



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

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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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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.

UOM Verified Signature

J.A.D.R. Sujith Kumara
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