

**NEGOTIATION STYLES
OF SRI LANKAN PROJECT MANAGERS
IN DEALING WITH CLIENT AND CONSULTANT
ORGANIZATIONS**

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Dissertation submitted in partial fulfillment of the requirement for the
Master of Science in Construction Law and Dispute Resolution

Department of Building Economics

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DECLARATION

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

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Dissertation Supervisor

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Date

ABSTRACT

The nature of construction industry contributes to the germination and manifestation of construction disputes. Negotiation is often the first attempt in getting dispute resolved. Inefficient negotiation discourages early settlement and contracting environment becomes adversarial, thus rendering the use of expensive arbitration or litigation. One of the reasons for such inefficiency is due to the lack of understanding of the styles adopted during their own negotiation processes.

This study aims at identifying mostly used negotiation styles by Sri Lankan project managers during construction stage of projects. Changes of relative usages of negotiation styles when dealing with Client and Consultant organisations were also studied. Rahim Organisational Conflict Inventory – II was used to measure the negotiation styles of project managers. Statistical analysis techniques were used to identify significantly changed negotiation styles.

The study revealed that Integrating style is the most preferred negotiation style when dealing with both Client and Consultant organizations by the Sri Lankan project managers during the construction stage of projects. The usage of Obliging style by project managers showed a statistically significant reduction when dealing with Client than Consultant organizations, while the Integrating style showed a substantial increase though it was not statistically significant at 5% significance level. Client and Consultant organisations were suggested to use Integrating negotiation style when entering to negotiation since there is a high possibility to resolve conflict through negotiation when both parties use Integrating style.

Keywords: Client, Consultant, Negotiation styles, Project managers, Sri Lankan construction industry.

Dedication.....

***This dissertation is
Lovingly dedicated to
My beloved
Daughters & Wife***



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***For their
Love and Support***

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TABLE OF CONTENT

Declaration of the candidate & supervisor.....	i
Abstract.....	ii
Dedication.....	iii
Acknowledgement.....	iv
Table of contents.....	v
List of figures.....	ix
List of tables.....	x
List of abbreviations.....	xii
List of appendices.....	xiii

CHAPTER ONE

INTRODUCTION.....	1
1.1 Background.....	1
1.2 Problem statement.....	2
1.3 Aim of the Study.....	3
1.4 Objectives of the Study.....	3
1.5 Research methodology.....	3
1.6 Data analysis.....	4
1.7 Scope and limitations of the research.....	4
1.8 Chapter breakdown.....	5

CHAPTER TWO

LITERATURE REVIEW.....	6
2.1 Introduction.....	6
2.2 Negotiation.....	6
2.3 The need for negotiation.....	7
2.4 Elements of negotiation.....	8
2.5 Negotiation process.....	8
2.6 Styles of negotiation.....	9
2.7 Measurements of negotiation styles.....	15

2.7.1	The Blake-Mouton Instrument (1964)	15
2.7.2	The Lawrence-Lorsch Instrument (1967)	16
2.7.3	The Hall Instrument (1969)	16
2.7.4	The Thomas-Kilmann Instrument (1974)	16
2.7.5	The Rahim Instrument (1983)	16
2.8	Summary	17

CHAPTER THREE

	RESEARCH METHODOLOGY	19
3.1	Introduction	19
3.2	Research design	19
3.3	Research process	19
3.3.1	Research area, aims and objectives	20
3.3.2	Literature review	20
3.3.3	Research approach	21
3.3.4	Data collection method: use of questionnaire survey	22
3.3.4.1	Sample size and selecting a sample	22
3.4	Data Analysis	22
3.4.1	t - Test	23
3.5	Summary	24

CHAPTER FOUR

	DATA ANALYSIS AND RESEARCH FINDINGS	25
4.1	Introduction	25
4.1.1	General details of the respondents to the questionnaire survey	25
4.2	Styles used in negotiations	26
4.3	The mostly used negotiation styles	27
4.3.1	Interpretation of ROCI – II score	27
4.3.2	The mostly used negotiation styles when dealing with Client organizations	27
4.3.3	The mostly used negotiation styles when dealing with Consultant organizations	31

4.4 Significantly changed negotiation styles when dealing with Client and Consultant organizations	35
4.5 Summary	37

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS	38
5.1 Introduction	38
5.2 Summary of the study.....	38
5.3 Conclusions	39
5.4 Recommendations	40
5.5 Further research directions	40
5.6 Scope and limitations of the study.....	41
List of References	42

List of Appendices	50
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LIST OF FIGURES

Figure 1.1 : Chapter breakdown.....	5
Figure 2.1 : Graphical Representation of the model suggested by Thomas	10
Figure 2.2 : Dual Concern Model of the styles handling interpersonal conflict...	11
Figure 2.3 : The Dual Concern Model	12
Figure 3.1 : The research process.....	20
Figure 4.1 : Distribution of participants by work experience (in years)	26
Figure 4.2 : Relative usage level of negotiation styles when dealing with Client organizations	28
Figure 4.3 : Percentage of project managers who use the negotiation style as their most preferred style when dealing with Clients.	31
Figure 4.4 : Relative usage level of negotiation styles when dealing with Consultant organizations	32
Figure 4.5 : Percentage of project managers who use the negotiation style as their most preferred style when dealing with Consultants.....	34



LIST OF TABLES

Table 2.1 :	Strengths and weaknesses of five negotiation styles	13
Table 2.2 :	Situations where Conflict Handling Styles Are Appropriate or Inappropriate	14
Table 4.1 :	Frequency distribution of the study sample by work experience in years	25
Table 4.2 :	Relative usage level of each negotiation style when dealing with Client organizations	28
Table 4.3 :	The most preferred negotiation style and the number of project managers who use that style.....	30
Table 4.4 :	Relative usage level of each negotiation style when dealing with Consultant organizations.....	31
Table 4.5 :	The most preferred negotiation style and the number of project managers who use that style.....	34
Table 4.6 :	Results of hypothesis testing.....	36



LIST OF ABBREVIATIONS

Abbreviation	Description
CI	Confidence Interval
CIDA	Construction Industry Development Authority
d.f.	Degree of Freedom
ROCI - II	Rahim Organisational Conflict Inventory – II
SPSS	Statistical Package for Social Sciences



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LIST OF APPENDICES

Appendix	Description	Page
A	Average ROCI II scores of project managers when dealing with Client organisations.....	50
B	Average ROCI II scores of project managers when dealing with Consultant organisations	51
C	Results of data analysis from SPSS software.....	52
D	Research questionnaire.....	53



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