



UNIVERSITI KUALA LUMPUR
MALAYSIA ITALY DESIGN INSTITUTE

FINAL EXAMINATION
MARCH 2026 SEMESTER

COURSE CODE : PXB20404
COURSE TITLE : VISUAL MANAGEMENT SYSTEM
PROGRAMME NAME : BACHELOR OF TECHNOLOGY MANAGEMENT (HONOURS)
DATE : 23 JUNE 2026
TIME : 9:00AM - 11:00AM
DURATION : 2 HOURS

INSTRUCTIONS TO CANDIDATES

1. Please read the instructions given in the question paper CAREFULLY.
2. This question paper is printed on both sides of the paper.
3. This question paper consist of TWO sections.
4. Answer ALL questions for Section A.
5. Section B consist of four questions. Answer THREE (3) questions only.
6. Please write your answer on the answer booklet provided.
7. Please answer all questions in English only.
8. Please answer MCQ/EMQ questions using OMR sheet. ☐ *Tick if applicable*
9. Refer to the attached Formula/ Appendies. ☐ *Tick if applicable*

THERE ARE 7 PAGES OF QUESTIONS INCLUDING THIS PAGE

SECTION A (Total: 40 marks)

Answer ALL questions.

Please use the answer booklet provided.

Question 1

Describe how training programmes help sustain 5S and Visual Management System implementation.

(5 marks)

Question 2

Explain the purpose of a management audit in sustaining Visual Management System practices.

(5 marks)

Question 3

Describe how a cleaning checklist can support workplace discipline and consistency.

(5 marks)

Question 4

Explain why standardisation is important in Visual Management System.

(5 marks)

Question 5

Describe the responsibilities of management and employees in supporting a successful 5S programme.

(5 marks)

Question 6

Explain the purpose of implementing 5S in an organisation.

(5 marks)

Question 7

Describe how **point-of-use information** helps employees perform their work more effectively.

(5 marks)

Question 8

Explain the meaning of Visual Management System in a workplace environment.

(5 marks)

SECTION B (Total: 60 marks)

Answer THREE (3) questions only.

Please use the answer booklet provided.

Question 1

The picture shows an Andon system in a production line. It includes an Andon button, stack light, display board, production line, supervisor, and maintenance personnel. When an operator detects a problem, the operator presses the Andon button. The signal is then shown through the stack light and display board so that the supervisor or maintenance team can respond.

- a) Examine how the Andon button, stack light, and display board work together to make production problems visible.
- b) Determine how the Andon system can reduce communication delay between operators, supervisors, and maintenance personnel.

Refer Appendix Attachment - Andon system in Production Line .

(20 marks)

Question 2

The picture shows an Obeya room with visual boards for vision, plan, performance, and improvement. It also shows the PDCA cycle, which includes Plan, Do, Check, and Act. The team uses this room to monitor project progress, discuss issues, and coordinate improvement activities.

- a) Examine how the visual boards in the Obeya room help team members connect vision, planning, performance, and improvement.
- b) Analyse how the PDCA cycle supports structured problem solving and continuous improvement in the Obeya room.

Refer Appendix Attachment - Obeya room for Project Monitoring .

(20 marks)

Question 3

The picture shows a workplace before and after 5S implementation.

- a) Compare the workplace condition before 5S and after 5S implementation in terms of organisation, cleanliness, and visual control.
- b) Analyse how the implementation of 5S can improve workplace efficiency, safety, and productivity.

Refer Appendix Attachment - 5S Implementation .

(20 marks)

Question 4

A manufacturing company produces automotive components for local vehicle assemblers. Recently, the company has faced several operational problems. Operators often spend too much time searching for tools, materials, and work instructions. Production targets are not clearly displayed on the shop floor, so employees are unsure whether the line is performing according to plan. Defects are only reported during the end-of-shift meeting, causing late corrective action. Supervisors also depend heavily on verbal updates because there is no proper visual system to show production status, quality issues, machine downtime, or safety alerts.

The management is considering the implementation of a Visual Management System to improve communication, problem visibility, and daily operational control.

Based on the case study:

