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APPENDIX A: QUESTIONNAIRE

02-10-2011

....

Dear Sir / Madam,

Research Project – M.Sc. in Construction Project Management

I am an postgraduate student of Department of Civil Engineering, University of Moratuwa undertaking the Master of Science Degree in Construction Project Management. In fulfilment of this Masters Degree program, I am required to conduct a research and produce a Thesis.

Research Topic : Effective Project Communication for Construction Project Managers in Sri Lanka.

Purpose of the Research : The central focus of this study is to propose an effective project communication plan for project managers in Sri Lankan construction industry by studying the existing project communication process.

I would be much grateful if you could complete this questionnaire despite your busy work schedule as it will be essential in the achievement of the above objectives.

The information gathered through this survey will only be used for this particular research study and will not be disclosed to others or used for any other purpose. Results would also be summarised and therefore, no specific referees will be made to individuals or firms.

Thanking you,

Yours faithfully,

Researcher	**DissertationSupervisor**
Bandulahewa B. K. M.,	Mr.RanilSugathadasa,
Post Graduate student,	Head of the Department,
Dept. of Civil Engineering,	Dept. of Transport and Logistic,
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EFFECTIVE PROJECT COMMUNICATION FOR CONSTRUCTION PROJECT MANAGERS IN SRI LANKA

Part A. Communication process in construction

This section asks you to think about the extent the following items were evident or practiced in the projects you were involved in. Please indicate your response by ticking which point on the scale best describe what happened.

Item number	Communication process in construction	To what extent				
		1	2	3	4	5
1	Effective communication					
2	A communication plan					
3	High levels personal/interpersonal skilled management					
4	Culturally sensitive and appropriate communication					
5	Two way communication					
6	Ongoing meetings between management/staff/stakeholders					
7	Well established organisational culture and objectives					
8	Awareness of national culture					
9	Clear communication of organisational objectives					
10	Project managers with excellent communication skills					
11	Project funding influencing tools and techniques of communication					
12	Project type and duration influences communication strategy and structure					
13	Ongoing communication between project proponents and stakeholders					
14	Understanding and appreciation of cultural difference involved					
15	Determination/establishment of communication plans and strategies at the outset					
16	Regular review and adjustments of communication plans					
17	Selective use of communication media for specific purposes/audiences					
18	Effective timelines					
19	Clear communication clarifying roles of stakeholders					
20	Effective communication reflecting openness and					

20	tolerance of cultural differences					
21	Communication strategies to help minimise potential disputes and misunderstandings					
22	Flexibility of form and style of communication					
23	Essential communication to stakeholders for endorsement					
24	Some control by management through open communication					
25	Clear communication giving stakeholders opportunity to comment/ cast a vote					
26	Effective communication strategies ensuring successful technology transfer					

To what extent rating: 1-Never, 2-Seldom, 3-Sometimes, 4-Mostly, 5-Always

Part B – Communication Barriers

This section asks you to think about impact of communication barriers on your project and the extent they were overcome. Please indicate your response by ticking which point on the scale best describe what you experienced on your project.

Rate the impact					Communication Barriers	2.Extent they were overcome		
1	2	3	4	5		1	2	3
					Community interference			
					Lack of/ inappropriate technology			
					Varying perception/ interpretation			
					Conflicting cultural values			
					Lack of support and commitment			
					Varying capacity and capability			
					Unclear channels of communication			
					Ineffective reporting system			
					Language difficulties			
					Interpersonal conflict			
					Age difference			
					Conflicting interest			
					Resisting change			
					Gender issues			
					Lack necessary skills			
					Varying concept of time			
					Organisational mishap			
					Limited resources			
					Poor planning			
					Limited time			

					Lack of motivation			
					Information filtering			
					Religious issues			
					Poor Listeners			
					Family commitments			
					Lack of confidence			
					Poor leadership			
					Personal preference			
					Poor negotiation skills			
					Conflicting business/industry ethics			
					Unclear Objectives			
					Lack of concern			
					Lack of trust			

Impact Rating: 1-Insignificant, 2-Minor, 3-Moderate, 4-Major, 5-Catastropphic

Extent overcome rating: 1-Not at all, 2-Partially, 3-Totally

Part C – Communication Strategies

This section asks you to think about communication strategies and the extent they were employed on your project. Please indicate by ticking which point on the scale most describes in your view the extent each strategy was employed in your project.

Item number	Communication Strategies	Extent they were Employed Rating				
		1	2	3	4	5
1	Comprehensive communication plan					
2	Clear communication channels					
3	Delegating responsibilities					
4	Adjusting and adopting					
5	Team meetings					
6	Cultural initiation					
7	Regular reviewing and reality checks					
8	Training					
9	Consultative approach					
10	Suggestion Box					
11	Continuous Improvement process					
12	Instrumental changes					
13	Resource levelling					
14	Feedback processes					
15	Timely reports					
16	Dispute resolution					
17	Problem solving					
	Other(s):					

Extent they were employed rating: 1-Never, 2-Seldom, 3-Sometimes, 4-Regularly, 5-Mandatory

1. What is your profession? .... (e.g. Architect, Engineer, Quantity surveyor)

2. What is your role for the project? .... (e.g. Project Manager, Construction Manager, Construction Engineer)

Thank you very much for your participation – your responses are very much appreciated.

