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Appendixes

Appendix 1: Questionnaire Letter

Appendix 1: Questionnaire

Questionnaire for a survey on

Cost Monitoring and Controlling Practices of the Construction Industry In Sri Lanka

Conducted By Samantha Weerasinghe & Supervised By Dr. R.U. Halwatura

Master of Science in Construction Project Management, Department of Civil Engineering, University of Moratuwa, Sri Lanka

Dear Sir/Madam,

I am a post graduate student of the Faculty of Engineering, University of Moratuwa conducting a Questionnaire for survey in order to fulfil the a partial requirement of the degree of Master of Science in Construction Project Management. This research has been conducting under the supervision of Dr. R.U. Halwatura, Senior Lecture to the Department of Civil Engineering, University of Moratuwa.

The aim of this research is to examine the current cost monitoring and controlling practices of the construction industry in Sri Lanka and professional understands and views on implementation of Integrated Cost Monitoring Systems (ICMS) in organizations of the constructions industry.

Integrated Cost Monitoring Systems (ICMS)

Integration of information is essential if an organization's resources are to be deployed optimally. Integration provides the basis for robust decision analysis because it supports the incorporation of multiple perspectives. Whether an organization is just beginning its journey toward the implementation of new cost management models or has put many of them in place, the need to integrate information and management systems remains the same. Meeting this need is the objective of the integrated cost management system (ICMS) framework.

(Statement on Management Accounting, Statement Number 4MM, March 2000)
(Institute of Management Accountants, Montvale, United State of America)

This Questionnaire consists of two parts as Part 01 for all professionals and Part 02 for professional who have some knowledge and understanding on ICMS,

Part 01 – Information on personal and organizational details and current cost monitoring practice
Part 02 – Professional's knowledge, understanding and views on ICMS

I hereby guarantee the responses of the questionnaire will be used only for abovementioned purpose and will not be exposed to any third party. The research publications will not contain any personal detail of the respondents. Thanking for your responses and your participation for this research is highly appreciated.

Thank You,
Yours faithfully,

Samantha Weerasinghe
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Department of Civil Engineering
Faculty of Engineering
University of Moratuwa
Sri Lanka

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Appendix 2

Questionnaire for a survey on

Cost Monitoring and Controlling Practices of the Construction Industry In Sri Lanka

Conducted By Samantha Weerasinghe & Supervised By Dr. R.U. Halwatura

Master of Science in Construction Project Management, Department of Civil Engineering, University of Moratuwa, Sri Lanka

Declaration: This questionnaire for a survey is only for research project to the fulfilment of MSc (CPM) and collected data will not be passed on to any third party and used solely for the purpose of the study.

PART 01 – GENERAL INFORMATION

- Optional Fields

SECTION-01 - PERSONAL INFORMATION

1. **Name*** _____
2. **Designation** _____
3. **Age** _____ Years
4. **Gender** ☐Male ☐Female
5. **Education Level**

   ☐A/L ☐ Certificate ☐ Diploma ☐Graduate ☐Post Graduate
6. **Years of experience in the construction industry** _____ Years
7. **Contact Details*** Mobile: Email:
8. **Specialization of construction experience**

   ☐ Building ☐ Roads & Highways ☐ Water Supply & Drainage ☐ Bridges ☐ Other
9. **Computer Literacy**

   ☐ Excellent ☐ Good ☐ Average ☐ Novice ☐ Never
10. **Experience with ICMS in any working environment**

    ☐ Excellent ☐ Good ☐ Average ☐ Novice ☐ Never

SECTION - 02

ORGANIZATIONAL INFORMATION

11. **Name*** _____
12. **Experience in the construction industry /(Years)** _____
13. **Country of Origin** _____
14. **Annual construction Turnover(Last Year) /(Rs.M)** _____
15. **ICTAD Grade (If Applicable)**

		C-1	C-2	C-3	C-4	C-5
a.	Buildings	☐	☐	☐	☐	☐
b.	Roads & Highways	☐	☐	☐	☐	☐
c.	Water Supply & Drainage	☐	☐	☐	☐	☐
d.	Bridges	☐	☐	☐	☐	☐
e.	Other	☐	☐	☐	☐	☐

16. No of Employees		**0 - 5**	**6 - 20**	**21 - 100**	**101 - 500**	**501 over**
f.	Engineers	☐	☐	☐	☐	☐
g.	Quantity Surveyors	☐	☐	☐	☐	☐
h.	Non – Technical Managers	☐	☐	☐	☐	☐
i.	Skilled Workers	☐	☐	☐	☐	☐
j.	Unskilled Workers	☐	☐	☐	☐	☐

SECTION-03:
CHARACTERISTICS OF THE EXISTING COST MONITORING SYSTEM IN YOUR PROJECT

17. Type of the existing cost monitoring system

☐In-house built system

☐Use Microsoft application software

☐Specially configured software

☐Well developed ICMS

☐None

18. Employee participation for the cost monitoring process

	Very High	**High**	**Average**	**Low**	**None**
Management staff	☐	☐	☐	☐	☐
Cost monitoring unit	☐	☐	☐	☐	☐
Accounting staff	☐	☐	☐	☐	☐
Technical staff	☐	☐	☐	☐	☐
Other staff	☐	☐	☐	☐	☐

