

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



Final Examination – 2016/17

CEM7102 - Human Resource Management in the Construction Industry

Time Allowed: Three Hours

Date: 12th November 2017

Time: 0930-1230 hrs.

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

Q1.

- (a) Discuss how organizations evolved and explain the importance of 'Organisations' for construction projects. (15 marks)
- (b) Outline a complete organization structure for a typical construction company and a site organization structure for a medium scale construction project. Give reasons for justification of the selected structure. (10 marks)

Q2.

- (a) Outline and compare the following classical/scientific theories in managing people at work.
 - (i) Fayol & the administrative theories
 - (ii) Taylor & shop floor management
 - (iii) Explain how the theories can be used for the construction industry and indicate the positive & negative aspects. (15 marks)
- (b) Managers in the construction industry are often heard to say 'our people are our most important asset'. However, human resource management in the construction industry is under developed compared to the other industrial sectors. Discuss the reasons. (10 marks)

Q3.

- (a) Make use of the Herzberg's Two Factor theory of motivation and discuss the positive aspects of productivity of engineers working in construction projects. What are the negative aspects to be considered? (15 marks)
- (b) Discuss the relevance of the Maslow's Hierarchy of needs for these same engineers. (10 marks)

Q4.

(a) Discuss the applicability of the following types of leadership styles for a construction project manager giving examples.

- (i) Autocratic leadership
- (ii) Democratic leadership

(12 marks)

(b) Discuss the different types of 'Power' and explain the use of 'Power' and 'Authority' using a simple example from the construction industry.

(13 marks)

Q5.

(a) A construction company needs to update information from sites on a regular basis. Design a suitable central system for information gathering and transmitting for a construction company having several construction sites stating the priorities and constraints that guide your choice.

Discuss the processes, channels and instruments of communication used and possible causes of failure.

What is the remedial action that can be taken to avoid such break downs in communication?

Indicate the system on a flow chart.

(15 marks)

(b) You are appointed to a Task Force with the objective of eliminating corruption in the construction sites of a construction company. Discuss the steps you would take to obtain positive results, making use of your knowledge on Human Resource Management. What are the constraints you may encounter? (10 marks)

Q6.

(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. (10 marks)

(b)

(i) How can a company determine whether its recruitment processes are working effectively? (08 marks)

(ii) Suppose a Senior Civil Engineer in your construction project has just resigned. As Project Manager, discuss the steps you would take to find the best replacement. (07 marks)