankan construction industry. Two-way communication; effective communication strategies ensuring successful technological transfer; and, project type and duration influences, communication strategy and structure were identified as most important in the existing communication process in the construction industry. Varying capacity and capability, varying concept of time, poor planning, community interference and lack of necessary skills were hindered effective communication. Communication strategies: timely reports; team meetings; delegating responsibilities; clear communication channels; adjusting and adopting; and, problem solving were frequently used by the construction project managers to overcome communication barriers. This communication plan indicates all available method for information distribution and including formal ways for messages delivery to the project manager. Further, it provides guidance for project managers to manage communication in construction to enhance production and timely completion of projects.

Keywords: Communication management, Communication processes, Barriers, Effective communication, Communication strategies, Construction projects, Sri Lanka.

DEDICATION



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I dedicate this dissertation to my dearest parents.....

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LIST OF ABBREVIATIONS

ICPM	– Internet-based Construction Project Management
POMBOK	– Project Management Body of Knowledge
PMI	– Project Management Institute



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