



All Rights Reserved

Higher National Diploma in Construction Technology		
NVQ Level 06 –Semester I		
Problem Solving & Decision Making	EMP-04	Three Hours
Answer any five (05) questions only		

INSTRUCTIONS:

1. This question paper consists of Six (06) questions.
2. Answers Five (5) questions only.
3. It is extremely important not to remove the question paper or any part of the paper from the examination hall.

Question No. 01

“Managerial skills are the knowledge and ability of the individuals in a managerial position to fulfill some specific management activities or tasks”

- (i) Describe briefly about three skills (03 marks)
- (ii) Describe the variation of the above skills relevant to different management level. (06 marks)
- (iii) “An organization can have many different managers, across many different titles, authority levels and levels of the management hierarchy”. Compare and contrast each level of management. (11 marks)

Question No. 02

- (i) A SWOT analysis is a compilation of your company's strengths, weaknesses, opportunities and threats. The primary objective of a SWOT analysis is to help organizations to develop a full awareness of all factors involved in making a business decision.”

Briefly explain the steps of making a decision using a SWOT analysis. (06 marks)

- (ii) “Cause and Effect Analysis is a technique that helps to identify all the likely causes of a problem and thereby, finding the best solution.” Briefly describe this statement.

(06 marks)

- (iii) “In general, the decision-making process helps managers solve problems by examining alternative choices and deciding on the best route to take decision. Using a step-by-step approach is an efficient way to make thoughtful, informed decisions that have a positive impact on organization’s short- and long-term goals.” Explain about every step of Decision-Making process.

(08 marks)

Question No. 03

- (i) Briefly explain the Osborn-Parnes creative problem-solving process. (5 Marks)

- (ii) Describe the effective brainstorming techniques. (5 Marks)

- (iii) Compare and contrast brainstorming techniques and nominal group technique.

(10 marks)

Question No. 04

- (i) Draw the Complete Vroom-Yetton –Jago decision making model. (04 Marks)

- (ii) Explain your views on how to improve decision making in an organization.

(08 marks)

- (iii) “The management process consists of four primary functions that managers must perform and those functions work together in the creation, execution and realization of organizational goals.” Briefly discuss about the four (04) managerial functions.

(08 marks)

Question No. 05

- (i) Briefly explain the group decision making system. (02 Marks)
- (ii) “Groups are more effective in decision-making”, explain the statement. (04 Marks)
- (iii) State three advantages and three disadvantages of group decision making system. (06 Marks)
- (iv) Explain four quadrants of Boston Consulting group’s product portfolio matrix (BCG Matrix) in strategic decision making. (08 marks)

Question No. 06

- (i) How do you use critical thinking and creative thinking in solving problems? (04 marks)
- (ii) Compare and contrast Organizational Decisions and Personal Decisions.(06 marks)
- (iii) “Igor Ansoff developed one of the best-known analyses of decision types or categories those are (see Ansoff, 1987): Operating decisions, Strategic decisions, Administrative decisions, Programmed decisions, Non-programmed decisions.” Explain the above decision types. (10 marks)