

**INVESTIGATION IN TO THE IMPACTS OF
REFURBISHMENT PROJECTS ON BUSINESS
OPERATIONS OF OFFICE BUILDINGS
IN SRI LANKA**

Jagoda Arachchige Don Sahanjalee Jagodaarachchi

(158813 F)

Dissertation submitted in partial fulfillment of the requirements for the
Degree of Master of Science in Project Management

Department of Building Economics

University of Moratuwa

Sri Lanka

July 2020

DECLARATION

I declare that this is my own work and this thesis 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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.....
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.....
Date

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

.....
Dr. Sachie Gunathilake

.....
Date

ABSTRACT

Investigation in to the impacts of refurbishment projects on business operations of office buildings in Sri Lanka

Building refurbishment is the performance of re-styling or modifying an existing building. Buildings will not necessarily need a full refurbishment very often, but it is beneficial to carry out some work often, either to the interior or exterior. Nowadays refurbishments are common due to many reasons.

Discontinuing business operations for the reason of refurbishment is not a good proposal. Hence, business owners tend to start new refurbishment projects while normal operation is continuing. Nevertheless, it should be with the minimal effect to the current operation. Thus, this study was aimed at investigating the impacts of refurbishment projects on business operations of Sri Lankan office buildings.

This research problem was approached through case studies of two organisations, which have undertaken refurbishment projects while the business operations are in process. Semi-structured interviews were conducted with ten participants which included managers and occupants for data collection. The data was analysed using manual content analysis and cross-case analysis.

The findings revealed that refurbishment projects have a significant impact on business operations such as separate accesses, noise, dust, reduced facilities, loss of productivity, risk of health and safety, additional financial requirements etc. Business operations could be categorized according to various business processes such as Marketing, Customer services, Logistics, Operations, Financial planning, Human Resources etc. Moreover, the results disclosed that Managers in selected cases have taken actions like health and safety measures, rescheduling, backup services, temporary workstations etc. to minimize those impacts. Based on those findings, a set of strategies were developed. The proposed strategies indicate the effective practices that could be used to minimize the impacts of refurbishment projects on business operations. The findings of this research will be useful for the industry practitioners for better management of business operations during refurbishment projects.

Keywords: *Refurbishment projects, Impacts, Business operations, Office buildings.*

DEDICATION

*I DEDICATE THIS PIECE OF WORK
TO MY BELOVED FAMILY.....*

ACKNOWLEDGEMENTS

This research study would not be possible without the assistance and dedication of numerous individuals and organisations. Therefore, I take this opportunity to convey my gratefulness to every one of them.

First and foremost, I pay gratitude to my dynamic and inspirational supervisors, Dr. Sachie Gunathilake and Dr. Thilini Jayawickrama for all the guidance, assistance and continuous encouragement provided to me. I am also indebted to both of them for the constructing criticisms and most importantly for their extraordinary patience.

I would like to express my sincere thanks to the Head of the Department, Prof. Yasangika Sandanayake, Ch.QS. Indunil Seneviratne, Ch.QS. Vijitha Disaratna, Programme Directors, senior lecturers, lecturers and all other staff members of the Department of Building Economics, specially for their immense assistance and advice during the course of this study and throughout the two years of my academic career.

Further, I would like to offer my sincere thanks to my staff at my work place for allowing and supporting me to successfully continue my Master's Degree.

Last, but not least, I give my immeasurable thanks to my family, my batch mates and all other people for their priceless support to make this study a success.

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LIST OF ABBREVIATIONS

AFM	-	Assistant Facilities Manager
AOM	-	Assistant Operations Manager
CF	-	Complexity Factors
CIRIA	-	Construction Industry Research and Information Association
CSF	-	Critical Success Factors
FM	-	Facilities Manager
LCA	-	Life Cycle Assessment
OM	-	Operations Manager
UK	-	United Kingdom
USA	-	United States of America