19. According to your experience, level of difficulty of overall project Management?

	Very High	**High**	**Average**	**Low**	**None**
Implementation	☐	☐	☐	☐	☐
Data Collection	☐	☐	☐	☐	☐
Analyzing	☐	☐	☐	☐	☐
Monitoring	☐	☐	☐	☐	☐
Controlling	☐	☐	☐	☐	☐

20. According to your experience, level of difficulty of deferent phases of Cost Monitoring?

	Very High	**High**	**Average**	**Low**	**None**
Planning	☐	☐	☐	☐	☐
Execution	☐	☐	☐	☐	☐
Monitoring	☐	☐	☐	☐	☐
Analyzing	☐	☐	☐	☐	☐
Controlling	☐	☐	☐	☐	☐

Questionnaire for a survey on

Cost Monitoring and Controlling Practices of the Construction Industry In Sri Lanka

Conducted By Samantha Weerasinghe & Supervised By Dr. R.U. Halwatura

Master of Science in Construction Project Management, Department of Civil Engineering, University of Moratuwa, Sri Lanka

This section is to find the features of the existing method that used in your project in order to analyse the financial situation. Please indicate the possible outcome from your current **Cost Monitoring System (CMS)** used in your project

Question No	Area	Reports can be produced				
		Lagging Indicators		Current Indicators	Leading Indicators	
		Monthly	**At Completion**	**Daily**	**Next month Forecast**	**None**
21.	Financial Situation	☐	☐	☐	☐	☐
22.	Physical Work done	☐	☐	☐	☐	☐
23.	Inventory	☐	☐	☐	☐	☐
24.	Manpower & Materials utilization	☐	☐	☐	☐	☐
25.	Machinery utilization	☐	☐	☐	☐	☐
26.	Comparison with budget	☐	☐	☐	☐	☐
27.	Effects of Inflation & Price Fluctuation	☐	☐	☐	☐	☐
28.	Analysis of NPV & ROI	☐	☐	☐	☐	☐
29.	Analysis of SV & SPI	☐	☐	☐	☐	☐

30. **There is unique Cost Monitoring System for the entire organization & nobody is allowed to make any changes or any development at project level**

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

31. **All Employees of the entire organization contribute towards the successful execution of Cost Monitoring System**

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

32. **The organization conducts necessary trainings for employees on Cost Monitoring System**

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

33. **I have been provided all necessary facilities & authorities to execute an identical Cost Monitoring System & enhance it in my project**

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

34. **I have been encouraged by the organization to enhance the current Cost Monitoring System**

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

35. **There is neither any organizational requirement nor support to implement a Cost Monitoring System in project level**

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

PART 02 – SPECIFIC INFORMATION ON ICMS

SECTION-04:

INDIVIDUAL UNDERSTANDING & VIEWS ON USES AND BENEFITS OF ICMS FRAME WORKS

36. The ICMS helps to identify optimal customer / market segments

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

37. The ICMS improves the profitability of key products

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

38. The ICMS supports for improved decision making

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

39. The ICMS reduces miscommunication

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

40. The ICMS optimizes the origination's profitability

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

41. The ICMS increases process effectiveness

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

42. The ICMS integrates financial & non-financial metrics

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

43. The ICMS improves the competitive position

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

44. The ICMS facilitate strategic marketing and operational decisions

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

45. The ICMS supports rapid response to changing conditions

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

46. **The ICMS provides the means to integrate activities and outcomes across processes and entities in the value chain**

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

47. **The ICMS helps to anticipate and react to environmental changes before an organization is affected by them**

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

48. **The ICMS creates an external focus on customer requirement and competitive treats so that customer requirement drive the organization**

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

49. **The ICMS systematically relates all elements, internal & external, so problems are solved holistically rather than incrementally through cross functional integration**

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

50. **The ICMS optimizes profits by ensuring that resources remain focused on value activities, that waste is identified and removed**

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

51. **The ICMS links individual, groups, and organizational incentives to ensure that everyone in the organization understands and is motivated to achieve strategic and operational objectives**

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

52. **The ICMS Communicates across all levels, all process, and all units the needs of the customer, result achieved, problems encountered and solved and remaining challengers to be met**

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

SECTION-05:

PROBABLE REASONS BEHIND NOT IMPLEMENTATION OF AN ICMS IN THE ORGANIZATION

(Please answer for following questions if there isn't an ICMS in your organization)

53. The ICMS is not implemented since it is quite expensive

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

54. The ICMS is not implemented since it is too complex

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

55. The ICMS is not implemented since most of the employees cannot be adopted

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

56. The ICMS is not implemented since most employees have less knowledge on Information Technology (IT)

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

57. The ICMS is not implemented since it is not useful

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

58. The ICMS is not implemented since it is not compatible with the current system

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

59. The ICMS is not implemented since most of the employees don't like to us it

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

60. The ICMS is not implemented since there is less knowledge/ interest of top management / owners on ICMS

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Don't have a clear idea

Thanking you for your valuable participation