



**NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**FACULTY OF ENGINEERING**

**DEPARTMENT OF INDUSTRIAL AND MANUFACTURING ENGINEERING**

**Bachelor of Engineering Honours Degree Industrial and Manufacturing Engineering**

**INDUSTRIAL MANAGEMENT**

**EIE 3123**

**FIRST SEMESTER EXAMINATION**

**DECEMBER 2024**

**This examination paper consists of 3 pages.**

**Time Allowed:** 3 hours  
**Total Marks:** 100  
**Special Requirements:** Nil  
**Examiner's Name:** Eng B. Sarema  
**External Examiner:**

**INSTRUCTIONS TO CANDIDATE**

1. Answer only **four (4)** questions.
2. Each question carries 25 marks.
3. This paper contains six (6) questions.

### Question 1

Using an organisation of your choice, identify the three managerial positions in engineering, one at each management level and give the associated roles and responsibilities.

- a) State the name of the company. [1]
- b) Give a short description of the operations of the company. [6]
- c) Identify the three managerial positions in engineering. [3]
- d) Describe the roles and responsibilities for each position. [15]

### Question 2

Figure Q2 shows Katz's essential managerial skills requirements for the different roles in an organisation.

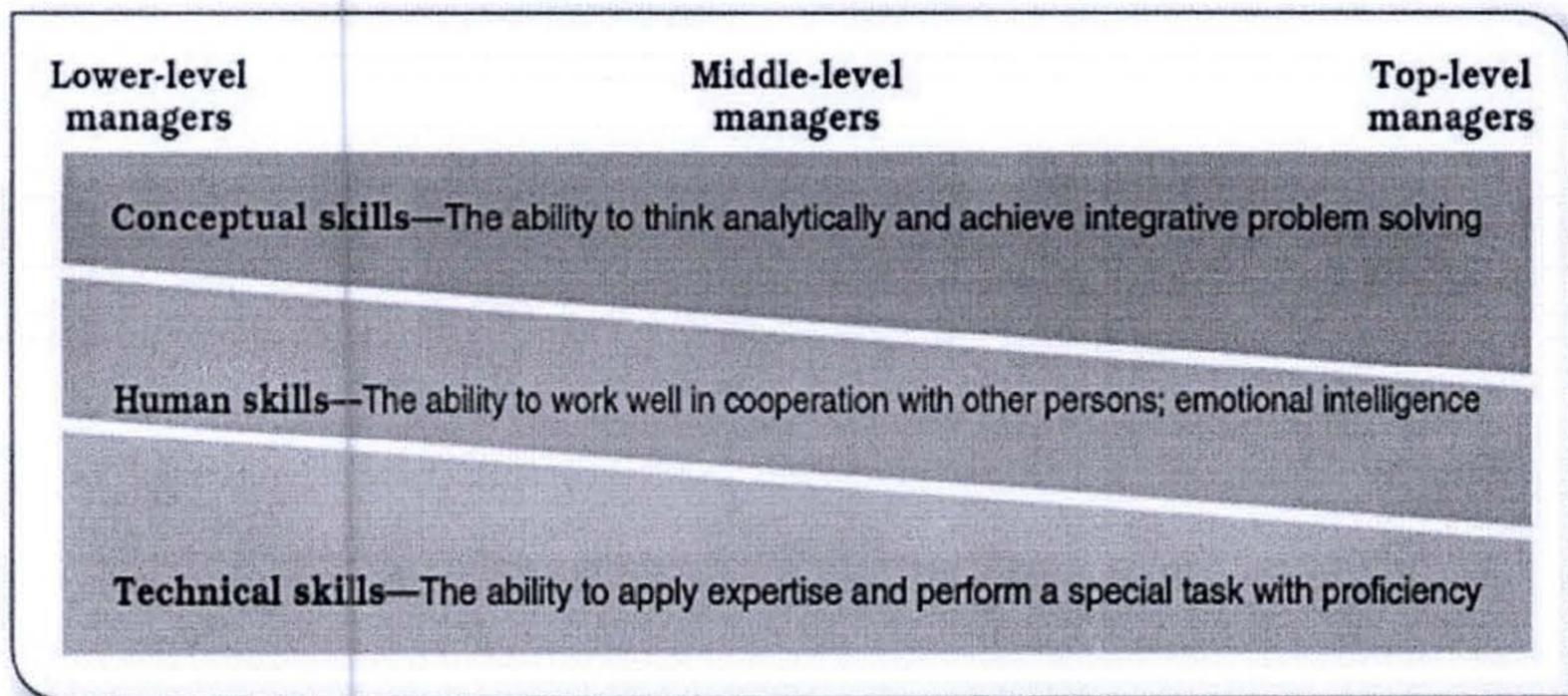


Figure Q2: Katz's essential managerial skills requirements.

