

**SIGNIFICANCE OF CONTRACTOR'S INTERNAL TEAM  
COLLABORATIVE PRACTICES TO MANAGE  
CONSTRUCTION PROJECT DELAYS DURING  
IMPLIMENTATION STAGE**

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DURING IMPLIMENTATION STAGE**

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## DECLARATION

I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any university to the best of my knowledge and believe it does not contain any material previously published, written or orally communicated by another person or myself except where due reference is made in the text. I also hereby give consent for my dissertation, if accepted, to be made available for photocopying and for inter library loans, and for the title and summary to be available to outside organizations.

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Date

## **ABBREVIATIONS**

**PMBOK:** Project Management Body of Knowledge

**ICT:** Information Communication Technology

**ERP:** Enterprise Resource Planning

**EDMS:** Electronic Data Management system

**QHSE:** Quality Health Safety and Environmental

**ITC:** Internal Team Collaboration

## ABSTRACT

Completion of projects on time is one of the major challenge faced by the construction industry. There are many studies conducted on construction project delays focusing on causes and effects of delays and mitigation measures, etc. Initial literature survey has been highlighted that Internal Team Collaboration (ITC) under planning & scheduling, construction management, contract administration and document management is an essential requirement for contractual management of project delays. Therefore, the current study is planned to capture the best practices that can be incorporated with ITCs to manage the project delays contractually and to identify barriers for ITC implementation.

In order to achieve the objectives a pre-survey was done by reviewing literatures, gathering industry expertise ideas and incorporating researcher's experience in the industry for conducting pilot questionnaire design. Subsequently, final questionnaire survey was conducted with industry experts comprised of engineers, managers and executives who directly involve in large scale construction projects representing client/consultant and contractor organizations. Questionnaire forms were emailed and hand delivered to eighty (80) individuals of the target group. There were sixty five successful response, representing 31 from contractors and 34 of client/consultant organizations.

The results of the analysis from overall perspective revealed that these four major categories related to ITC practices; planning & scheduling, construction management, contract administration and document management are equally contributed to contractual management of construction project delays but high attention should be paid on document management practices. And also project manager has a major role to act as a focal point for making ITC process successful during implementation. Moreover, the researcher has identified the barriers to internal team collaborative approach and the methods and techniques that can be implemented to enhance the ITC process at project implementation stage in order to reduce and manage project delays.

**Keywords:** Construction project delays; Project team collaboration; Delay claim management