

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



**Final Examination - 2007/08**

CEM7102 - Human Resource Management in the Construction Industry

**032**

Time Allowed: Three Hours

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Date: 23<sup>rd</sup> April 2008

Time : 0930-1230 hrs.

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Answer any four (4) questions.

**Q1.**

(a)

What are the factors to be considered in designing an organizational structure for an organization engaged in building construction?

(10 marks)

(b).

Your company has been awarded a Tender for the construction of Colombo-Katunayake highway to be completed in 3 years. Forecasted manpower requirement is 900 personnel in different fields.

What type of organizational structure would you recommend to complete the above task?

Draw up an appropriate organizational structure.

(15 marks)

**Q2.**

(a)

Distinguish between the following two management approaches.

(i) Scientific Management approach by F.W.Taylor

(ii) Administrative or Classical Management approach by Henry Fayol

(15marks)

(b)

As a Construction Manager how do you apply scientific management principles and concepts to improve the efficiency of construction projects?

(10 marks)

**Q3.**

(a)

Why are the different theories of Motivation important to a Construction manager?

Distinguish between the Maslow's Need Hierarchy Model and the Herzberg's Two factor Theory of Motivation, with particular reference to the construction industry.

(18 marks)

(b) Explain the non-financial motivators that can be used in motivating junior engineers in a civil engineering project

(07 marks)

**Q4.**

(a)  
Under what circumstances are the following types of leadership styles more desirable in motivating supervisory level staff on a construction project?

(i) Autocratic leadership

(ii) Participatory leadership

(15 marks)

(b)

Discuss the different sources of Leadership Power and Influence.

Which Power sources would you prefer in managing workers of a construction site?

(10 marks)

**Q5.**

(a)

Suppose a Senior Civil Engineer in your construction project has just resigned. What information and details would you provide to the HR department to find the best replacement through external recruitment?

How would you obtain this information?

(15 marks)

(b)

How can a company determine whether its recruitment processes are working effectively?

(10 marks)

**Q6.**

(a)

Briefly explain the objectives of Performance Appraisal and the major steps of the Performance Evaluation Process.

(12 marks)

(b)

Distinguish between Job Evaluation and Performance Appraisal.

Recommend a suitable method of Performance Evaluation for clerical grade employees working in a construction project.

(13 marks)