



# TECHNICAL UNIVERSITY OF MOMBASA

FACULTY OF ENGINEERING AND TECHNOLOGY

DEPARTMENT OF MECHANICAL & AUTOMOTIVE ENGINEERING

**UNIVERSITY EXAMINATION FOR:**

**DIPLOMA IN MECHANICAL ENGINEERING**

**EME 2301 : INDUSTRIAL ORGANISATION & MANAGEMENT II**

**END OF SEMESTER EXAMINATION**

**SERIES: APRIL 2016**

**TIME: 2 HOURS**

**DATE: Pick Date Apr 2016**

## Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of Choose No questions. Attempt Choose instruction.

**Do not write on the question paper.**

**PAPER ONE**

## **Question ONE**

- (a) (i) Explain the term "Organization"  
(ii) State THREE factors to consider when setting up an organization [5Marks]
- (b) (i) Explain the characteristics of a line Organization  
(ii) State any TWO advantages and TWO disadvantages of Line Organizations. [7Marks]
- (c) (i) Define the term Span of control with respect to an organization structure.  
(ii) State the factors to consider in determining the correct size of span of control. [5Marks]
- (d) State THREE qualities of an effective leader [3Marks]

## **Question TWO**

- (a) Define the following terms  
(i) Responsibility

- (ii) Duties
- (iii) Authority

[3Marks]

(b) Explain FIVE aspects of the management process

[10Marks]

- (c) (i) Define the term “Delegation”
- (ii) Explain the advantages and disadvantages associated with delegation

[7Marks]

### **Question THREE**

(a) Explain the contributions of the following pioneers to management theories

- (i) Fredrick W. Taylor
- (ii) Henry Fayol

[10Marks]

(b) Describe the process of Management By Objectives (MBO).

[8Marks]

(c) Explain the role of a manager in an organisation

[2Marks]

### **Question FOUR**

- (a) (i) Describe Herzberg Theory of motivation
- (ii) State FOUR limitations of Maslow theory of motivation

[8Marks]

- (b) (i) State the functions of a trade union.
- (ii) Explain how discipline can be maintained in an organisation

[8Marks]

### **Question FIVE**

(a) Explain the following functions of a manager:

- (i) Planning
- (ii) Coordinating
- (iii) Forecasting
- (iv) Budgeting

[8Marks]

(b) (i) Define the term management.

(ii) Differentiate between specific and general objective of an organisation

[6Marks]

(c) Explain what is meant by “UNITY OF COMMAND” in an organisation.

[2Marks]

(d) Explain the importance of accountability in roles in an organisation.

[4Marks]