

NAME : LATIF UR-REHMAN

ID NO : 13011

INSTR : Dr. Jehanzeb Khan

COURSE : Engineering Management
and Economics.

Module : 8th.

Name: LATIF-UY-REHMAN

ID: 13011

Q No 1:

1) Engineering management is:

A) An art

B) A Science

C) Neither art nor Science

D) Both Science and art ✓

2) Engineers can become good managers only through:

A) Experience ✓

B) Taking master degree management.

C) Effective career planning

3) When engineer enters management what is the most likely problem he finds difficult to acquire?

A) Learning to trust others.

B) Learning how to work through others

c) Learning how to take satisfaction in the work of others.

D) All of the above ✓

4) Strategic planning is undertaken in which management level?

A) lower management level

B) middle management level

C) Top management level ✓

D) lowest management level.

5) What management function refers to the process of anticipating problems, analyzing them, estimating their likely impact and determining action that will lead to the desired outcomes and goals?

A) Planning ✓

B) Leading

C) Controlling

D) organizing.

6) What refers to The establishing interrelationship between People and Things in such a way that human and materials resources are effectively focused toward achieving The goal of The Company?

- A) Planning
- B) leading ✓
- C) Controlling
- D) organizing

7) Actual performance normally is The same as The original Plan and Therefore it is necessary to check for deviation and to take corrective action. This action refer to what management function?

- A) organizing
- B) Planning

C) Controlling ✓

D) Staffing

8) Strategic Planning is undertaken in which management level?

A) Lower management level

B) Middle management level

C) Top management level ✓

D) Lowest management level

9) For a project manager to achieve his given set of goals through other people, he must have a good

A) Interpersonal Skills

B) Communication Skills

C) Leadership ✓

D) Decision-making Skills.

10) An engineer is required to finish a certain engineering job in specific time. He is said to be _____ if he finished the job within the required specific time.

- A) Efficient
- B) Effective ✓
- C) Reliable
- D) Qualified

11) if an engineer provides less input (labor and materials) to his project and still come out with the same output, he is said to be more _____.

- A) Managerial Skill
- B) Economical
- C) Effective
- D) Efficient ✓

Q No 2: Part (a)

A manager's job is complex and multidimensional and requires a range of skills. What are these skills, discuss in detail.

Ans:

A manager's job is complex and multi-dimensional and requires a range of skills.

- 1) Conceptual Skill
- 2) Human Skill
- 3) Technical Skill
- 4) Diagnostic Skill

1) Conceptual Skill:

is the ability to see the organization as a whole and the relationship among its parts.

-) Conceptual Skill involves the manager's thinking information processing and planning abilities.
-) Knowing where one's department fits into the total organization and how the organization fits into the industry, the community and social environment.
-) The ability to think strategically (broad long term view).

2) Human Skill:

is the ability to work with and through others and to work effectively as a group member,
→ the ability to motivate, coordinate, lead, communicate and resolve conflicts.

- > Allows subordinates to express themselves without fear of ridicule and encourages participation.
- > Relies on the quality of its people for its success.
- > have good judgment for decision such as hiring and setting company policy.
- > likes other people and is liked by other.
- > He makes employees feel value and inspired and promote close working relationship that are fun.
- > Effective manager are cheer leader, facilitator, coaches.
- > Excellent managers don't take people for granted.
- > tries to increase the frequency, quality and degree of informativeness (news letter etc)

3) Technical Skill:

is the understanding of and proficiency (skill, ability, talent) in the performance of specific tasks.

→ Includes mastery of methods, techniques and equipment involved in specific functions such as engineering, manufacturing, finance forecasting and marketing skill.

→ Specialized knowledge, analytical ability, competent use of tools and techniques to solve problems in specific discipline.

4) Diagnostic Skill:

managers ability to visualize the most appropriate response.

-> Diagnose and analyze a problem and then developing a solution.

For Example:

High turn-over possible reason - dissatisfaction with pay or not favorable environment or poor interpersonal skill, find solution by interviewing of employees.

For Example:

In favorable situation - sales increases at higher rate than anticipated cause, low price or greater demand than predicted or high price by a competitor diagnostic skill.

Part (b)

Briefly Explain characteristics of authority.

Ans) Authority:

The formal and legitimate right of a manager to make decisions issue order and allocate resources.

Characteristics of authority

1) Authority is vested in organizational position not people :-

Because of the position that manager hold

2) Authority is accepted by employees :-

Authority flows top down through the organization's hierarchy, employees comply because

They believe that managers have legitimate right to issue orders.

