



MACHAKOS UNIVERSITY

University Examinations for 2020/2021

SCHOOL OF ENGINEERING AND TECHNOLOGY

DEPARTMENT OF MECHANICAL AND MANUFACTURING ENGINEERING

SECOND YEAR FIRST SEMESTER EXAMINATION FOR

DIPLOMA IN MECHANICAL ENGINEERING (PLANT AND AUTOMOTIVE)

INDUSTRIAL ORGANIZATION AND MANAGEMENT (I.O.M)

DATE: 1/9/2021

TIME: 8:30 – 11:30 AM

INSTRUCTIONS

➤ *Attempt all the given Questions*

QUESTION ONE (20MARKS)

- (a) (i) State any **FOUR** characteristics of management. (2 marks)
- (ii) Describe any **THREE** levels of management giving **TWO** activities carried out at each level. (9 marks)
- (b) Explain any **TWO** contributions of the following pioneers of Management to the development of Management practices.
- (i) Fredrick Taylor.
- (ii) Max Weber.
- (iii) Elton Mayo. (9 marks)

QUESTION TWO (20MARKS)

- a) State and explain any **THREE** skills which one requires to be an effective Manager. (6 marks)
- b) State and explain any **FOUR** principles of management. (8 marks)
- c) Explain any **THREE** activities carried out in planning as one of the functions of management. (6 marks)

QUESTION THREE (20MARKS)

- a) Describe the following theories of organizations;
- (i) Systems Organizational Theory.
 - (ii) Classical Organizational Theory.
 - (iii) Contingency Organizational Theory. (9 marks)
- b) Although delegation is so critical to effective management of an organization, many managers are reluctant to delegate. Highlight FOUR reasons for this tendency. (4 marks)
- (c) (i) List **FOUR** factors that influence span of control in an organization (4 marks)
- (ii) List and explain any THREE principles of delegation. (3 marks)

QUESTION FOUR (20MARKS)

- a) Explain any **FOUR** principles of an organization. (8 marks)
- b) Describe the following theories with regard to sources of authority.
- (i) Formal authority theory (3 marks)
 - (ii) Competence authority theory (3 marks)
- c) With the aid of a diagram differentiate between vertical and horizontal organization structures. (6 marks)

QUESTION FIVE (20MARKS)

- a) Describe any **THREE** functions of a personnel manager. (3 marks)
- b) Describe any **THREE** objectives of the human resource department. (6 marks)
- c) Highlight **FOUR** reasons for offering orientation programmes to newly-employed workers in an organization. (4 marks)
- d) Describe the various steps involved in the employee selection process. (7 marks)