

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



**Final Examination - 2005**

**CEM 7102, CEP 2102/CEE 7102 - Human Resource Management in the  
Construction Industry**

**009**

Time Allowed: **Three Hours**

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Date: 13<sup>th</sup> March 2006

Time : 0930-1230 hrs.

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Answer any four (4) questions.

**Q1.**

(a) Explain what is an 'Organisation' and identify typical organisational objectives.

(07 marks)

(b) Identify the 'Organization Structure' of a typical, Grade M1 construction company handling building and road constructions in Sri Lanka and represent it by a detailed organization chart. Explain all the functions and relationships in detail.

(18 marks)

**Q2.**

(a) State the 'Cognitive Content Theories' of motivation relevant to the construction industry. Using these 'Theories of Motivation' and citing examples from the construction industry, explain why it is important to consider non-monetary aspirations of the workers.

(19marks)

(b) The Equity Theory is one 'Cognitive Process Theory' developed more recently. Briefly explain this theory of motivation.

(06 marks)

**Q3.**

(a) Outline the 'Systems' approach to Management of construction projects.

Draw and explain the systems model on 'Insight into Management' by Lawrence & Lee.

(08 marks)

(b) Illustrate a known organization in relation to 'interacting external systems' and 'internal sub-systems'. Portray on it, the inputs and outputs expected from the system and pressures from adjacent systems/sub-systems.

(07 marks)

(c) Explain the importance of the main medium/mode/channels of communication used in construction companies to attain the desired objective.

(10 marks)

Q4.

- (a) List out & briefly explain the seven (07) major initial steps that should be taken in 'decision making', in arriving at the 'optimal solution' to a given problem. (07 marks)
- (b) Highlight the advantages of checklists by designing a specific checklist that would help a site supervisor decide whether a set of columns is ready for concreting. (08 marks)
- (c) Identify and briefly explain the four (04) major stages in a typical negotiating process. Use an example from the construction industry to illustrate your answer. (10 marks)

Q5.

- (a) Design a suitable information system for an organisation involved in maintenance of irrigation infrastructure in Sri Lanka. State the priorities and constraints that guide your choice. Specify the system in an itemized format and by a flow chart. (15 marks)
- (b) List and explain the six identifiable activities in Manpower Planning summarized by M.Armstrong. Draw a typical model of the processes of manpower planning for a construction company. (10 marks)

Q6.

- (a) State the specific advantages and disadvantages of performing a Job Evaluation Survey on a construction site. Explain how you would set about doing such a survey, while minimising the impact of the disadvantages. (15 marks)
- (b) Explain the purpose of 'Performance Appraisal' and discuss suitable 'Performance Review Techniques' for construction industry personnel. (10 marks)