

**National Exams May 2005**  
**98-CS-3-Management Concepts for Engineers**  
**3 hours duration**

Notes:

1. If doubt exists as to the interpretation of any question, the candidate is urged to submit with the answer paper, a clear statement of any assumptions made.
2. This is a Closed Book exam. No calculators are allowed for this exam.
3. Any five questions constitute a complete paper. Only the first five questions as they appear in your answer book will be marked.
4. All questions are of equal value.
5. Write your answers in point-form whenever possible, but fully.

Front Page

**National Examination May 2005**  
**98-CS-3, Management Concepts for Engineers**

1. (i) Discuss the areas in which unions, managements and governments can cooperate to develop a long-term program for the benefit of all concerned.  
(ii) State the restrictions imposed on some workers regarding their right to strike. Name the various types of employees for whom governments have passed back-to-work legislation.  
(iii) Explain the difference between arbitration and mediation.
2. (i) Explain the concept of Maslow's hierarchy of needs and draw Maslow's need hierarchy and label the parts.  
(ii) What is your understanding of Herzberg's motivation theory? What factors were named by Herzberg as motivators and hygiene factors?  
(iii) Maslow's and Herzberg's theories were extended by job enrichment theory. Explain the five characteristics of work in job enrichment theory that are believed to be important in affecting individual motivation and performance.
3. (i) Explain briefly the marketing concept in terms of customer orientation, training in customer services, profit orientation, total quality management and societal orientation.  
(ii) Discuss the logical progression from the first to the last step of the marketing process.  
(iii) State the demographic segmentation variables used in segmenting the consumer market.
4. (i) Explain the indicators used by managers, whether or not they can meet their production goals.  
(ii) State your understanding of the concepts of materials requirement planning (MRP), manufacturing resource planning (MRPII) and enterprise resource planning (ERP).  
(iii) Explain the concepts of computer-aided design (CAD) and computer-aided manufacturing (CAM) and their use in clothing industry.
5. (i) State your understanding of financial control and its importance in financial management of a company.  
(ii) Explain the different types of bonds available in the market.  
(iii) What is a preferred stock? Describe the features of preferred stock.
6. (i) What is your understanding of job analysis, job description and job specification? You may explain in terms of a specific job.  
(ii) Describe methods companies use to recruit new employees and explain some of the problems that make recruitment difficult.  
(iii) Explain briefly the procedures used for training operators.
7. An internationally recognized author has noted that if you as manager want high performance from your employees, look first at the atmosphere in your company before you start thinking about "changing each individual employee". The author further noted that most firms create a "stifling atmosphere in which employees feel constrained, controlled and forced to comply with a rigid contract that govern their behaviour". Now that "information,

knowledge, and expertise” have become just as important as capital was in the past, emphasis has shifted from the corporation to the individual.

(i) Do you find it surprising that senior executives have to be reminded of these things? How come they are not already aware of this issue since it has been actively discussed in business schools and business periodicals for some years?

(ii) Why are companies so slow to adapt to new conditions? Don't they want a better-motivated workforce?

(iii) Is it possible that corporations' concentration on downsizing in recent years has blinded them to the changed needs of their remaining employees and managers?