



**DELEGATION OF AUTHORITY IN
CONSTRUCTION PROJECT MANAGEMENT
: CASE IN PUBLIC ORGANIZATIONS IN SRI
LANKA**

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Submitted in Partial Fulfillment of the Requirements of the
Degree of Masters of Science

2010

94563



Abstract

A considerable portion in the construction industry of Sri Lanka is covered by the government sector and organizational structure of most of them is different and they use different strategies for performing projects. There is no unique organizational structure for all the organizations in the government sector in the construction industry. Most of organizations in government sector follow a centralized management system and decentralized system not much significant.

Central Engineering Consultancy Bureau (CECB) as a government organization bare a large portion of construction and consultancy works in the construction industry of Sri Lanka at present and it is a grate example for practicing decentralized management system to perform project undertaken by it. It has separate eighteen sub divisions under Additional General Managers and this separate sub divisions function independently with sub organizations structures using delegations of authority. Deputy General Managers, project managers and other technical staff members directly working under Additional General Managers. Five AGM divisions of CECB out of eighteen were selected for the case study done under this research and three persons namely AGM, DGM and PM were interviewed from each division according to a semi-structured interview. Content analysis and cognitive mapping techniques were used for data analysis in this research. Cross-case analysis includes a comprehensive comparison between the selected cases and with the extant literature.

It was observed that there are three most significant features affect to superiors in delegation of authority Viz.; saving time and energy, releasing of operational working load, opportunity for real top management functions and five most significant features affect to subordinate 'in delegation of authority Viz.; autonomy, decision making, responsibility, participation, and motivation and satisfaction and six most significant factors leading to effective delegation of authority Viz.; goals and roles, authority, communication, control mechanisms, trust and understanding, and rewarding and training.

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ABBREVIATIONS

CECB	- Central Engineering Consultancy Bureau
AGM	- Additional General Manager
DGM	- Deputy General Manager
PM	- Project Manager
RE	- Resident Engineer
SE	- Site Engineer
KLN	- Kilinochchi
SP	- Special Projects



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ACKNOWLEDGEMENT

There are many people that have had great importance and influence in my career life throughout the period in which this dissertation was developed, that I take this opportunity to convey my gratitude to every one of them.

First and foremost, I express my profound gratitude and appreciation to my dissertation supervisor, Dr. Sepani Senaratne, for her valuable assistance, guidance, instructions, comments, encouragements and excellent supervision, given to me in order to make this dissertation a reality.

I extend my gratitude to the Dean of Faculty of Architecture, Head of Department of Building Economics, Course coordinator / M.Sc. (Project Management) and all lectures of M.Sc. (Project Management) course and all the office staff of the Department of Building Economics for their guidance and support to complete the report.

I must express my gratitude to the management of Central Engineering Consultancy Bureau, for offering sponsorship to carryout this Masters Degree and every support given me to success this dissertation work

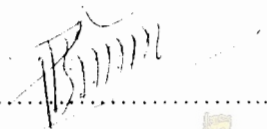
I express my sincere thanks to my all the batch mates and special thanks to Eng. Premakanthi for all the assistance, comments and encouragement made for getting this report a success.

Finally, I owe my special appreciation and gratitude to my beloved wife, loving kids for giving me both moral support and their fullest cooperation to make this dissertation a success.

A Study Submitted In Partial Fulfillment of the Requirements of the Degree of Master of Science in Project Management

Declaration

I hereby declare that this submission is my own work and that, it contains no materials previously published or written by another person nor material which, to a substantial extent, has been accepted for the award of any other degree or diploma or a University or other institution of higher learning, except where an acknowledgement is made in the text.



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19th February 2010



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I hereby acknowledge that Mr. **J.A.D.R. Sujith Kumara** has followed the dissertation process set by the Department of Building Economics

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04.03.2010
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