

**THE OPEN UNIVERSITY OF SRI LANKA**  
**DEPARTMENT OF CIVIL ENGINEERING**  
**CONSTRUCTION MANAGEMENT PROGRAMME - LEVEL 7**  
**POST GRADUATE DIPLOMA / STAND ALONE COURSES**



**Final Examination - 2009**

**CEM7102 - Human Resource Management in the Construction Industry**

Time Allowed: Three Hours

Date: 5<sup>th</sup> March 2010

Time : 0930-1230 hrs.

**Answer any four (4) questions.**

**Q1.**

- (a) Formulate a structure for an 'Organisation' for the construction of a road network for a small township and discuss its functions. (10 marks)
- (b) Identify and discuss the possible shortcomings in information flow of a typical construction organization such as the one formulated above (10 marks)
- (c) Explain the shortcomings in the Classical/Scientific approaches to managing people at work. (05 marks)

**Q2.**

- (a) Compare and contrast the following approaches to understanding human behaviour:
  - (i) 'Social Man'
  - (ii) 'Economic Man' (08 marks)
- (b) Explain the basic assumptions made in developing Cognitive Process theories. (04 marks)
- (c) Explain the Expectancy Theory (04 marks)
- (d) Describe how Motivation Theories can be incorporated in Job Design. (09 marks)

**Q3.**

- (a) Under what circumstances do 'Informal' groups function? Explain with particular reference to identifying corruption within a construction site. (09 marks)
- (b) State the basic characteristics to be considered in assessing the suitability of a person for a given leadership role. Discuss these characteristics in a site supervisor. (08 marks)
- (c) Explain 'Delegation of Authority' in relation to decentralizing of activities at a construction site far away from the Head Office. (08 marks)

**Q4.**

- (a) Describe the four steps to be taken in a 'Decision Making Process' in arriving at the optimal solution to a given problem. (10 marks)
- (b) A Project Manager has instructed a Plant Manager to buy a generator. Discuss the decision making process for the above project. Identify the other factors in decision making which have to be considered here, in addition to the main factors. (10 marks)
- (c) Indicate the process of 'Job Design' using a simple diagram to illustrate. (05 marks)

**Q5.**

- (a) Identify and discuss the main stages in a typical negotiating process. (10 marks)
- (b) Discuss the suitability of the 'Roger's Seven Point Plan' in evaluating applicants for a prospective job as 'Site Supervisor'. (10 marks)
- (c) Prepare a suitable Job Specification form for evaluation and recruitment of a 'Site Engineer'. (05 marks)

**Q6.**

- (a) State the objectives, strategy and procedures to be followed in preparing a suitable performance appraisal system for middle level supervisors at a large construction site. (10 marks)
- (b) Training of staff is an important aspect of any organization. Formulate a suitable scheme for training of personnel working in a construction organization by taking into account the varying nature of the work and tight schedules for completion. (15 marks)