

INTRAGROUP CONFLICTS IN PROJECT TEAM AND THEIR EFFECT ON PRE CONTRACT STAGE

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University of Moratuwa, Sri Lanka.
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Degree of Master of Science in Project Management

Department of Building Economics

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Thesis submitted in partial fulfilment of the requirements for the
Degree of Master of Science in Project Management

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DECLARATION

I hereby declare that this submission is my own work and that to the best of my knowledge it contains neither materials previously published or written by another person nor material, to a substantial extent, has been accepted for the award of any degree or diploma of a university or other institute of higher studies, except where references are mentioned.

.....
Gunasekara D.M.H

.....
Date



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I hereby acknowledge that Mr D.M.H.Gunasekara has followed the dissertation process set by the Department of Building Economics.

.....
Dr. Sepani Senarathne
Dissertation Supervisor

.....
Date

Conflict is inevitable to individuals, teams, contractual relationships and organizations in any context. In construction industry multiple professions team set-up to achieve specific goals. The project team is the core that holds the project. The contribution of each member of the project team has a significant effect towards the project deliverables. With the effect of conflict the overall outcome of the project can be change significantly.

Researches who conducted research on conflict have identified three distinct types of intragroup conflicts as task conflict, process conflict and relationship conflict. There were literatures available in discussing these three types in the construction project team setting regarding their interrelationship, effects in pre contract stage and the ways of mitigating the negative effects of the intragroup conflicts and enhancing their positive effects.

Therefore, this research explored how to manage intragroup conflicts in pre contract stage by addressing their effects in pre construction project teams. This research problem was approached through selected case studies of four construction projects, which were operating under the traditional procurement method with re-measurement contracts in Sri Lanka. Semi-structured interviews were conducted with three distinct participants of construction teams during data collection.

The findings revealed the effects created by intragroup conflicts and relationship between the types of intragroup aroused. Based on findings, a framework for understand the effects of intragroup conflicts in each phase that would assist to manage intragroup conflicts in construction project teams in Sri Lanka. Building on the findings, researcher suggests mechanisms to proactively manage conflicts in pre contract stage of construction projects. This will be useful to envelopment of construction industry and clients operating in similar contexts.

Keywords: *Intragroup conflicts, Effects of intragroup conflicts, Conflict management, Construction project teams, Pre contract stage*

I dedicate this research to

My family members



University of Moratuwa, Sri Lanka.

for their invaluable support and encouragements,

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That drives me to my endeavors

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ABBREVIATIONS

BOQ	Bill of Quantities
IT	Information Technology
MEP	Mechanical, Electrical and Plumbing
PC	Process Conflict
QS	Quantity Surveyor
RC	Relationship Conflict
TC	Task Conflict
TEC	Technical Evaluation Committee



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