

ABSTRACT

Many construction projects in military in Sri Lanka start with good ideas, huge investments and great efforts. However, most of them do not achieve much success. A major contribution to unsuccessful projects is the lack of understanding or poorly defining project at the start of the project and changing the project scope in the later stages of the project. A properly defined and managed scope leads to delivering a quality product, in agreed cost and within specified schedules. Managing scope is one of the main success factor need to activate from the designing stage of a project for successful completion.

The main objective of the research is to identify the reasons for scope changes in medium to large scale construction projects undertaken by in house staff in military through Sri Lanka Navy perspective. To achieve the objectives of the research, literature review compiled to identify the main root cause factors of scope changes and reasons of scope change of projects in military in Sri Lanka as well as other countries. Literature review begins with scope management theories and the researches been done in various sectors in various entities. Systematically the study moves into the same nature of projects undertaken by the military sector in Sri Lanka. The scope Management aspects in construction are severely scrutinized to capture the theoretical background of proper Scope Management and challenges. It further elaborates the systems which govern in Sri Lanka Navy.

The methodology derived was three folded. Case study based analysis of a construction projects undertaken by the selected organisation by the researcher was the main focal point while the outcomes were strengthened by expert interviews. The data analysis was carried out with the real time data of the selected cases from Sri Lanka Navy. Further, quantitative analysis was carried out by selecting sample group of consisting Directors, Project Managers, Logistic and Administrators, Engineers, Architects and Engineering assistants. The case study data was analysed in parallel with the manual processes; Quantitative data was analysed using SPSS software and supported by professional review to strengthening the output.

The analysis results established that the scope changes of medium to large scale Civil Engineering construction projects through in house staff in military is not properly managed by authorities due to lack of communication during scope finalising stage and lack of strict laid down procedures. Further according to the quantitative analysis of the research stake holders of a project are having multiple correlations with scope management. Therefore, researcher proposed to implement proper communication management plan to coordinate all the stake holders in the scope formulation stage. Further he proposed to have single entity of project implementation committee for try services in Sri Lanka to undertake constructions as per the real requirements with available funds forecast at least next five years. Finally he proposed to implement proper project justification procedure for initial scope finalizing process in front of all decision making body.

Finally, this study could be further extended to entire state sector by analysing data of other state organisations.

Key Words

Huge investments, Communication management plan, Military sector, Expert Involvement, Scope Formulation, Project Implementation, Project Justification.