

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



**Final Examination - 2006/07**

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

**Time Allowed: Three Hours**

**Date: 8<sup>th</sup> March 2007**

**Time : 0930-1230 hrs.**

Answer any four (4) questions.

**Q1.**

(a) Explain the functions of an 'Organisation' in fulfilling the objectives of a project.

Draw a typical Organisation Structure for a project where the objective is to construct and erect 450 nos. concrete posts for a lighting system along a road.

Explain all relationships you have indicated on the diagram with regard to 'responsibility', 'accountability' and 'authority'.

(15 marks)

(b) Outline Frederick Taylor's approach to management which involved a 'mental revolution' on the part of Managers and Workers.

Explain how you can use this approach to prepare a norm for manually excavating a trench.

(10 marks)

**Q2.**

(a) Highlight and discuss the factors to be considered in 'Herzberg's Two Factor Theory' of motivation with particular reference to construction workers.

(13marks)

(b) Explain how Motivation Theories can be incorporated into the 'Job Design' of a job of a junior engineer in the Roads Development Authority.

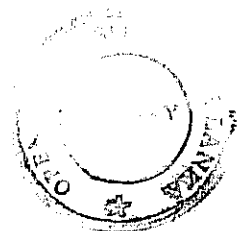
(12 marks)

**Q3.**

(a) Illustrate the 'Open University' in relation to interacting external systems and internal sub systems.

Portray the 'inputs' and 'outputs' expected from your system and discuss how sensitive they are to pressures from each adjacent system/sub system.

(10 marks)



(b) Discuss instances where informal group effect can be

- (i) Advantageous
- (ii) Disadvantageous

for the smooth functioning of work gangs on construction sites.

(10 marks)

(c) Explain the 'Task Culture', which is one type of organizational culture common to construction organizations.

(05 marks)

**Q4.**

(a) What are the methods used for the communication of Design and Construction information with regard to the design and construction of a multistory building.

Discuss the problems that can arise due to poor communication in the above case.

(15 marks)

(b) Identify the main items to be incorporated when formulating a job description for a 'Site Engineer' of a building construction project.

(10 marks)

**Q5.**

(a)

Training of staff is an important aspect of any organization.

Formulate a suitable scheme for training personnel working in a construction organization, taking into account the varying nature of the work and tight schedules for completion.

(15 marks)

(b) Discuss the suitability of the 'Roger's Seven Point Plan' in evaluating applicants for a prospective job as 'Site Supervisor'.

(10 marks)

**Q6.**

(a)

Identify the main steps to be taken in a decision making process.

A Plant Manager is instructed to buy a generator by a Project Manager.

Discuss the decision making process for the above project.

What are the other factors in decision making which have to be considered here, in addition to the main factors?

(12 marks)

(b) Explain how successful managers mobilize 'Power' to achieve organizational objectives.

(13 marks)