

**PROJECT MANAGER'S INVOLVEMENT IN THE
CONFLICT MANAGEMENT OF A CONSTRUCTION
PROJECT**

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Degree of Master of Science in Project Management

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Sri Lanka

August 2024

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Dissertation submitted in partial fulfilment of the requirement for the degree
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DECLARATION

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

Further, I want to acknowledge Ch.QS.Prof. (Mrs.) Anuradha Waidyasekara, my research supervisor, for her scholarly contribution to the successful completion of my dissertation. I declare that unless I receive my research supervisor's explicit approval, I will not publish any findings from this study without including their name as contributing authors.

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ABSTRACT

The requirement for enhanced skills in conflict management of project managers to effectively perform their roles has identified as an integral concern in construction related project management. When looking at academia there are many studies on the subject area of conflict management but there is a significant gap in the availability of studies especially focused on project manager's involvement in the conflict management of a construction project.

The aim of this study is to investigate the extent and nature of the project manager's involvement in managing conflicts that arise in construction projects. The study provides insight into the relationship between effective conflict management and project success, with a particular focus on the project manager's essential role in fostering collaboration and managing conflicts.

There are four main objectives of the study which include, Identifying the possible conflicts and stakeholder involvement in construction conflicts in a construction project, Identifying the sources of the construction conflicts, examining the project manager's role in managing conflicts in a construction project and proposing strategies for managing conflicts in a construction project.

The quantitative methodology to collect data from randomly selected thirty four (34) professionals in the construction industry. Data was collected using five Likert scale questions and collected data was statistically analysed using the RII method of analysis. Based on the analysis five causes for specific conflicts that are identified as frequently encountered conflicts. These five causes are Design changes and discrepancies, scope creep, communication breakdowns, resource allocations and contractual issues. Furthermore, six stakeholders were identified as those who are commonly involved in conflicts during construction projects. The stakeholders are the Project Owner, design professionals, contractor, Sub contractor, government agencies and regulatory bodies and Community people. Thirteen causes were identified as the sources of construction conflict and mainly four identified as major sources of conflict namely, project programme and time constraints, delay payment and approvals, contractual claims and poor communication and finally undefined project scope and goals. Based on the analysis seven conflict management strategies were identified main influencing strategies are ADR method, collaborating, accommodating and compromising.

Kew words: Project manager role, Conflict management, Source of conflicts

ACKNOWLEDGEMENT

The completion of this research marks a significant milestone, and I sincerely thank everyone who helped make it happen. Firstly, I would like to express my sincere gratitude to my dissertation supervisor Ch.QS.Prof. (Mrs.) Anuradha Waidyasekara, who guided me throughout the accomplishment of this dissertation. Her advice and support have been crucial to me during this academic journey.

Further, I must proclaim my kind regards to the construction industry publishers, authors, professionals other related and unrelated persons who have encouraged me with conquering advice and helped in the success of this project.

Finally, I must express my heartfelt gratitude to my family members, fellow students and colleagues. Without their support, my research would not have been possible.

Ranasinghe T.V.G.B

August 2024

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LIST OF ABBREVIATION

Abbreviation	Description
ADR	Alternative Dispute Resolution
AIQS	Australian Institute of Quantity Surveyors
BIM	Building Information Modelling
CIOB	Chartered Institute of Building
CPM	Construction Project Manager
EVM	Earn Value Management
IESL	Institute of Engineers Sri Lanka
IPD	Integrated Project Delivery
PERT	Program Evaluation and Review Technique
PMI	Project Management Institute
QA	Quality Assurance
QAQC	Quality Assurance and Quality Control
QC	Quality Control
RICS	Royal Institution of Chartered Surveyors
RII	Relative Importance Index
TKI	Thomas and Kilmann Conflict Mode Instrument

LIST OF APPENDICES

Appendix A - Questionnaire

Appendix B - Received questionnaire from a participant