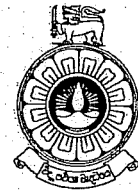


**THE OPEN UNIVERSITY OF SRI LANKA**  
**DEPARTMENT OF CIVIL ENGINEERING**  
**CONSTRUCTION MANAGEMENT PROGRAMME - LEVEL 7**  
**POST GRADUATE DIPLOMA / STAND ALONE COURSES**



**Final Examination – 2012/13**

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

Time Allowed: Three Hours

Date: 26<sup>th</sup> July 2013

Time: 0930-1230 hrs.

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

**All questions carry equal marks**

**Q1.**

- (a) A Matrix type of organisation structure is typical for a construction project. Draw a complete matrix organization structure for a construction organization with a large group of professionals in various disciplines of engineering and explain how this structure works in comparison to other organization structures. (15 marks)
- (b) Explain the formation of 'informal' groups and describe the uses of such groups with special reference to a construction site. (10 marks)

**Q2.**

- (a) Discuss 'Formal' and 'Informal' authority in construction projects. (10 marks)
- (b) Draw the diagram depicting the basic leader behavior styles as identified by Blake & Mouton and explain the situation with respect to the style 'high task and high relationship' with reference to construction projects. (15 marks)

**Q3.**

- (a) Explain Herzberg's two factor theory of motivation. (05 marks).
- (b) As a Construction Manager discuss the application of scientific management principles and concepts to improve the efficiency of construction projects. Compare & contrast with human relations approaches. (20 marks)

## Q4.

- (a) Jonari's window highlights the various conditions interposed between A (self) and B (others) trying to communicate. Discuss the types of information which could be categorized under the different headings in the window during operations on a construction project, assuming you are the Project Manager.

(09 marks)

(b)

- (i) Explain the need for 'Job Design' and the 'Process of Job Design'.

(08 marks)

- (ii) Discuss the purpose of 'Performance Appraisal' and some common techniques of 'Performance Review'.

(08 marks)

## Q5.

- (a) Explain 'closed systems' and 'open systems'.

(05 marks)

- (b) The 'Systems Theory' can be used as a medium for identifying a conceptual framework for the management of the construction process. Discuss.

(20 marks)

## Q6.

(a)

- (i) List out the major steps to be followed in a decision making process.

(05 marks)

- (ii) Design a specific checklist that would help a site supervisor decide whether a set of columns is ready for concreting.

(10 marks)

- (b) Discuss the processes, channels and instruments of communication used within a construction organization and possible causes of failure. What is the remedial action that can be taken to avoid such break downs in communication?

(10 marks)