

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



Final Examination - 2011

CEM7102 - Human Resource Management in the Construction Industry

Time Allowed: Three Hours

Date: 24th February 2012

Time : 0930-1230 hrs.

Answer any four (4) questions.

All questions carry equal marks

Q1.

- (a) Human resource management (HRM) in the construction industry is severely under-developed as compared to other industrial sectors. Explain the reasons for this situation. (15 marks)
- (b) Discuss the use of scientific management principles and their application on activities related to construction projects. (10 marks)

Q2.

The Construction Industry is required to be sensitive to outside forces, such as environmental & market forces which inflict serious implications on the industry.

Discuss the implications and possible solutions through the practices of Human Resource Management.

(25 marks)

Q3.

- (a) The construction industry includes a large number of small and medium sized sub-contractors working for large main contractors. In such cases the Human Resource Management may not work as per the organizational set up. Discuss. (10 marks)
- (b) Several research studies have revealed that 'money' has never been considered as the major criteria to retain the labor force in construction projects. It is the motivational forces that accounts for high performance by the staff. Discuss how the different theories of motivation help to explain different behavior patterns of construction executives. (15 marks)

Q4.

- (a) Discuss the methods of 'effective communication' among the main stakeholders in the construction industry ie. Engineers, Architects, Project Managers and Quantity Surveyors. (15 marks)
- (b) Analyse Roger's Seven Point Plan in the evaluation of new recruits for construction supervision, and formulate your own set of desirable attributes to be assessed in the selection procedure. (10 marks)

Q5.

- (a) It is required to purchase ready-mixed concrete for a site. The site manager needs to negotiate with suppliers regarding the various aspects and come to an agreement with one supplier. Discuss the 'Negotiating Process' and prepare a checklist to arrive at the best outcome through negotiation. (15 marks)
- (b) Describe the 'pros' and 'cons' of the following types of POWER and how each type can influence the work on a construction project.
- (i) Legitimate power
- (ii) Expert power

(10 marks)

Q6.

- (a) State the specific advantages of performing Job Design.

A road construction company wishes to recruit construction supervisors for construction projects in the central part of the country. Two jobs are on hand, one for 20 Km of A1 road, and the other for 12 km of A3 type road.

Identify and discuss the steps to be taken by the company in the process of Job Design for the supervisors.

(12 marks)

- (b) Explain the purpose of 'Performance Appraisal'.

You feel that a group of construction supervisors on your water supply construction site are not working to full capacity.

Explain the steps you can take to increase their productivity levels.

(13 marks)