APPENDIX B: SUMMARY OF FINDINGS

Area covered	Factors	Output
	Communication process in construction	
Communication Planning	Effective communication	Two-way communication
Project Communication Hand Book (2003) Gathering Planning inputs	2.A communication plan	Technological transfer
	3.High levels personal/interpersonal skilled management	Project-type influence Outset plans
Identify Stakeholders Determine stakeholders needs	4.Culturally sensitive and appropriate communication	Flexi form-style Communication in Cultural differences
Identify Communication method	5.Two way communication	Project-proponent communication
	6.Ongoing meetings between management/staff/stakeholders	Project funding influencing tools and techniques of communication
Prepare communication plan draft	7.Well established organisational culture and objectives	
	8.Awareness of national culture	Effective timelines
Information Distribution	9.Clear communication of organisational objectives	A communication plan Communication Media Review plan
	10.Project managers with excellent communication skills	Clarify roles National culture
Work results (Fewaz, 2008)	11.Project funding influencing tools and techniques of communication	
Communication management plan (Project Communication Hand Book 2003)	12.Project type and duration influences communication strategy and structure	
	13.Ongoing communication between project proponents and stakeholders	
Project plan (PMBOK 2004)	14.Understanding and appreciation of cultural difference involved	
Project records (PMBOK 2004)	15.Determination/establishment of communication plans and strategies at the outset	
Project reports (Mehra, 2003)	16.Regular review and adjustments of communication plans	
Project presentations (Fewaz, 2008)	17.Selective use of communication media for specific purposes/audiences	
	18.Effective timelines	
Manage Stakeholders (Karlson 2002)	19.Clear communication clarifying roles of stakeholders	
Client/ consultant/ contractor	20.Effective communication reflecting openness and tolerance of cultural differences	
End Users/ Competitors Financial institutions Public authorities Media/ Third parties	21.Communication strategies to help minimise potential disputes and misunderstandings	

	22.Flexibility of form and style of communication	
Performance Reporting (Mehra, 2003) Work performance information Performance measurements Forecasted completion Quality control measurement Approved change requests and deliverable Time and cost estimates	23.Essential communication to stakeholders for endorsement	
	24.Some control by management through open communication	
	25.Clear communication giving stakeholders opportunity to comment/ cast a vote	
	26.Effective communication strategies ensuring successful technology transfer	
	Communication Barriers	**OUTPUT**
<u>Barriers impact on effectiveness</u> (mehra, 2003)	Community interference	Varying capacity and capability
	Lack of/ inappropriate technology	Varying concept of time
Physical –noise, distance, time	Varying perception/ interpretation	Poor planning Community interference
Cultural - ethnic, religious, and social	Conflicting cultural values	Lack necessary skills
Perceptional Words lack of similar experience Emotional Linguistic Non-verbal misunderstood gestures Variations in language	Lack of support and commitment	
	Varying capacity and capability	
	Unclear channels of communication	
	Ineffective reporting system	
	Language difficulties	
	Interpersonal conflict	
	Age difference	
Adeleke (2004)	Conflicting interest	
	Resisting change	
Lack of detailed drawings Misinterpretation	Gender issues	
Poor writing	Lack necessary skills	
Geographical location where communication	Varying concept of time	
cannot be easily passed	Organisational mishap	
Poor recording of bills of quantities	Limited resources	
Fear of the authority	Poor planning	
Inferiority complex of	Limited time	

artisans Telephone message wrongly received	Lack of motivation	
	Information filtering	
	Religious issues	
	Poor Listeners	
	Family commitments	
	Lack of confidence	
	Poor leadership	
	Personal preference	
	Poor negotiation skills	
	Conflicting business/industry ethics	
	Unclear Objectives	
	Lack of concern	
	Lack of trust	
	Communication Strategies	OUTPUT
Strategies for effective communication Adeleke (2004) Using Feedback Using reinforcement of backup Using a direct sample of language Carter (2003) Well prepared working drawings free hand to perform the duties Good relationship between client and workers	1.Comprehensive communication plan 2.Clear communication channels 3.Delegating responsibilities 4.Adjusting and adopting 5.Team meetings 6.Cultural initiation 7.Regular reviewing and reality checks 8.Training 9.Consultative approach 10.Suggestion Box 11.Continuous Improvement process 12.Instrumental changes 13.Resource levelling 14.Feedback processes 15.Timely reports 16.Dispute resolution 17. Problem solving	Timely reports Team meetings Delegating responsibilities Clear communication channels Adjusting and adopting Problem solving.