

National Exams May 2012
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.

Marking Scheme (marks)

1. (i) 6, (ii) 7, (iii) 7
2. (i) 6, (ii) 8, (iii) 6
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) 6, (iii) 7
7. (i) 5, (ii) 4, (iii) 5, (iv) 6

National Examination May 2012
98-CS-3, Management Concepts for Engineers

1. In a highly competitive, technological and globalized business world, labour-management is difficult considering the current economic problems involving massive layoffs and plant closings. Explain the following:
 - (i) What must management do to compete more effectively under the current situation?
 - (ii) What are the issues involved from the labour and management viewpoints?
 - (iii) What are some important issues unions are currently championing?

2.
 - (i) Motivation is the key to releasing employee's power. State the key areas of endeavour that will promote employee motivation.
 - (ii) Explain the following concepts used to motivate workers to improve worker productivity: (a) job characteristics/enrichment, (b) job enlargement and (c) job rotation.
 - (iii) Explain the manner by which team work between managers and workers can be built through communication.

3.
 - (i) In the marketing process, explain the concepts of: (a) societal orientation, (b) relationship marketing and (c) green product.
 - (ii) What are the elements of marketing process or mix followed by the marketing manager to please customers.
 - (iii) What are the steps followed in the market research process.

4.
 - (i) What is your understanding of total quality management (TQM) in an organization?
 - (ii) Explain the concepts of: (a) critical path method (CPM), (b) program evaluation and review technique (PERT), and (c) Gantt chart.
 - (iii) State the manner by which the company can deal with people or worker problems while introducing a new technology, such as industrial robots in a company.

5.
 - (i) What is your understanding of financial control and its importance in financial management of a company?
 - (ii) Explain the reasons for fluctuation of the prices of shares in a stock market.
 - (iii) What are the advantages and disadvantages of issuing bonds?

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