3) Authority flow down the vertical hierarchy:-

Position at the top of the hierarchy are vested with more formal authority than are positions at the bottom.

4) Responsibility:-

Is the flip side of authority. Can it is the duty to perform the ~~task~~ task or activity on employee. has been assigned. when manager have responsibility for task outcomes but little authority, the job is possible but difficult. But when managers have authority

Exceeding responsibility, they may become tyrants.

5) Accountability:

Is the mechanism through which authority and responsibility are brought into alignment. It means that people with authority and responsibility are subjects to reporting and justifying task outcomes to those above them in the chain of command. Employees must be aware that they are accountable for a task and accept the responsibility and authority for performing it.

6) Centralization:

The process of systematically retaining power and

authority in the ~~back~~ hand of higher-level managers. Decision making power and authority are with top managers.

In times of crises or risk of organization failure, authority may be centralized at the top.

Q No 3 Part (a)

How does a project emerge? Describe its characteristics.

Ans: Emergence:

Any project is an idea.

- 1) Driven by a need
- 2) A desire for innovation and creativity.
- 3) An addition to a school of thought or a body of knowledge.

Characteristics of a Project :-

-> Projects Defined as :-

A project is a temporary endeavor undertaken to create a unique product, service or a result.

-> A group of activities that have to be performed in a logical sequence to meet pre-set objectives outlined by a 'client'.

-> A project can be defined as an activity with a specific goal occupying a specific period of time.

-> A project is a human activity that achieves a clear objective against a time scale.

-> Temporary :-

-> That every project has a definite beginning and a definite end

-> The teams are temporary as well.

-> it ends when objectives achieved/ they are no more achievable/ valid.

-> Unique Product, Services or results :-

- A product that is Quantifiable.
- A Capability to Perform a Service.
- A result like outcomes or documents.

=> Uniqueness :-

An important characteristics of project deliverables.

For Example:

- The presence of repetitive element does not change the fundamental uniqueness of the project work.
- Organizations achieve their objectives either through projects or operations.

They share the following:

- Performed by people
- Constrained by limited resources.
- Planned, executed and controlled.

The primary difference is that, operations (on going and repetitive) they are there to sustain the business and once the objectives are met, they adopt a new set of objectives and the work continues whereas, project (temporary and unique) they are concluded once the objectives are achieved.

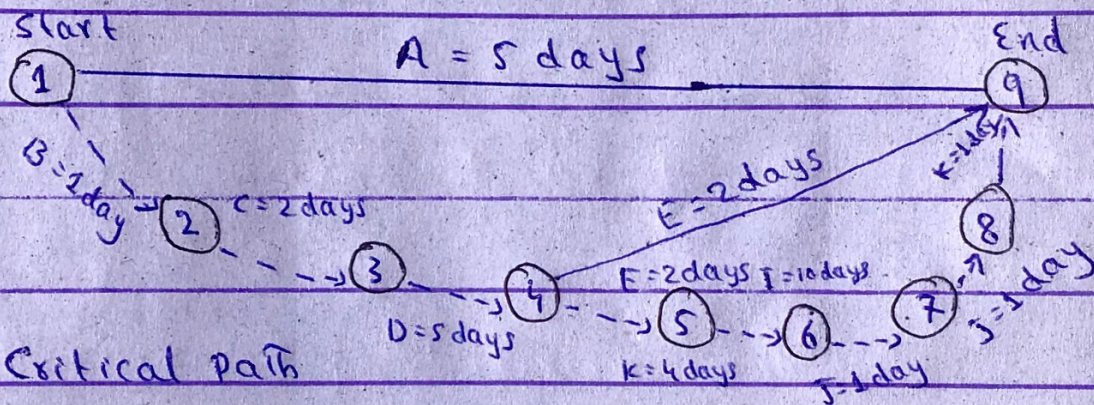
Part (b)

An international conference is planned in 1988 at national university. The activities listed down with their predecessors and time taken. Prepare a network diagram and determine the circuit path.

Solution:

Activity	Precedence	Time
A) Date, topic & Speaker	-	5 days
B) Prepare logo and brochures	-	1 day
C) Sent letter to Speaker	B	2 days
D) Get confirmation from Speaker	C	5 days
E) Send letter to participants	C, D	2 days
F) Obtain travel plan from speaker	D	2 days

Activity	Precedence	Time
G) Arrange Accomodation	F	1 day
H) Get handouts from Speaker	F	4 days
I) Finalize Registration	G, H	10 days
J) Setting of Hall	I	1 day



Critical path

B C D F H I J K = 26 days

