

**CONFLICT HANDLING STYLES USED IN
RE-MEASUREMENT CONSTRUCTION CONTRACTS
IN SRI LANKA**

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DECLARATION

I declare that this is my own work, and this thesis does not incorporate without acknowledgment 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 believe it does not contain any material previously published or written by another person except where the acknowledgment is made in the text.

Further, I acknowledge the intellectual contribution of my research supervisor Dr. (Mrs.) Pournima Sridarran and under supervision of Ch.QS. Prof. (Mrs.) B.A.K.S. Perera for the successful completion of this research dissertation.

Also, I hereby grant to the University of Moratuwa the non-exclusive right to reproduce and distribute my thesis, in whole or in part in print, electronic or medium. I retain the right to use this content in whole or part in future works such as articles or books.

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The above candidate has carried out research for a Master's Dissertation under my supervision

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Dr. (Mrs) Pournima Sridarran
Dissertation Supervisor

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Date

DEDICATION.....

This work is
a dedication to
my beloved family
for their unstinted
Support

ABSTRACT

Conflict Handling styles used in Re-Measurement Construction Contracts in Sri Lanka

Re-measurement contracts often suffer from massive conflicts between the consultant and contractor during the post-contract stage. A high diversity of multidisciplinary involvement with more stakeholders occurs in this stage. These conflicts influence the project positively and negatively. In a re-measurement contract, experts use different styles to handle these different dispute types during a post-contract stage. Thus, this study aimed at investigating the use of conflict handling styles to resolve conflicts encountered by consultants and contractors in re-measurement contracts during the post-contract stage of Sri Lankan construction projects. A qualitative research approach was selected using semi-structured interviews as the data collection technique to attain the study's aim. The empirical data collected from the twelve interviews were analyzed using **manual content analysis**. The scope of the study was limited to the post-contract stage of re-measurement construction projects which use ICTAD/SBD/02.

As per the research findings, interviewees identified forty-three (43) conflicts. Thirty-nine (39) and forty-one (41) conflicts by consultants and contractors in re-measurement contracts, respectively, during the post-contract stage of Sri Lankan construction projects. Twenty-two (22) conflicts, most common to both the consultant and the contractor, were identified, whereas *Impracticable design* and *Consultant changes by the client and the consultant* were identified as unique to the consultant, and *contradictory record-keeping* and *Less experiences* were noted as unique to the contractor. After considering the conflict-handling styles, the consultants identified eleven (11) conflict-handling styles applicable to solve thirty-nine (39) conflicts, and contractors identified ten (10) conflict-handling styles that can solve (41) conflicts during the interviews. Nine (9) conflict-handling styles were unique to the consultant and seven (7) conflict-handling styles were unique to the contractor. Finally, the study revealed that the majority of conflict-handling styles are common to both consultants and contractors. Consultants and contractors used only a few conflict-handling styles, unique for each, during the post-contract stage in re-measurement contracts.

Keywords: *Conflict handling styles, Conflicts, Consultant, Contractor, Re-measurement Contract, Post-Contract Stage*

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Department of Building Economics.

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LIST OF ABBREVIATIONS

Abbreviations	Description
BOQ	Bill of Quantities
ROCI –II	Rahim Organization Conflict Inventory – II
ICTAD/SBD/02	Institute of Construction Training and Development – Standard Bedding Document – Major contracts – [2nd Edition (Revised) January 2007]
JKR	Jabatan Kerja Raja
IFCEL	International Federation of Consulting Engineers Lausanne
FIDIC	Fédération Internationale Des Ingénieurs Construction
MEP	Mechanical, Electrical, and Plumbing
TKI	Thomas and Kilmann’s Conflict Mode Instrument

LIST OF APPENDICES

Appendices	Description
A	Interview Guideline - Consultant's perspective
B	Interview Guideline - Contractor's perspective