

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



**Final Examination – 2014/15**

CEM7102 - Human Resource Management in the Construction Industry

Time Allowed: Three Hours

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Date: 07<sup>th</sup> August 2015

Time: 0930-1230 hrs.

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**Answer any four (4) questions.**  
**All questions carry equal marks**

**Q1.**

- (a) Discuss how organizations evolved and the importance of 'Organisations' for the management of work with special reference to construction. (10 marks)
- (b) Outline a complete organization structure for a construction company and a site organization structure for a medium scale construction project. (10 marks)
- (c) Discuss the Human Resource Management set up when sub contractors working for main contractors are involved. (05 marks)

**Q2.**

- (a) Consider an engineer with about 10 years of experience and presently working in the capacity of Manager of a Structural Design Office. Explain the importance of non-financial motivation for this manager making use of the Herzberg's Two Factor theory of motivation. (15 marks)
- (b) Discuss the relevance of the Maslow's Hierarchy of needs for this manager. (10 marks)

**Q3.**

- (a) Discuss the applicability of the following types of leadership styles for a construction project manager.
  - (i) Autocratic leadership
  - (ii) Democratic leadership
 (10 marks)
- (b) Discuss the different sources of Leadership, Power and Influence and explain instances where they can be useful in managing workers on a construction site. (15 marks)

**Q4.**

- (a) In a construction project, effective communication between the Consultant, Architect and the Engineer is of prime importance. List out the major documentation and items of work to be discussed and with the aid of a diagram, indicate how the parties to the contract can communicate effectively with sufficient feed-back. (15 marks)
- (b) Briefly discuss the main stages in a typical negotiating process (10 marks)

**Q5.**

- (a) Prepare a suitable Job Specification form and a Specimen Evaluation form for the recruitment of a 'Site Engineer'. (10 marks)
- (b) State the objectives, strategy and procedures to be followed in preparing a suitable performance appraisal system for middle level supervisors at a large construction site. (15 marks)

**Q6.**

- (a) How would you set about (i) enriching (ii) enlarging (iii) rotating jobs of a group of construction supervisors on a construction site, so as to increase production levels? (15 marks)
- (b) Understanding "Group behaviour" is useful in managing work in a project organization. Discuss the above statement and identify the groups that can emerge on a construction project. (10 marks)

THE OPEN UNIVERSITY OF SRI LANKA  
 Department of Civil Engineering  
 Construction Management Programme - Level 7  
**CEM7103 - FINANCIAL MANAGEMENT AND TAXATION**  
**FINAL EXAMINATION - 2014/2015**  
 Time Allowed: Three (03) Hours



Date: 09-08- 2015 (Sunday)

Time: 0930 - 1230 hrs.

Answer *Four (04)* questions with at least *One (01)* question from section B.

**SECTION A - FINANCIAL MANAGEMENT**

**Q1.**

The following trial balances has been extracted from the books of Green Power Construction PLC, as at 31<sup>st</sup> March 2015.

	Dr	Cr
	Rs.	Rs.
Capital		265,455
Sales		690,390
Purchases	411,750	
Carriage	25,720	
Drawings	39,000	
Rent, rates and insurance	33,110	
Printing and stationary	15,005	
Advertising	6,650	
Salaries and wages	132,100	
Bad debts	4,385	
Provision for doubtful debts		650
Debtors	60,600	
Creditors	X	X
Cash in hand	885	
Cash at bank	5,010	
Stock as at 1 <sup>st</sup> April 2006	59,635	
Equipment - cost	290,000	
Equipment - depreciation		95,000

The following additional information as at 31<sup>st</sup> March 2015 is available:

- i) Rent is accrued by Rs.1,050/-.
- ii) Rates have been prepaid by Rs.4,400/-.
- iii) Stock at the close of business has been valued at Rs.67,755/-.

(a) Find the value of Creditors as at 31<sup>st</sup> March 2015.

(Marks 03)

(b) Prepare the trading and profit and loss account for the year ended 31<sup>st</sup> March 2015.

(Marks 10)

(c) Prepare a balance sheet as at 31<sup>st</sup> March 2015.

(Marks 08)

(d) Calculate the following ratios stating the formulae used:

- Quick Asset ratio;
- Rate of stock turnover

(Marks 04)

**Q2.**

- (a) Explain briefly the classes of errors that are not shown by a trial balance. (Marks 06)
  
- (b) Prepare the Trial Balance for the following transactions:
  - 1) Transaction 1: Rs 2,000,000/- is received for goods sold.
  - 2) Transaction 2: A Rs 65,000 utility bill is paid.
  - 3) Transaction 3: A truck costing Rs 3,500,000 is purchased on credit.
  - 4) Transaction 4: The owner puts Rs 1,000,000/- into the business.
  - 5) Transaction 5: A Rs 500,000/- salary payroll is paid.
  - 6) Transaction 6: The owner buys Rs 15,000/- in groceries for personal use with a business check.
  - 6) Transaction 7: The owner buys lunch for a customer for Rs 7,000/- in a five star hotel.(Marks 14)
  
- (c) Categorise the following items into Assets & Liabilities;
  - i. Account Receivables
  - ii. Term Debt
  - iii. Prepayments
  - iv. Accruals
  - v. Inventory(Marks 05)

**Q3.**

- (a) Explain the purposes served by 'Ratio Analysis'. (Marks 06)
  
- (b) Briefly outline the significance of a balance sheet to a General Manager of company. (Marks 06)
  
- (c) Explain the basic procedure for 'cost control'. (Marks 06)
  
- (d) Differentiate between cash flow statement and fund flow statement. (Marks 07)

**Q4.**

- (a) Explain the following two concepts highlighting their importance for an organisation producing prefabricated units;
  - (i) Breakeven analysis
  - (ii) Margin of safety
  - (iii) Marginal costing

(10 marks)