

# MANAGING CONSTRUCTION TEAM COMMUNICATION PROCESS

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Degree of Master of Science in Project Management

Department of Building Economics

University of Moratuwa

Sri Lanka

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Thesis / Dissertation submitted in partial fulfillment of the requirements for the  
Degree Master of Science Project Management

Department of Building Economics

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December 2012

## 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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The above candidate has carried out research for the Master of Science (Project Management) dissertation under my supervision.

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## Abstract

Construction team communication is a crucial factor in successful project implementation to achieve time, cost and quality targets. Since project managers spend the majority of their time communicating with project team and other project stakeholders, competency in effectively managing construction team communication process is essential. However, only few researches have been carried out on construction team communication management process in Sri Lankan context. Therefore, this research attempts to investigate how construction team communication could be effectively managed by project managers in Sri Lankan construction projects. The study was approached through a multiple case study carried out using two construction projects; one in public sector and another in private sector. Six semi-structured interviews were conducted with the client, the consultant and the contractor in each project. By analyzing of case study research findings tools and techniques used by construction teams in communication management process was identified. Then, suggestions to improve those tools and techniques in each steps of communication management process were discovered with preparation of a cognitive map to illustrate and to elaborate reasons for not practicing specific tools and techniques. In addition to that, purpose of each step, stakeholders involved in each step, types of documents and data exchanged and tools and techniques used in construction team communication management process were explored. Based on all research findings, which revealed an effective construction team communication management process for project managers with feedback loops for distribution of information, managing stakeholder expectations and performance reporting. Finally, it is hoped that every project managers should understand the construction team communication management process and how tools and techniques are used to achieve project objectives.

**Keywords:** *Communication Management, Construction Projects, Project Managers, Construction Team*

## Dedication



Let this be dedicated to my beloved husband and  
my parents whose within my heart always and  
render me an enormous sacrifices,  
supports and encouragement.

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