- a) Explain the balance of skills required for each management level in an organisation as depicted in Figure Q2. [13]
- b) Explain the challenges that could be faced at each level due to an imbalance of the skills. [12]

### Question 3

The Small and Medium Enterprises Development Ministry wishes to engage a consultancy to help SMEs formalise operations by setting up organisational structures in their companies. Prepare a report for the Ministry on how you can apply classical management theories to help the SMEs.

[25]

### Question 4

- a) Explain the labour rights enshrined in Section 65 of the Zimbabwean Constitution. [12]
- b) Develop a flow chart to resolve a labour dispute in an organization. [13]

### Question 5

- a) Distinguish between autocratic and democratic leadership styles. [5]
- b) State the pros and cons of the autocratic leadership style [10]
- c) State the pros and cons of the democratic leadership style [10]

### Question 6

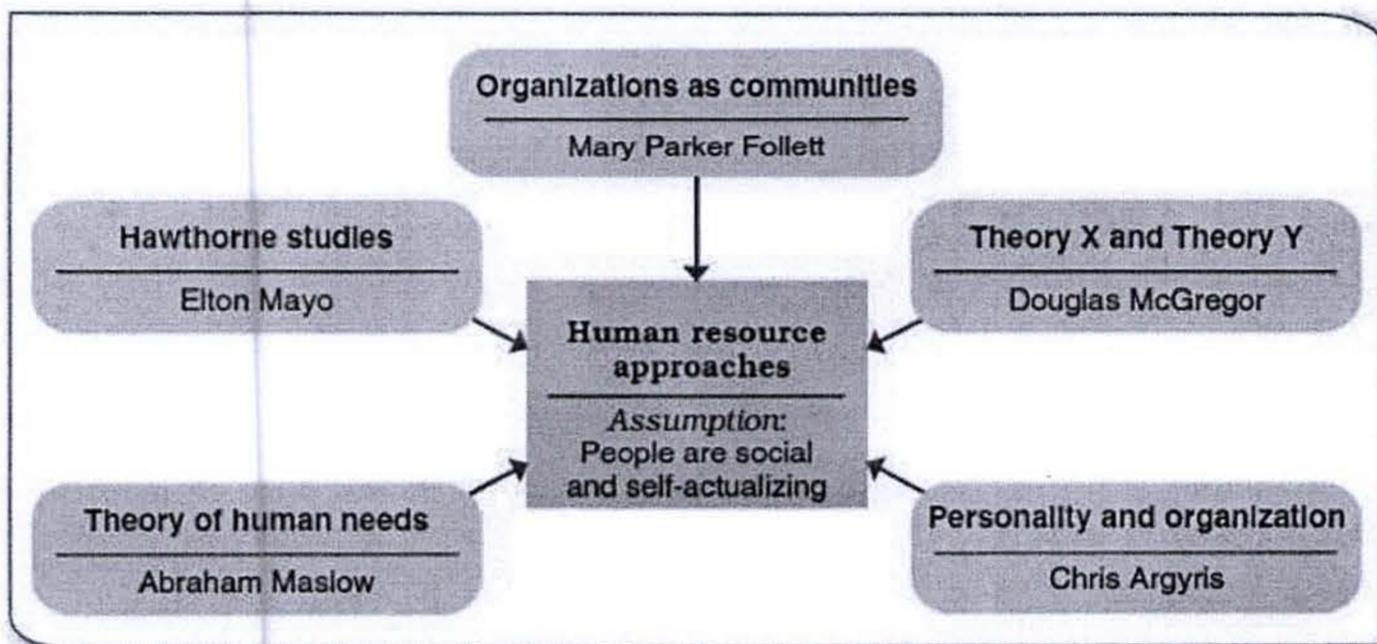


Figure Q6: Humanistic Theories to Management

An organisation is exploring ways of motivating its employees towards achieving organizational goals. You are tasked to develop a presentation for the human resources department on how the organization can apply any two humanistic theories towards motivating its employees to improve performance.

[25]

END OF EXAMINATION

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