

## **Abstract**

**Title:** The Application and Role of Conflict Management when Submitting a Construction Planning Application

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**Purpose:** This dissertation stemmed from the researchers experience in two separate construction planning applications. Both applications were consumed by much conflict at both design and third-party participation stage (TPS), resulting in considerable distress for all stakeholders. It is intended that the findings and recommendations of this study will be used to improve the Bolster Groups implementation of conflict management when submitting a construction planning application.

**Methodology:** A comprehensive literature review was completed using relevant books, reports, journals and articles. Primary research featured both a questionnaire survey and dual case study analysis using semi-structured interviews. The sample for the questionnaire survey included twenty five respondents comprising of three client developers, three architects, three engineers, three professional planners, three council planners and ten members of the public. The case study analysis engaged a full cross section of project participants including client developer, architect, engineer, professional planner, council planner and appellant. Both research methods included qualitative and quantitative techniques and aimed to establish key objectives including the causes of conflict, conflict management techniques and key project management skills at project design and TPS.

**Findings:** The important role of conflict management when submitting a construction planning application was found to be crucial. There are numerous causes of conflict at project design stage, ranging from conflict of ideas and aims through to the diversity of disciplines involved. This conflict can be best managed by clear project objectives, effective pre-planning and professional integrity. At TPS the inherent culture clash between “rich developers who strive to ruin the appellants local amenity”, fuels much conflict. The most effective TPS conflict management technique is non technical informed public consultation featuring much collaboration, whereby the developer accurately portrays project adjustments as a direct result of public feedback. In order to achieve the aforementioned conflict management the project manager must be well versed in all facets of the project and be able to clearly communicate in a strong but diplomatic and patient manner.

**Keywords:** Conflict management, construction, project management