



# TAYLOR'S UNIVERSITY

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## Management Science

(MGT60203)

Bachelor of Quantity Surveying (Honours)

School Of Architecture, Building & Design

Group Project

Construction company name\*\*

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## Task 1

### Company View and Background

**IBRACO BERHAD** is one of the leading township developers in Malaysia. A strong investment holding company, it has been a target choice of the Malaysians reputed for its functional and aesthetic designs, quality construction works and timely delivery of its development projects. Both buyers and investors alike have placed great confidence in one accord on **ALL IBRACO** projects as choice properties.

**Ibraco Construction Sdn Bhd** is an incorporated construction company under the Ibraco Group of Companies and 100% wholly owned by **Ibraco Berhad** in Malaysia. The company was incorporated on 10 September 2002 as private limited company with an outstanding construction history of infrastructure and building construction works.

**Ibraco Construction Sdn Bhd** has the ability and is committed to operate construction to carry out earthwork, civil, building and structural works for residential, commercial and industrial projects and also committed to providing project management services ranging from feasibility studies, master planning, conceptual and detailed design, project management including contract administration and supervision.

**Ibraco Construction Sdn Bhd** has established long-standing and excellent working relationships with Clients in delivering of construction works. **Ibraco Construction Sdn Bhd** has a strong record of successfully and timely completed projects in residential,

commercial and industrial development. Lastly, our company quality of management has also being accredited by Allied Certification Services (ACS) on 5 September 2009.

## **Vision of Our Company**

### **What is vision statement?**

Vision statement is an aspirational description of what organization would like to accomplish or achieve between a period of time. It is basically a company's road map or serve as a guidance for choosing current and future course of action. Besides that, it also provide transformational initiatives by setting a defined direction for the company's growth. However, vision statement is very important as it focus company efforts and facilitate the creation of core competencies by directing the company to only focus on strategic opportunities that advance the company's vision or motivate employees to get their job done on time so that the company goals can be archived.

### **Vision Statement of Our Company**

- To be the conglomerate company in building industry
- To create and maintain an organization of highly skilled construction professionals that serve our Clients' needs with honesty and integrity.
- To provide an environment that promotes personal growth and self-pride.
- To differentiate ourselves as the builder of choice to those seeking quality, personal service, and value.
- Be the world's premier engineering, construction, and project management organization by achieving extraordinary results for our customers, building

satisfying careers for our people, and earning a fair return on the value we deliver.

- Pursuing excellence through dedication, experience and disciplined employees with an ongoing passion to deliver quality, timely and profitable projects.
- To ensure our company products is recognised internationally.

### **Mission of Our Company**

#### **What is mission statement?**

Mission statement is the declaration of organization purpose or focus where it is normally more specific and short term. However, mission statement is basically the framework for making future strategic decision. Having mission statement helps our company to has a clearer outline of what is the goal and how it can be archived. Besides that, it also helps to ensure our company are in the right path or direction towards the goals. Furthermore, mission statement is something to be accomplished which is different from the vision statement.

### **Mission Statement of Our Company**

- To provide quality home, optimize shareholder's return and nurture its employees.
- To provide foundation for long term customer relation and growth.
- Employed high class or quality employees to ensure good quality of products.
- To establish relationship with our customers by exceeding their expectation and gain trust through exceptional performance from our employees.
- To ensure good relationship with other companies within the marketplace.
- To ensure the longevity of our company through repeat and referral business achieved by customer satisfaction in all areas including timeliness, attention to detail and service-minded attitudes.

## **Our Values**

### **1.) Safe Working Environment**

- To provide a safe working environment to ensure there's no harm towards our employees and people at the the surrounding.

### **2.) Quality**

- To maintain the highest level of professionalism, fairness, honesty to provide the highest quality products to our customers.

### **3.) Relationships**

- We establish good relationship with our customer to gain trust from them by providing high quality products which exceed their expectation.

### **4.) Sustainability**

- We improve the quality of life of community by using environmental friendly products to ensure it can reduces the impact toward the environment.

### **5.) Passion**

- Our passion is to bring new, innovative and sustainable ideas to our clients.

### **6.) Teamwork**

- We provide quality services, consistent, sharing knowledge across the nation and also capturing valuable perspective.

