

**National Exams May 2007**  
**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.

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1. (i) In a competitive world market, explain the areas of endeavour, in which workers, unions, management and governments can cooperate to make progress.  
(ii) State your understanding of: (a) grievance procedure, (b) arbitration and (c) mediation.  
(ii) What are the main problems facing the middle managers today in industry?
2. (i) Motivation is the key to releasing employee power. What are the key areas of endeavour that will promote employee motivation.  
(ii) What is your understanding of: (a) goal-setting theory, (b) management by objective (MBO), and (c) reinforcement theory.  
(iii) What characteristics of job/work affect motivation and performance? Name two forms of job enrichment that increase motivation.
3. (i) What is the logical progression of the marketing process?  
(ii) Explain the manner by which the quality movement has affected the marketing concept.  
(iii) What are the three parts of the marketing concept? Explain.
4. (i) Explain the concepts of: (a) just-in-time (JIT) inventory control, (b) flexible manufacturing, and (c) lean manufacturing.  
(ii) Explain the concepts of computer-aided design (CAD) and computer-aided manufacturing (CAM) and their use in the clothing industry.  
(iii) The greatest productivity problem in Canada is reported to be the service sector. Explain the various approaches that can be taken to improve productivity in the service sector.
5. (i) Explain the three components of a master budget: (a) an operating budget, (b) a capital budget, and (c) a cash budget.  
(ii) What are the advantages and disadvantages of issuing stock?  
(iii) What are the differences between common stock and preferred stock?
6. (i) State the current problems faced by human resource management.  
(ii) What scheduling plans can be used to adjust to employees' needs for flexibility?  
(iii) Explain the methods used to develop managerial skills in a company. How does networking fit into this process?
7. In the case of Phillips Cable Ltd., in Brockville, Ontario, 350 workers lost their jobs when the plant was closed. This occurred despite drastic worker concessions in 1991 that were supposed to be "the miracle cure to keep the operations afloat." Brian McDougall, president of Local 510 of the Communications Energy and Paperworkers Union of Canada, said that everyone was devastated, in shock and disbelief. Answer the following questions:  
(i) What would you recommend to union workers whose employer is threatening to close down unless they agree to wage or other concessions?  
(ii) Is there some alternative to cutting wages or closing down? What is it?  
(iii) Union workers often feel that the company is bluffing when it threatens to close. How can such doubts be settled so that more open negotiations can take place?

(iv) Laws have been passed that require plants with more than a certain number of employees to give up to six months' notice of intention to close. Do you think that such legislation helps businesses to show employees that they are serious about closing a plant and thus get concessions from labour? Are such tactics ethical? Do these laws have any effect on investment decisions