

National Exams May 2008
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) State the restrictions imposed on some workers regarding their rights to strike Name the various types of employees for when government have passed back-to-work legislation
(ii) One of the most important clauses in a union contract deals with the *conditions* attached to hiring employees Explain the four types of *conditions* (shops)
(iii) State the tactics followed by the management and labour, when negotiations breakdown
- 2 (i) Explain the five characteristics of work in job enrichment theory that are believed to be important in affecting individual motivation and performance
(ii) State your understanding of (a) job simplification, (b) job enlargement and (c) job rotation
(iii) Explain the concept of Skinner's reinforcement theory of motivation with particular reference to the use of positive and negative reinforcement to motivate employee behaviour
- 3 (i) In marketing process explain the concept of (a) societal orientation, (b) relationship marketing, and (c) green product
(ii) State the marketing process or mix followed by the marketing manager to please customers
(iii) Explain the concept of target or bull's eye marketing especially for small business
- 4 (i) Explain the various approaches that can be taken to improve productivity in the service sector
(ii) Explain the concepts of (a) just-in-time inventory control, (b) flexible manufacturing, and (c) lean manufacturing
(iii) Why is site selection for manufacturing so important? What criteria are used to evaluate different sites?
- 5 (i) Explain the steps that are followed in financial planning
(ii) Distinguish between short-term and long-term financing and between debt and equity capital
(iii) Explain the features of (a) common stock, (b) preferred stock, and (c) cumulative preferred stock
- 6 (i) Explain the six steps followed in human resource planning
(ii) Explain how laws are affecting human resources management
(iii) Describe the methods companies use to recruit new employees and explain some of the problems that make recruitment difficult
- 7 Many Canadian companies have adopted a form of workforce management that they believe will enable them to compete better in the world market They keep a "core of managements and valued workers" whom they favour with good benefits and permanent jobs They take on and shed other workers as business spurts and slumps " These jobs pay less and have few if any benefits Answer the following questions

- (i) What is likely to be the impact of this trend on employee motivation? Will temporary workers be as motivated as permanent employees, especially if they continue to look for a "decent" job?
- (ii) How will this, in turn, affect production and service to customers? Given the growing importance of teamwork and cooperation, is quality production likely to suffer?
- (iii) What are the long-term impact on the competitiveness of companies?
- (iv) How can companies develop employees' long-term loyalty in such circumstances?

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Marking Scheme (marks)

- 1 (i) 7, (ii) 7, (iii) 6
- 2 (i) 7, (ii) 6, (iii) 7
- 3 (i) 7, (ii) 7, (iii) 6
- 4 (i) 6, (ii) 7, (iii) 7
- 5 (i) 6, (ii) 7, (iii) 7
- 6 (i) 7, (ii) 7, (iii) 6
- 7 (i) 5, (ii) 5, (iii) 5, (iv) 5