



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

SECTION I (Compulsory)

Question 1

- a) Outline the main functions of management (12 marks)
- b) 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)