## **Goals of Our Company**

### **1.) Long Term Goals**

- To ensure our company revenue is able to rise to double revenue by the end of the current fiscal year.
- To ensure our company is able to receive at least 80% of positive feedback from our clients regarding the services that we had already provided.
- Implement a employees prize giving award purpose is to award the the employee who had contributed or provide the most creative input throughout the whole year.
- To built a good relationship with our clients and gain trust from them.
- To ensure the web traffic of our company's website can increase at least 80% by the end of the fiscal year.
- To dominate the market locally and also make it admired or recognised property development company internationally in 10 years.

### **2.) Short Term Goals**

- Constantly send our employees to training so that they are able to learn new skills and keep themselves up to date with the latest knowledges.
- Establish a good reputation of our company's name so that can be recognised by government in order to obtain any government projects.
- To collaborate our teamwork to brainstorm new ideas and bounce ideas off of one another for ways to solve problems.
- Able to make enough monthly profits in case any expansion of our company is needed and able to sustain stakeholders.

- Enable the client to give feedback so that customer satisfaction can be archived and provide a good quality of products to them.

### **3.) Mid Term Goals**

- Send our employees to receive training so that they are able to solved problem arise from client or company schedule training program.
- Trying to advertise more about our company through social media, advertisement, billboard or newspaper so that people are aware of it.
- To become a public listed company so that further expansion would be easier because of easier to raise fund.
- Implement policies and procedures so that employees know what to do in order to archive our goals easier.

## Organization Chart

### Job Scope/Responsibilities

#### **Operation Team**

##### **Project Manager**

- Oversee and control construction projects from conception to completion
- Review the project in-depth to schedule deliverables and estimate costs
- Oversee all onsite and offsite constructions to monitor compliance with building and safety regulations
- Coordinate and direct the construction workers and subcontractors

##### **Construction supervisor**

- Hiring, training all employees or construction workers on the project



- Monitoring performance of sub-contractors and staff
- Allocating resources, materials, sub-contractors and other staff
- Maintaining a safe, secure and healthy work environment by adhering to and enforcing safety codes

### **Site Engineer**

- Act as the main technical adviser on a construction site for subcontractors, crafts people and operatives
- Check plans, drawings, and quantities for accuracy of calculations
- Ensure that all materials used and work performed are as per specifications
- communicate with consultants, subcontractors, supervisors, planners, quantity surveyors and the general workforce involved in the project

### **Safety and health officer**

- Carry out risk assessments and consider how risks could be reduced
- Carry out regular site inspections to check policies and procedures are being properly implemented
- Ensure working practices are safe and comply with legislation

### **Design Team**

#### **Quantity Surveyor**

- Prepare tender and contract documents, including bills of quantities with the architect and the client
- Undertake cost analysis for repair and maintenance project work
- Assist in establishing a client's requirements
- Perform value management, and cost control

#### **Architect**

- Design and discuss the ideas, objectives and requirements of a project and in some cases help to select a site
- Consult with other professionals about design
- Prepare and present feasibility reports and design proposals to the client
- Keep within financial budgets and deadlines
- Produce detailed workings, drawings, and specifications

## **Civil & Structural Engineer**

- Analyze configurations of the basic structural components of a building
- Calculate the pressures, stresses, and strains that each component
- Consider the strength of various materials
- Examine structures at risk of collapse and advising how to improve their structural integrity

## **Contract Department**

### **Contract Manager**

- Overseeing the contracts
- Preparation of subcontract agreements and administration of subcontracts
- Oversee the progress of the subcontractor's work
- Supervising and coordinate staff

### **Executive staff**

- Record and lodge in written form with the client representative, a record of variations and discussions at the time of the event.
- Ensure site team compliance with company commercial policies and procedures
- Produce and analyze progress reports, updated costs, and forecasts

## **Sales & Marketing Department**

### **Marketing Department**

- Creating ongoing activities that promote the company and its products
- Identifying customers and customers' needs
- Identifying competitors and what they are doing to promote their products
- Propose marketing and promotions campaigns, perform demonstrations, maintain inventory, and establish procurement policies.

### **Sales Department**

- Work with customers to find what they want, create solutions and ensure a smooth sales process.

- Establish budgetary restrictions and measure costs for all of a company's projects.

## **Financial department**

### **Financial manager**

- Collating and preparing reports, budgets, accounts, and financial statements
- Prepare cash analytics required by investors and management
- Controlling income, cash flow, and expenditure and manage budgets
- Monitor and forecast the company's financial status.

