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**UNIVERSITI TUN HUSSEIN ONN MALAYSIA**

**FINAL EXAMINATION  
SEMESTER II  
SESSION 2013/2014**

COURSE NAME : ENGINEERING MANAGEMENT  
COURSE CODE : BEE 30103  
PROGRAMME : BEJ  
EXAMINATION DATE : JUN 2014  
DURATION : 3 HOURS  
INSTRUCTION : ANSWER ALL **FOUR (4)**  
QUESTIONS

THIS QUESTION PAPER CONSISTS OF **THREE (3)** PAGES

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**Q1** Management is normally classified into three levels: first-line, middle, and top. Managers at these three levels normally apply the same skills.

(a) How does the job of supervisor differ from the jobs in the several levels of middle management?  
(6 marks)

(b) Identify the **THREE** types of skills needed by an effective manager and describe the relationship between them which might vary with the level of management.  
(9 marks)

(c) From the 10 managerial roles provided by Mintzberg, choose **THREE** that you consider the most important for the top managers. Explain your selection.  
(10 marks)

**Q2** (a) Briefly outline the concept of strategic planning, and the steps involved in implementing this technique in organizations.  
(6 marks)

(b) Forecasting is an essential preliminary method to effective planning. There are two methods being used in forecasting; Qualitative Methods and Quantitative Methods. Differentiate each method by using an example.  
(10 marks)

(c) Decision Making is a process of making a conscious choice between two or more alternatives producing the most desirable consequences (benefits) relative to unwanted consequences (costs). Linear Programming is one of the best Decision Making tools in management science. Describe the manner of Linear Programming.  
(9 marks)

- Q3** (a) PDCA Cycle was originally introduced by Walter Shewhart in the 1930s. This model provides a framework for continuous improvement of a process or system.
- (i) Illustrate the PDCA Cycle. (4 marks)
  - (ii) Differentiate between continuous improvement and traditional approach. (6 marks)
- (b) Cause and Effect Diagram is used to identify a potential factor which contributes to overall effect in Total Quality Management.
- (i) Construct the step to build up Cause and Effect Diagram. (5 marks)
  - (ii) Explain advantage of Cause and Effect Diagram. (10 marks)
- Q4** (a) Project success or failure is determined by the outcome of the project variables. Identify **FIVE** types of variables, and briefly explain each of them. (10 marks)
- (b) Identify **SIX** step of planning elements to achieve Project Objective. (6 marks)
- (c) Describe **THREE** type resources before execute the project. (9 marks)

- END OF QUESTION -