NEGOIATION STYLES
OF SRI LANKAN PROJECT MANAGERS
IN DEALING WITH CLIENT AND CONSULTANT ORGANIZATIONS

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Department of Buidling Economics

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Sri Lanka
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 the acknowledgement is made in the text.

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Piyasiri U.N.  Date

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

Dr. (Ms) Sachie Gunathilake  Date
Dissertation Supervisor
ABSTRACT

The nature of construction industry contributes to the germination and manifestation of construction disputes. Negotiation is often the first attempt in getting dispute resolved. Inefficient negotiation discourages early settlement and contracting environment becomes adversarial, thus rendering the use of expensive arbitration or litigation. One of the reasons for such inefficiency is due to the lack of understanding of the styles adopted during their own negotiation processes.

This study aims at identifying mostly used negotiation styles by Sri Lankan project managers during construction stage of projects. Changes of relative usages of negotiation styles when dealing with Client and Consultant organisations were also studied. Rahim Organisational Conflict Inventory – II was used to measure the negotiation styles of project managers. Statistical analysis techniques were used to identify significantly changed negotiation styles.

The study revealed that Integrating style is the most preferred negotiation style when dealing with both Client and Consultant organisations by the Sri Lankan project managers during the construction stage of projects. The usage of Obliging style by project managers showed a statistically significant reduction when dealing with Client than Consultant organizations, while the Integrating style showed a substantial increase though it was not statistically significant at 5% significance level. Client and Consultant organisations were suggested to use Integrating negotiation style when entering to negotiation since there is a high possibility to resolve conflict through negotiation when both parties use Integrating style.

Keywords: Client, Consultant, Negotiation styles, Project managers, Sri Lankan construction industry.
Dedication

This dissertation is
Lovingly dedicated to
My beloved
Daughters & Wife
For their
Love and Support
ACKNOWLEDGEMENT

I express sincere thanks to my dissertation supervisor Dr. (Ms) Sachie Gunathilake, senior lecturer in the Department of Building Economics, University of Moratuwa for her guidance, instructions, comments and encouragement given to me in order to make this dissertation a reality. Without her this report would never have been materialised.

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<tr>
<td>CI</td>
<td>Confidence Interval</td>
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<td>CIDA</td>
<td>Construction Industry Development Authority</td>
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<tr>
<td>d.f.</td>
<td>Degree of Freedom</td>
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<td>ROCI - II</td>
<td>Rahim Organisational Conflict Inventory – II</td>
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<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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