### **Accountant**

- Responsible for the accounting operations of the company
- Preparation of all monthly financial reports, bank account reconciliations, balance sheet reconciliations, and reconciliations for tax and audit purposes annually
- Communicate routinely with project managers on a variety of job-related topics including bonding, insurance, and contract agreements

### **Purchasing Manager**

- Liaise between suppliers, manufacturers, relevant internal departments and customers
- Negotiate pricing contracts with subcontractors and suppliers
- Research new materials for design and cost savings

## **Administrative Department**

### **Administrative Manager**

- Planning and coordinating administrative procedures and devising ways to streamline processes
- Training personnel and allocate responsibilities and office space
- Assessing staff performance and provide coaching and guidance to ensure maximum efficiency

### **Administrative Clerk**

- Answer phones and greet clients warmly and reroute calls to appropriate people
- Answer inquiries about company
- Assist and support administrative staff.
- Assist in filing duties

- Take and deliver messages.

### **Human Resource Department**

#### **Human Resource Manager**

- Plans, organizes and controls all activities of the department.
- Planning, monitoring, and appraisal of employee work results
- Measuring employee satisfaction and identifying areas that require improvement
- Managing the recruitment and selection process

#### **Human Resource Executive**

- Managing absence, disciplinaries, grievances, and sickness
- Working closely with various departments, increasingly in a consultancy role, assisting line managers to understand and implement policies and procedures
- Recruiting staff, which involves developing job descriptions and person specifications, preparing job adverts, checking application forms, shortlisting, interviewing and selecting candidates

### **Task 2 Alwin & July**

Train 3 management trainees

#### **Selection Criteria**

As a prestigious company with a vision to improve the company to further heights, certain criteria must be met when looking for competent workers.

In \*company name\* we have divided the criteria into 2 general categories, physical and mental which are to be met by all management trainee.

#### **Physical**

1. The management trainee must at least hold a Bachelor's degree in their related fields.
2. The management trainee must be able to communicate effectively to pass the message to lower level workers. Proficiency in language is a good start to an effective communication.
3. The management trainee must have at least 2 years of working

experience in their fields of work. An experienced worker could be more decisive in making important decisions which will benefit the company.

## Mental

1. The management trainee is expected to be a critical thinker and able to solve problems.
2. The management trainee must possess positive mental attitude towards his or her job. one should not give up easily when facing problems.
3. The management trainee must be punctual when doing a project and not be late for work unless a proper excuse is given. This is because a manager sets an example for other workers to follow.
4. Able to cooperate and work well with others, being a nuisance in the workplace could potentially reduce the rate of production.

## Trainee for Senior Manager, 1 position

1. Have at least 5 years experience in managerial fields.
2. Able to keep track of all workers under him or her in relation to work.
3. Able to provide continuous support or incentives to motivate workers.

## Trainee for Senior QS, 2 positions

1. Have at least 7 years in Quantity Surveying related fields.
2. Able to visit site whenever required.
3. Able to teach junior QS in firm.
4. Possessing knowledge in BIM would be an advantage.

## Internal and External recruitment

There are two different ways the company can recruit the management trainees, they are internal and external recruitment.

Internal recruitment is when the business looks to fill the vacancy from within its existing workforce while external recruitment is when the business looks to fill the vacancy from any suitable applicant outside the business

Of course, the option to use BOTH internal and external recruitment can be used. This is often the case for senior management appointments.

#### Internal recruitment

##### Advantages:

- Cheaper and quicker to recruit
- People already familiar with the business and how it operates
- Provides opportunities for promotion within the business – can be motivating
- Business already knows the strengths and weaknesses of candidates

##### Disadvantages:

- Limits the number of potential applicants
- No new ideas can be introduced from outside
- May cause resentment amongst candidates not appointed
- Creates another vacancy which needs to be filled

#### External recruitment

##### Advantages:

- Outside people bring in new ideas
- Larger pool of workers from which to find the best candidate
- People have a wider range of experience

##### Disadvantages:

- Longer process
- More expensive process due to advertising and interviews required
- Selection process may not be effective enough to reveal the best candidate

In the company's case, internal recruitment would not be too suitable as there is a lack of workforce in the company. This would also limit the generation of new ideas and cause resentment among candidates not appointed, causing the workplace to be affected. Therefore, we have decided to go with external recruitment for the management trainee positions.