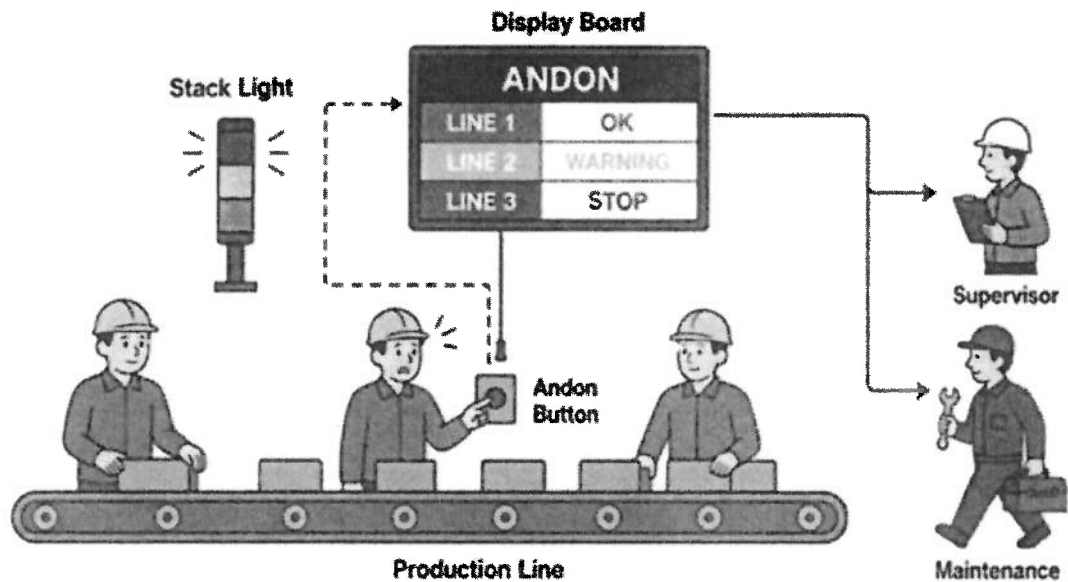
- a) Examine THREE weaknesses in the company's current workplace communication and information-sharing practices.
- b) Analyse how a Visual Management System can improve operational control and decision making in the manufacturing workplace.

(20 marks)

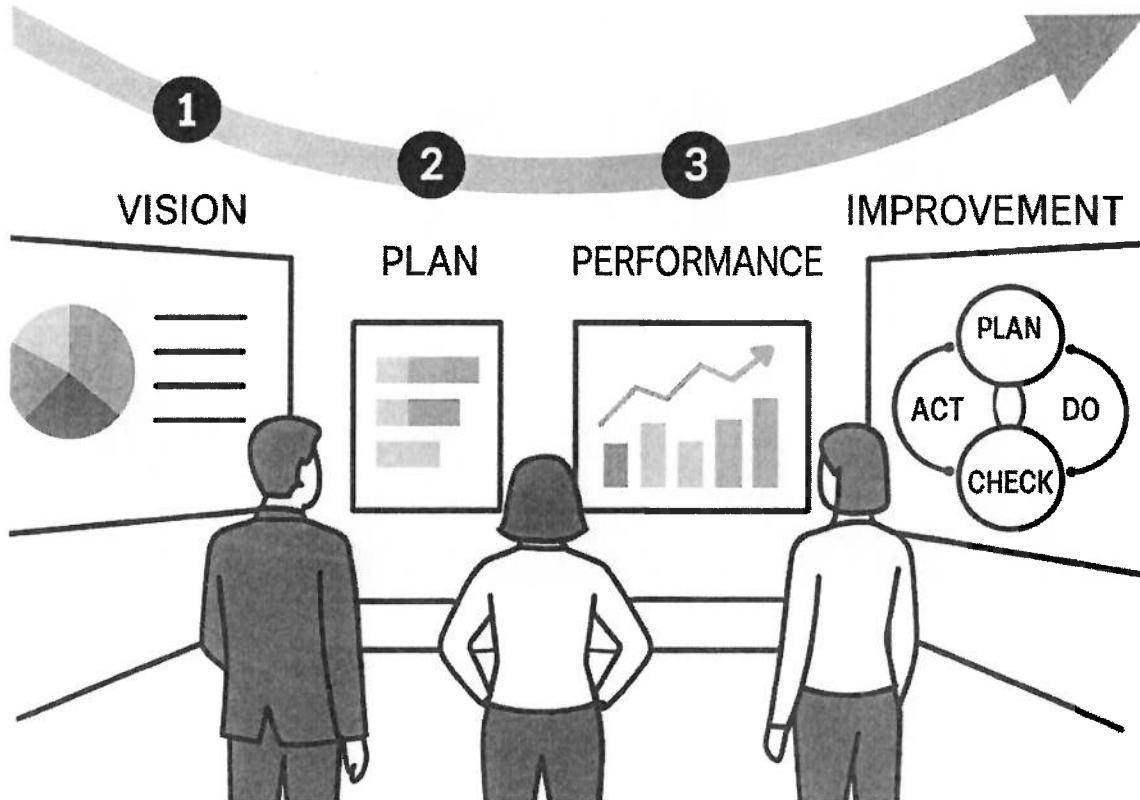
END OF EXAMINATION PAPER

APPENDIX

Appendix for Section B Question 1 : Andon system in Production Line



Appendix for Section B Question 2 : Obeya room for Project Monitoring



Appendix for Section B Question 3 : 5S Implementation

