

THE OPEN UNIVERSITY OF SRI LANKA
 Department of Civil Engineering
 Construction Management Programme -Level 7
CEM7102 - Human Resource Management in the Construction Industry
FINAL EXAMINATION -2015/2016



Time Allowed: Three Hours

Date:20-11-2016

Time : 0930-1230 hrs.

Answer any four (4) questions.

Q1.

- (a) How did 'Organisations' come about? Describe two different types of 'Organisations' and 'Organisational Structures'. (10 marks)
- (b) It is required to construct a Supermarket Complex consisting of several multi-storey buildings. As the Project Manager, draw and justify the Site Organisation Structure you would set up using the concepts 'Responsibility', 'Accountability' and 'Authority'. (15 marks)

Q2.

- (a) State in brief the Classical Approaches to Management, of 'Fayol and Taylor'. What are the shortcomings of these approaches in tackling the management problems on a building construction site? (15marks)
- (b) Explain the Maslow's Theory of Motivation and discuss whether it will help in overcoming the problems stated in (a) above. (10 marks)

Q3.

- (a) Illustrate a known organization in relation to 'interacting external systems' and 'internal sub-systems'. Portray on it, the inputs and outputs expected of the system and pressures from adjacent systems/sub-systems. (15 marks)
- (b) You are appointed to a Task Force with the objective of eliminating corruption on a construction site. Outline how you would set about approaching the problem, making use of your knowledge on 'groups in organisations'. (10 marks)

Q4.

- (a) Design a suitable information gathering and transmitting system, for a typical construction organization, eliminating possible shortcomings and stating the priorities and constraints that guide your choice. Indicate the system on a flow chart. (15 marks)

- (b) A decision has to be made whether to lease out a machine or use manual labour for the excavation for a foundation structure for a two-storey building. Outline the relevant steps in the decision making process.

(10 marks)

Q5.

- (a) It is required to purchase ready-mixed concrete for a site. The site manager needs to negotiate with suppliers regarding 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) A road construction company wishes to recruit site engineers 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 road.

Outline and discuss the steps the company could take to attract and select the most suitable candidates for the available jobs?

(12 marks)

- (b) You feel that a group of construction supervisors on your water supply site are not working to full capacity. Outline the steps you can take to increase their productivity levels.

(13 marks)