We would use (interview steps) to find suitable candidates and recruit the best candidate after (activity). Although this would be a longer process, we would

be able to bring in people with new ideas and will be able to provide a wider range of experience.

## Interview activities

### Activity 1: Face to face interview

Face to face interview is having a direct conversation where questions are asked by the interviewer and answers are given by the interviewee. The reason for having this activity is to enable interviewee to provide information of oneself to the interviewer. The interviewee and interviewer are facing each other at the same time therefore interviewee will not much time to hesitate and give the most honest answer. Pressure will also be applied by the interviewer to the interviewee as the interviewer requires the questions to be answered as fast as possible with an appropriate and reasonable answer.

This method enables to acquire factual information, consumer evaluations, attitudes, preferences and other information coming out during the conversation with the respondent. Thus, face-to-face interview method ensures the quality of the obtained data and increases the response rate. Furthermore, face to face interview helps with more accurate screening. The interviewee is unable to provide false information during screening questions such as gender, age, or race. This interview helps to keep interviewee focus. The interviewer is the one that has control over the interview and can keep the interviewee focused and on track to completion. Interviewee will not be distracted by phone calls, emails, messages and others and he has to focus on answering given questions. Lastly, to face interviews can no doubt capture an interviewee's emotions and behaviors.

Task: Interviewee are given an interview for 30 minutes to answer questions given by the interviewer in an office.

### **Sample question 1: Tell Me About Yourself.**

Sample answer: I have worked hard in my education and career to prepare myself to become a professional quantity surveyor. I have gained an average CGPA of 3.8 in every semester and being active in clubs and activities. I received my Bachelor's Degree in Quantity Surveying from the University of Taylor's University and then went to work for Ecoworld after graduation. I passed the interview on my first try and have progressed well in my career. I gained a lot of experiences as I have been working in Ecoworld for 3 years. I was recently promoted to Senior Quantity Surveyor and was selected to train new employees in our company.

From the answer given, we can know whether the interviewee fulfills our requirements for the job or not. Firstly, he has a Bachelor's Degree in Quantity Surveying to prove that he has graduated from education. Besides, he has a working experience of 3 years which fulfill our minimum 2 years working experience. An experienced worker would get used to new working environment faster and knows how to manage himself. He will be a good asset to the company as he has a good grade in education and do well in his career. As he passed his interview on first try, we assume he has a good communication skill as he can convince the interviewer easily. From his promotion, we can know that he is a worker recognized and acknowledged by his manager because training new employees is an important task. By asking this question, we can know better about his personal details and background.

### **Sample question 2: Why should we hire you?**

Sample answer: I have all the required qualifications that you are asking for in this job including the education, the working experience and the industry experience. I am passionate to the job and that makes me the best person for the job. I was also awarded the Employee of the Month award in my department for reaching my targets in the particular month. Besides, I work well with others and I will do my best in a collaborative environment. I am also able to communicate well with my teammates in meetings. Therefore, I think that my experience in the construction industry and my ability to work autonomously make me a good match for this position.

This question is asked to test the interviewee's honesty and to know what the interviewee is capable of. From this question, we can know his greatest strength including his skills and abilities so that we can know what position he



is suitable for. He also fulfills our requirement which is to cooperate and work well with others. By having a good teamwork, there will be less conflict between the employees in the company. Besides, we know that he is able to communicate effectively to his teammates. A good communication skill eliminates misunderstandings and can encourage a healthy and peaceful work environment. Efficient communication with your team will also let you get work done quickly and professionally.

### **Sample question 3: What is your future goals?**

Sample answer: My future goals involve growing with a company where I can continue to learn, take on additional responsibilities and contribute as much value as I can. I love that your company emphasizes professional development opportunities and I intend to take advantage of all of these. Besides, I would like to take on challenges and more responsibilities over time. I see myself as a leader in major project teams in a well-established organization, like this one. I plan on enhancing my skills and abilities to continue my involvement in related professional associations.

In accordance with the question, the interviewer wants to understand more about the interviewee's career goals and how this position would fit into his future plan. Based on the answer, we can know if he is motivated, proactive and likely to stick around and work hard if hired. His goals and interests strongly expresses his desire for a long-term career with the company. We can also know his perseverance as he focuses on learning, performance and achievement. He is also complimenting the company and its reputation for hiring quality people to show his enthusiasm towards the company. This highly indicates that he is going to be sticking around and contributing for the company.

