

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



Final Examination - 2008/09

034

CEM7102 - Human Resource Management in the Construction Industry

Time Allowed: Three Hours

Date: 2nd April 2009

Time : 0930-1230 hrs.

Answer any four (4) questions.

Q1.

- (a) State the functions of an 'Organisation' in fulfilling the objectives of providing housing facilities for the public. (05 marks)
- (b) Draw a typical Site Organisation Structure for a project where the objective is to construct an office complex.. Indicate all relationships on the diagram with regard to 'responsibility', 'accountability' and 'authority'. (10 marks)
- (c) Outline Frederick Taylor's approach to management which involved a 'mental revolution' on the part of Managers and Workers. Explain how you can use this approach to prepare a norm for manual crushing of rock for aggregate. (10 marks)

Q2.

- (a) Illustrate a Construction Company in relation to interacting external systems and internal sub systems. Portray the 'inputs' and 'outputs' expected from the system and discuss how sensitive they are to pressures from each adjacent system/sub system. (10 marks)
- (b) Discuss instances where informal group effect can be
- (i) Advantageous
(ii) Disadvantageous
for the smooth functioning of work gangs on construction sites. (06 marks)
- (c) How effective is Herzberg's two factor theory of motivation in relation to construction organizations? (09 marks)

Q3.

- (a) Three major categories of skills are required by a leader. Discuss how each of these skills can be used by a Construction Supervisor in order to complete a large concreting job. (15 marks)
- (b) Explain Maslow's hierarchy of needs and using an example suggest some shortcomings of his approach in relation to the construction industry. (10 marks)

Q4.

- (a) In a construction project, effective communication between the Consultant, Architect and the Engineer is of prime importance. Discuss with the aid of a diagram, how they can communicate effectively as well as get feed back. (15 marks)
- (b) Discuss the motivators that can be used in motivating junior engineers working on a road construction project in a remote area. (10 marks)

Q5.

- (a) In negotiations how do you establish 'Common Ground?'
It is required to negotiate the value of renovation works on a project. List out the various stages of a 'Negotiation Process', in order and discuss how the negotiation can take place. (15 marks)
- (b) Outline the steps in the process of decision making and go through the relevant stages for a decision to be taken on a construction site. (10 marks)

Q6.

- (a) Discuss the use of Job Enrichment, Job Enlargement and Job Rotation for motivating construction supervisors. (12 marks)
- (b) Discuss possible types of Performance Reviews for different categories of workers on a construction project. (06 marks)
- (c) What are the aims of Personnel Training? Discuss these in relation to Construction Managers. (07 marks)