

## SUPPLEMENTAL DATA

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# Root Causes of Recurring Contractual Conflicts in International Construction Projects: Five Case Studies from Vietnam

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## Interview Question Guide

### **On Vietnamese employers – their background, skill level, decision process, vision and values**

- What is it like to work for Vietnam employers? Any classic examples? Their main focus?
- How is a PMU formed? Their experience level? Any training? Their relationship with govt. agencies?
- What happens to a PMU once a project is completed?
- What is their view/attitude on public construction works? Their main objective? Decision power?

### **On contract management – technical and procedural issues**

- What are some examples of contract conflicts? What are the causes? What are the employers' attitude on contracts?
- How does the conflict build up? How does it get resolved? What is employer's preferred approach?

### **On dispute settlement**

- When cases become legal issues, how do employer behaviors change? What is their preferred approach?

### **Common working practices in Vietnam**

- Shift of personnel among stakeholder groups. Why is this common? What effect does this have?
- Cooperation/ facilitation payments (commissions). How much difference does this make?

### **On the Vietnamese Government**

- Their view on public construction projects. Their main interests?
- Their view on laws/circulars/decrees. Acceptance of FIDIC as part of construction law?
- Their view on ideal societies and social values.
- How significant is their authority? What happens if a PMU fails a project?

### **Consulting engineer's role in Vietnam**

- Impartial or partial to employer? What determines their behavior?
- Any characteristic differences between engineers (of certain countries or companies)?

### **How to prevent conflicts from occurring**

- During the pre-contract phase. Alignment of procedures/ expectations?
- Adoption of FIDIC at national level (e.g. resettlement law). Or modify FIDIC for Vietnam?
- Building relationships and trust. How effective is it? Should locals handle locals?

**If I were to contract with a Vietnamese employer, I should expect \_\_\_\_\_.**

**To successfully work with Vietnamese employers, I should \_\_\_\_\_.**

**To improve the efficiency of Vietnam construction projects \_\_\_\_\_.**

**For Vietnamese employers, the definition of a successful project is \_\_\_\_\_.**