### **Activity 2: Discuss and Debate**

A debate is a discussion or structured contest about an issue or a resolution. A formal debate involves two sides: one supporting a resolution and one opposing it. Rules will be established and agreed by both sides before the debate started. Debates will be judged by interviewer in order to declare a winning side. A formal debate usually involves three groups: one supporting a resolution known as the affirmative team, one opposing the resolution known

as the opposing team and interviewers will be judging the quality of the evidence and arguments and the performance in the debate.

The reason for having this interview activity is to test the interviewees' critical thinking skill. It teaches them how to explore the world through the lens of an inquisitive mind. Besides, this activity is used to test the interviewees' innovation and creativity. This allow them to gain ability to think differently compared to others. Debate can also test the interviewees' communication skills. The interviewees can learn to enhance the ability to think and communicate clearly and quickly. This activity can also test the interviewees' confidence. We can know if interviewee is willing to share his knowledge passionately without hesitation. Furthermore, debate teams can offer a sense of comradeship by demonstrating the value of teamwork.

Task: The interviewees will be grouped into 2 teams which are the affirmative and opposing teams. Each team consists of 3 to 5 members each. The debate process will last for 1 to 2 hours. Interviewer will provide a question and judge the answers given by interviewees. Rules will be established by interviewer before the debate started. The interviewees are given 30 minutes to research the topic and prepare logical arguments. Thy can also gather supporting evidence and examples for position taken.

The topic we have chosen for the debate is "How does Industrialised Building System (IBS) impact construction industry?". IBS is a term used in Malaysia for a technique of construction where by components are manufactured in a controlled environment, either at site or off site, placed and assembled into construction works. The reason for choosing this topic is because IBS is one of most widely used system in Malaysia. IBS has provided a lot of benefits including less construction time, cost saving, less labour at site and quality assurance of the prefabricated structural components. Therefore, having knowledge of IBS is significant to the future career of the interviewees. The interviewees should provide their opinion of IBS based on their perspectives in the debate.

Sample answer:

#### Affirmative team

1. Quality assurance of the prefabricated structural components. Since all the precast components are manufactured in a controlled environment in factories, their qualities in terms of strength, dimensions etc., are expected to be more consistent than on-site casting.

2. Increase the overall speed of construction. The use of precast elements eliminates the concrete casting and curing time at site, and hence could effectively reduce the construction time.
3. Reduce the cost of building due to faster construction. As most construction cost are related to construction time, the shortened construction time could save overhead costs.
4. Improve buildability as the components are casted in a favourable environment and not exposed to bad weather.

#### Opposing team

1. Lack of design and dimension flexibility; not favourable for highly customized shape of structures because the precast components are normally manufactured in uniform dimensions.
2. Allow for a very small margin of error in the deviation between the designed and actual dimensions. The precision of dimensions is important to avoid issues associated with fitting and installation of the components at site.
3. Transportation of the precast members could be an issue especially for the heavy and large members. For example, it could be a challenge to transport a precast beam of 10m long.

#### Activity 3: Practical task

Practical task means to demonstrate their skill and abilities learned during their education. Practical tasks can be completed either on an individual basis or collaboratively. In either situation, you can learn much about the level of understanding each interviewee has, both content being assessed and of the skills and strategies employed in the activity. A well designed practical activity will evaluate interviewee progress on a number of different levels. After the task, interviewer can provide feedback through discussion, and demonstration of alternative strategies and solutions.

Sample scenario 1: Interviewee is given a diagram of column section and is required to measure its volume within 10 minutes.

Sample scenario 2: Interviewees are divided into groups and are required to do the measurement given in teamwork within 20 minutes.

The reason for choosing these scenarios is to test the interviewee's understanding on the lesson they have learned. As our company is hiring a

senior quantity surveyor, deep understanding about measurement is very important. Interviewee is required to use their experiences and knowledges to solve any measurement given to them. A senior quantity surveyor is also required to be able to teach junior quantity surveyor in the company. A senior plays a huge role as he needs to ensure the juniors' success and encouraging them to fulfil their potential. Besides, interviewees are divided into groups to test their teamwork. A quantity surveyor is required to work well with his teammates to allow them to complete tasks efficiently and quickly. If a quantity surveyor fails to work in a team, a slight error could result in a huge loss for the company.

### Task 3 Xiaojung

How to utilize IT and information management skills to create competitive advantage

Other competitive advantages

Is it sustainable?

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## Appendix