

NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

FACULTY OF INDUSTRIAL TECHNOLOGY

DEPARTMENT OF INDUSTRIAL & MANUFACTURING ENGINEERING

2nd SEMESTER EXAMINATIONS AUGUST 2009

INDUSTRIAL MANAGEMENT 11 TIE 3216

Instructions to Candidates

Time Allowed 3 hours

- 1. Answer Five Questions only**
- 2. All questions carry 20 marks each.**

QUESTION 1.

Control in Management

- a) Briefly describe and explain **the 5 qualities of an effective control system.** [6]
- b) State two each, the advantages and disadvantages **of the following control methods:**
 - i. Concurrent control method [4]
 - ii. Forward feed control method [4]
- c) How can a manager use the following as control tools in their everyday work;
 - i Culture [2]
 - ii Stock control [2]
 - iii. Bureaucracy [2]

QUESTION 2

Organizational Conflicts

- a) In managing organizational conflict, clearly **explain and give one example each** of what is meant by the following terms:
 - i. Collective bargaining. [2]
 - ii Arbitration. [2]
 - iii Conciliation. [2]
 - iv Mediation. [2]
 - v. Disputes of rights, and [2]
 - vi. Disputes of interests. [2]
- b) Why is it sometimes essential for management to stimulate conflict?
Give two reasons for your answer. [4]
- c) Where in the communication process is distortion likely to occur. How would you remedy this as manager? [4]

QUESTION 3

Motivation

- a) How do motivational theories differ from motivational concepts?
Give two examples for each. [4]
- b) In assigning work to employees, how would you use your knowledge of Theory X and Theory Y concepts? [4]
- c) Money is not a motivational tool. Explain giving four practical examples to support your position [4]
- d) Explain how management can use the following theories to boost production in their companies:
 - i. Vroom's Expectancy theory. [2]
 - ii. Equity theory. [2]
 - iii Drive reduction theory and. [2]
 - iv. Extrinsic motivation. [2]

QUESTION 4

Communications

- a) Define a basic communication process [4]
- b) Describe four possible barriers to communication that can bring about conflict in an organization?
- c) How can management take good advantage of this knowledge to create a positive working environment? [8]
- d) Explain how :
 - i. Filtering [2]
 - ii. Positive decoding [2]
 - iii. Feedback and [2]
 - iv. Selective perception, can determine the quality of communication in a company. [2]

QUESTION 5

Industrial Relations

- a) Define what you understand by industrial relations. [5]
- b) Of what use is the tripartite system to an ordinary worker? [5]
- c) Why is there general mistrust between the members of the system during any discussions? [5]
- e) How does this mistrust manifest itself? [5]

QUESTION 6

General

- a) Explain and justify why the use of a) budget and b) audit systems can be better control methods that management can use.. [5]
- b) Describe how the major components of a tripartite system represent and are of benefit to their respective constituencies. [5]
- c) Identify any one of the key conflict resolution techniques and explain how you would use it on a workforce that is striking for an improvement to their working conditions in particular transport and housing allowances. [10]

END OF EXAM