

CHAPTER 6

CRITIQUE OF METHOD EMPLOYED

The information presented in this study is qualitative in nature. As the study is purely exploratory in nature, hence it cannot be deemed as final and conclusive. The study is only able to identify some of the management practices and problems of engineering consulting firms in Malaysia. Moreover, the practices and problems identified are very general in nature and could be applicable to all the firms in general, regardless size and experience.

Nevertheless, the study is not able to highlight the specific reasons and causes of these problems, and which specific types of firms will experience them. Also, some of the practices and problems outlined in the study might not always be experienced by all the firms per se, but there might be a probability of occurring.

The study only takes into consideration two engineering consulting firms in Malaysia. Out of these two, one firm is an established and large-sized firm, while the other, a small and new firm. The study of only two firms is mainly due to time and financial constraints. Therefore, comparisons could not be made as they would have different core competencies, capabilities, experiences, management style and corporate culture.

Consequently, the information obtained from these two companies are used to provide a general view towards the practices and problems of engineering consulting firms. Although these two consulting firms are able to provide insights into the engineering consulting firms, they are unable to provide a complete and overall view of the engineering consulting industry. Therefore, future researches should study more firms in Malaysia, hence enabling more conclusive recommendations to be made.

The financial analysis is only conducted on Minconsult Sdn. Bhd. As Ghazali & Associates Sdn. Bhd. was only set-up in 2001, the full set of accounts is not available to be analysed. Besides that, the financial audit on Minconsult is carried out for the period of 1994 to 1997, as the accounts submitted to the Registrar of Companies Malaysia is only up to the year 1997. Therefore, the analysis and findings obtained from the audit would be quite outdated, and hence should not be summarised to represent the current situation of the company.

The recommendations on the strategies and implementations can only be viewed as suggestions. This is because not all firms will be able to utilise these strategies due to constraints, such as financial, lack of capabilities and etc. Moreover, the success of each strategy lies in its implementation method. The implementation methods are not clearly outlined in the study. Therefore, firms opting to choose one of these strategies should ensure that it is suitable for them based on their business practice, besides ensuring that they utilise the proper implementation method.