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Appendix D:

Negotiation Styles of Sri Lankan Project Managers in Dealing with Client and Consultant Organizations

Dear Sir / Madam,

Dissertation – M.Sc. in Construction Law and Dispute Resolution

I am following a M.Sc. course on Construction Law and Dispute Resolution at the Department of Building Economics at University of Moratuwa. In order to fulfil the requirements of this degree program, I am required to undertake a research and produce a dissertation. The topic I have chosen is “Negotiation Styles of Sri Lankan Project Managers in Dealing with Client and Consultant Organizations”.

I would be grateful if you could complete the attached questionnaire within your busy work schedule. **The information provided by you will be treated with strict confidence, it will be used only for the purpose of fulfilling requirement for module dissertation in the above course and there would not be specific references to any individual or an organization.**

Thank you.

Yours faithfully,

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QUESTIONNAIRE SURVEY

Negotiation Styles of Sri Lankan Project Managers in Dealing with Client and Consultant Organizations

Information given by you will be used for the academic purposes only.

Basic information about you

(Please "X" your answers in appropriate cage

Your experience in years as a Project Manager

0 - 5 years

6 - 10 years

11 - 15 years

16 years or above



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Instructions to fill attached Questionnaire

Questions should be answered considering the negotiations carried out during **construction period** only.

Try to recall as many recent negotiations (conflict situations) as possible in answering these statements.

Please indicate your agreeableness or disagreeableness for the statements in the questionnaires in following scale;

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly agree

You are kindly requested to fill both sections.

SECTION - 1

Please rate your usual negotiation behaviour with **Client** organizations during **construction period** of a project. Try to recall as many recent conflict situations as possible in ranking these statements.

Key:

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

1	I try to investigate an issue with the Client to find a solution acceptable to	1	2	3	4	5
2	I generally try to satisfy the needs of the Client .	1	2	3	4	5
3	I attempt to avoid being “put on the spot” and try to keep my conflict with the Client to myself.	1	2	3	4	5
4	I try to integrate my ideas with those of the Client to come up with a decision jointly.	1	2	3	4	5
5	I try to work with the Client to find solutions to a problem which satisfy our expectation.	1	2	3	4	5
6	I usually avoid open discussions of my differences with the Client .	1	2	3	4	5
7	I try to find a middle course to resolve an impasse.	1	2	3	4	5
8	I use my influence to get my ideas accepted.	1	2	3	4	5
9	I use my authority to make a decision in my favour.	1	2	3	4	5
10	I usually accommodate to the wishes of the Client .	1	2	3	4	5
11	I give in to the wishes of the Client .	1	2	3	4	5
12	I exchange accurate information with the Client to solve a problem together.	1	2	3	4	5
13	I usually allow concessions to the Client .	1	2	3	4	5
14	I usually propose a middle ground for breaking deadlocks.	1	2	3	4	5
15	I negotiate with the Client so that a compromise can be reached.	1	2	3	4	5
16	I try to stay away from disagreement with the Client .	1	2	3	4	5
17	I avoid an encounter with the Client .	1	2	3	4	5
18	I use my expertise to make a decision in my favour.	1	2	3	4	5
19	I often go along with the suggestions of the Client .	1	2	3	4	5
20	I use “give and take” so that a compromise can be made.	1	2	3	4	5
21	I am generally firm in pursuing my side of the issue.	1	2	3	4	5
22	I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way.	1	2	3	4	5
23	I collaborate with the Client for a proper understanding of a problem.	1	2	3	4	5
24	I try to satisfy the expectations of the Client .	1	2	3	4	5
25	I sometimes use my power to win a competitive situation.	1	2	3	4	5
26	I try to keep my disagreements with the Client to myself in order to avoid hard feelings.	1	2	3	4	5
27	I try to avoid unpleasant exchanges with the Client .	1	2	3	4	5
28	I try to work with the Client for a proper understanding of a problem.	1	2	3	4	5

SECTION - 2

Please rate your usual negotiation behaviour with **Consultant** organizations during **construction period** of a project. Try to recall as many recent conflict situations as possible in ranking these statements.

Key:

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

1	I try to investigate an issue with the Consultant to find a solution acceptable to us	1	2	3	4	5
2	I generally try to satisfy the needs of the Consultant .	1	2	3	4	5
3	I attempt to avoid being “put on the spot” and try to keep my conflict with the Consultant to myself.	1	2	3	4	5
4	I try to integrate my ideas with those of the Consultant to come up with a decision jointly.	1	2	3	4	5
5	I try to work with the Consultant to find solutions to a problem which satisfy our expectation.	1	2	3	4	5
6	I usually avoid open discussions of my differences with the	1	2	3	4	5
7	I try to find a middle course to resolve an impasse.	1	2	3	4	5
8	I use my influence to get my ideas accepted.	1	2	3	4	5
9	I use my authority to make a decision in my favour.	1	2	3	4	5
10	I usually accommodate to the wishes of the Consultant .	1	2	3	4	5
11	I give in to the wishes of the Consultant .	1	2	3	4	5
12	I exchange accurate information with the Consultant to solve a problem together.	1	2	3	4	5
13	I usually allow concessions to the Consultant .	1	2	3	4	5
14	I usually propose a middle ground for breaking deadlocks.	1	2	3	4	5
15	I negotiate with the Consultant so that a compromise can be reached.	1	2	3	4	5
16	I try to stay away from disagreement with the Consultant .	1	2	3	4	5
17	I avoid an encounter with the Consultant .	1	2	3	4	5
18	I use my expertise to make a decision in my favour.	1	2	3	4	5
19	I often go along with the suggestions of the Consultant .	1	2	3	4	5
20	I use “give and take” so that a compromise can be made.	1	2	3	4	5
21	I am generally firm in pursuing my side of the issue.	1	2	3	4	5
22	I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way.	1	2	3	4	5
23	I collaborate with the Consultant for a proper understanding of a problem.	1	2	3	4	5
24	I try to satisfy the expectations of the Consultant .	1	2	3	4	5
25	I sometimes use my power to win a competitive situation.	1	2	3	4	5
26	I try to keep my disagreements with the Consultant to myself in order to avoid hard feelings.	1	2	3	4	5
27	I try to avoid unpleasant exchanges with the Consultant .	1	2	3	4	5
28	I try to work with the Consultant for a proper understanding of a problem.	1	2	3	4	5