

**Translation**

**UNIVERSITI SAINS MALAYSIA**

**First Semester Examination  
Akademik Session 1998/99**

**AUGUST/SEPTEMBER 1998**

**RMT 553 - Project Management II**

**Time: 3 hours**

Make sure your examination paper consists of **FOUR** papers before you start this exam.

Answer **FOUR** questions only.

1. "Systems concepts provide the broad framework for understanding organisations. Contingency views tend to be more concrete and to emphasize more specific characteristics and patterns of interrelationships among subsystems." Discuss with reference to construction industry.  

(25 marks)
2.
  - (a) What is meant by organisational boundaries?
  - (b) Select a specific organisation and discuss the forces in the general and task environments that affected it.
  - (c) Explain how environments affect the organisational form?  

(25 marks)
3.
  - (a) What is the structure of organisation? How does this differ from the structure of a physical and biological system?
  - (b) How is it possible for an organisation to achieve both greater differentiation and more effective integration?
  - (c) Which structural form (stable-mechanistic or adaptive-organic) should construction companies adopt and why?  

(25 marks)

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4. (a) Define leadership and relate it to influence systems and management.
- (b) Compare and contrast autocratic, democratic and laissez-faire leadership styles.
- (c) Which leadership style should a project manager adopt in managing a construction project and why?

(25 marks)

5. (a) How is organisational performance measured?
- (b) How are organisational performance and managerial performance related?
- (c) Explain the concept of a manager as a “nerve center”. Why is this role important to organisational performance?

(25 marks)

6. “A system that perform a certain function or operates in a certain way will continue to operate in that way regardless of the need or change conditions.” Discuss.

(25 marks)

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