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APPENDICES

Appendix 3.1: The questionnaire developed and a sample filled

Appendix 4.1: The detailed table of calculations

Appendix 3.1: The questionnaire developed and a sample filled

Chamara H.W.L.
Department of Building Economics
Faculty of Architecture
University of Moratuwa.

Dear Sir / Madam,

Re: Research Dissertation – M.Sc. /PG Diploma in Construction Law and Dispute Resolution

I am a B.Sc. (Hons) Quantity Surveying graduate of Department of Building Economics, University of Moratuwa and currently working on the above degree. In fulfillment of this degree program, I am required to conduct a research and produce a dissertation.

Research Topic:

A Study on the Issues of Construction Joint Ventures in Sri Lanka

Purpose of the Research:

Aim

Aim of this research is to determine the issues which are critical for the construction joint venture failure failures in Sri Lanka.

Objectives

- I. To review the concept of 'Joint Ventures' in construction
- II. To identify contractual procedures which are applied nationally and internationally in construction joint ventures
- III. To identify the issues of construction joint ventures
- IV. To determine the issues which are critical for construction joint ventures in Sri Lanka
- V. To propose probable attributes to overcome critical issues of construction joint ventures in Sri Lanka

I would be grateful if you could complete this questionnaire within your busy work schedule. The information gathered through this survey will be only used for this particular research.

Thank you.

Yours Faithfully,

Postgraduate Student

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Faculty of Architecture
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Department of Building Economics
Faculty of Architecture
University of Moratuwa
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The Questionnaire on

The Issues which are Critical for Construction Joint Venture Failures in Sri Lanka

General Information

Organization:

Designation of the Respondent:

Working Experience (Years):

Section A: The Current Practice of CJVs

1) What are the standard documents used/followed in your organisation for forming and operating construction joint ventures?

.....

2) Please rate the level of use of CJVs in the current practice.

1	2	3	4	5
Never	Low	Sometimes	Often	Always

Section B: Level of Influence of Issues in CJVs

Please score the issues based on its level of influence on CJV failure by using a ‘√’ by considering the criteria given.

	Level of Influence				
	Much Lower	Slightly Lower	Normal	Slightly Higher	Much Higher
	1	2	3	4	5
Strategic Management					
Entering to JVs based only on qualification/resources					
Incompatibility of project objectives					
Disparity of goals between the members of the joint venture					
Inadequate business plan development					
Lack of commitment of top management					
Inadequate development of strategies for facing competition in the market					

Failures with respect to their political, social and legal and government procedures					
Partner Selection					
Not having formal guideline for partner selection					
Unclear partner role of JV partners					
Amount of contribution and participation of JV partners					
Unequal negotiating power of project partners					
Inadequate training and expertise of facilitators					
Unfamiliarity and misunderstanding of partnering concept by project participants					
Cultural Issues					
Differing perceptions of reality between the channel members					
Hasty associations of partners					
Inadequate recognition of demands in a cross cultural environment					
Leakage of information to outside parties					
Performance					
Disagreements on the definition and the measure of performance					
No proper mechanism for performance measurement					
Risk Allocation					
Risk sharing issues by JV partners					
Profit and other benefits sharing issues by JV partners					
Facing losses and damages resulting from a breach of the agreement or misrepresentation					

Facing unavoidable events					
Financial Issues					
Issues in generating progress payments					
No proper way to deal with additional installments					
Unwilling to make additional contributions by JV partners					
Accounting and auditing related issues					
Issues in generating progress payments					
Liability and Indemnity					
Not having predetermined liability of JV partners					
Incompatibility between interpersonal relationships					
Breaking trust and confidence among the partners					
Lack of commitment by partners					
Differences in management styles and organization culture					
Inadequate corporation of partner organisations					
Ending of JV					
Not having a formal exit mechanism					
Ineffective conflict resolution between the JV partners					

3) What are your suggestions to overcome the issues of CJVs?

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.....

.....

.....**Thank You**.....

Chamara H.W.L.
 Department of Building Economics
 Faculty of Architecture
 University of Moratuwa.

Dear Sir / Madam,

Re: Research Dissertation – M.Sc. /PG Diploma in Construction Law and Dispute Resolution

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Objectives

- VI. To review the concept 'Joint Ventures' in construction
- VII. To identify contractual procedures which are applied nationally and internationally in construction joint ventures
- VIII. To identify the issues of construction joint ventures
- IX. To determine the issues which are critical for construction joint ventures in Sri Lanka
- X. To propose probable attributes to overcome the critical issues of construction joint ventures in Sri Lanka

I would be grateful if you could complete this questionnaire within your busy work schedule. The information gathered through this survey will be only used for this particular research.

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**The Questionnaire on
The Issues which are Critical for Construction Joint Ventures in Sri Lanka**

General Information

Organization:

Designation of the Respondent:

Working Experience (Years):

Section A: The Current Practice of CJVs

4) What are the standard documents used/followed in your organisation for forming and operating construction joint ventures?

No any standard document to refer. We are following our own requirements when entering to CJVs.

5) Please rate the level of use of CJVs in the current practice.

1	2	3	4	5
Never	Low	Sometimes	Often	Always
			√	

Section B: Level of Influence of Contractual Issues in CJVs

Please score the contractual issues based on its level of influence on CJV failure by using a ‘√’ by considering the criteria given.

	Level of Influence				
	Much Lower	Slightly Lower	Normal	Slightly Higher	Much Higher
	1	2	3	4	5
Strategic Management					
Entering to JVs based only on qualification/resources			√		
Incompatibility of project objectives		√			
Disparity of goals between the members of the joint venture				√	
Inadequate business plan development	√				
Lack of commitment of top management		√			

Inadequate development of strategies for facing competition in the market			√	
Failures with respect to their political, social and legal and government procedures			√	
Partner Selection				
Not having formal guideline for partner selection				√
Unclear partner role of JV partners			√	
Amount of contribution and participation of JV partners				√
Unequal negotiating power of project partners			√	
Inadequate training and expertise of facilitators		√		
Unfamiliarity and misunderstanding of partnering concept by project participants		√		
Cultural Issues				
Differing perceptions of reality between the channel members			√	
Hasty associations of partners			√	
Inadequate recognition of demands in a cross cultural environment		√		
Leakage of information to outside parties			√	
Performance				
Disagreements on the definition and the measure of performance		√		
No proper mechanism for performance measurement	√			
Risk Allocation				
Risk sharing issues by JV partners			√	
Profit and other benefits sharing issues by JV partners				√
Facing losses and damages resulting from a breach of the agreement or misrepresentation		√		
Facing unavoidable events				√
Financial Issues				
Issues in generating progress payments				√
No proper way to deal with additional installments			√	
Unwilling to make additional contributions by JV partners				√
Accounting and auditing related issues				√
Liability and Indemnity				

Not having predetermined liability of JV partners			√		
Incompatibility between interpersonal relationships			√		
Breaking trust and confidence among the partners		√			
Lack of commitment by partners				√	
Differences in management styles and organization culture				√	
Inadequate corporation of partner organisations			√		
Ending of JV					
Not having a formal exit mechanism				√	
Ineffective conflict resolution between the JV partners					√

6) What are your suggestions to overcome the issues of CJVs?

We have faced lots of issues without having pre-determined provisions in JV agreement when dealing with our JV partners. Some of them were really critical to handle. Therefore, introducing a formal mechanism for CJVs is important. Specially, there should be a national level regulatory body for governing CJVs to make them effective in operation without disputes and issues in between partner organizations.

.....**Thank You**.....