



# THE MOMBASA POLYTECHNIC UNIVERSITY COLLEGE

(A Constituent College of JKUAT)  
*Faculty of Engineering and Technology*

DEPARTMENT OF BUILDING AND CIVIL ENGINEERING

*Institutional Based Program*

UNIVERSITY EXAMINATION FOR BACHELOR OF SCIENCE IN CIVIL  
ENGINEERING

EBC 4318: CONSTRUCTION MANAGEMENT I

END OF SEMESTER EXAMINATION

SERIES: APRIL 2012

TIME: 2 HOURS

## **Instructions to Candidates:**

You should have the following for this examination

- *Answer Booklet*

This paper consists of **FIVE** questions in **TWO** sections **I & II**

Answer question **ONE (Compulsory)** and any other **TWO** questions

Maximum marks for each part of a question are clearly shown

This paper consists of **TWO** printed pages

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## **SECTION I (Compulsory)**

### **Question 1**

- Outline the main functions of management (12 marks)
- Write short explanatory notes on the scientific management school of management thought stating its main proponents, their postulations its merits and drawbacks (18 marks)

## **SECTION II (Answer any TWO questions)**

### **Question 2**

Discuss the following schools of management thought stating their relevance in today's organizations their positive postulations and their drawbacks.

- (i) Systems view
- (ii) Contingency view

### **Question 3**

- a) (i) Draw a site layout plan for the construction project shown on drawing no 03/03/12 (8 marks)
- (ii) Discuss aspects of the project in question no 3(a) above, which could be instrumental to improvement of productivity during the implementation of the project (5 marks)
- b) Outline the main stages involved in decision making (7 marks)

### **Question 4**

- a) Outline the main traits regarded important to effective leadership (8 marks)
- b) Discuss the following leadership styles, stating in each case the merits and demerits of the style.
  - (i) Autocratic leadership
  - (ii) Democratic or participative leadership style
  - (iii) Laissez faire leadership style (12 marks)

### **Question 5**

- a) Explain the following aspects as relates to an organization.
  - (i) Scalar and functional processes
  - (ii) The structure
  - (iii) Span of control
  - (iv) Bureaucracy
  - (v) Line and staff (12 marks)
- b) Outline the functional organization chart, and draw a typical functional organization chart for a construction firm with 120 employees, with main interests in building, civil engineering, services, and maintenance (8 marks)