COVENANT UNIVERSITY

TUTORIAL KIT

PROGRAMME: IRH

ALPHA SEMESTER

400 LEVEL

Raising A New Generation Of Leaders

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COVENANT UNIVERSITY
CANAANLAND, KM 10, IDIROKO ROAD
P.M.B 1023, OTA, OGUN STATE, NIGERIA.
TITLE OF EXAMINATION: B.Sc EXAMINATION
COLLEGE: Business and Social Sciences
SCHOOL: Business
DEPARTMENT: Business Management
SESSION: 2014/2015 **SEMESTER:** ALPHA
COURSE CODE: IRH411 **CREDIT UNIT:** 3
COURSE TITLE: Comparative Industrial Relations System & Theory
INSTRUCTION: Answer Question no. 1 and any other FOUR (4) Questions. **TIME:** 2.5 hrs

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Question 1 – (Compulsory)
 (a) Industrial Relations is viewed as a sub-system in a larger Industrial Society; briefly explain the term 'system' in this context.
(2 marks)
 (b) Most studies in Industrial Relations focus on the institutions and individuals that are involved in the process, briefly discuss these institutions.
(6 marks)
 (c) Briefly explain the concept of comparative industrial relations and enumerate three (3) importance of this phenomenon
(3 marks).
 (d) Briefly discuss five (5) reasons why Comparative Industrial Relations system & theory is taken as a course (5 marks).
 (e) Enumerate four (4) challenges militating against the study of Comparative Industrial Relations System & Theory
(4 marks)

Question 2
Australia Industrial Relation System is argued to be a unique system, distinct and organized, which birthed a 'constitution' known as Australian Workplace Agreement (A.W.A).
 (i) Enumerate the basic components of A.W.A.
  (3 marks)
 (ii) Why was Collective Bargaining not included in A.W.A.?
  (3 marks)
 (iii) Do you support these justifications?
  (3 ½ marks)
 (iv) Why is ACTU regarded as famous enemy of A.W.A?
  (3 marks)

Question 3
Japan is an industrialized nation; and it is the second largest economic power in the world. However, it is believed that job security is very high in Japan.
 (i) Enumerate the characteristics of Japan Industrial relations.
  (2 ½ marks)
 (ii) Briefly explain the actors in the Japanese Industrial Relations System.
  (6 marks)
 (iii) Identify the problem areas facing Japanese Industrial Relations Actors.
  (4 marks)

Question 4

Kuwait as a nation is rich in petroleum and natural gas. However, labour law is regulated by the Ministry of Social Affairs & Labour.

    (i)   Identify three laws that apply to the private sector.
               (3 marks)

    (ii)   Discuss the position of Kuwait labour law regarding the concept of minimum wage.
               (3 marks)

    (iii)   The year 2011 witnessed an unprecedented wave of strikes and industrial action in the public sector,
               explain the cause(s) and how this was resolved.
               (6 ½marks)

Question 5

Compare and contrast the practice of Industrial relations between Austria and Germany under the following: Trade Unionism; Collective Bargaining; and the concept of Minimum Wage.
               (12½marks)

Question 6

As obtained in the World Economic Forum in 2010, Sweden was second in global competitiveness. Sweden is known for its stable economy and Labour movement in Sweden can be traced back to the 1850s.

    (i)   Describe the main actors in Swedish Industrial relations.
               (6 marks)

    (ii)   Enumerate the impact of collective bargaining in the Swedish Labour Market
               (2 marks)

    (iii)   Briefly explain the importance of the social partner.
               (2 marks)

    (iv)   Highlight lessons Nigeria can draw from Swedish Industrial Relations policies and practices   *(2½ marks)*

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P.M.B 1023, OTA, OGUN STATE, NIGERIA

TITLE OF EXAMINATION: B.Sc. DEGREE EXAMINATION

COLLEGE: Leadership Development Studies

SCHOOL: Human Resources Development

DEPARTMENT: Psychology

SESSION: 2014/2015   **SEMESTER:** Alpha

COURSE CODE: IRH 415   **CREDIT UNIT:** 3

COURSE TITLE: Industrial Psychology

TIME: 3hrs

DATE: November 2014

INSTRUCTION: Answer question (4) and any two others

Question 1

(a)   Why did pre 2004 Pension Reform Act Schemes in Nigeria Fail?

(b)   State Ten significant Changes brought about by the Pension Reform Act 2004.

20 marks

Question 2

Succession Planning requires organizational management sometimes looking inward in order to fill vacant positions forecasted within the organization. Discuss the advantages and disadvantages of internal recruitment.

20 marks

Question 3

What are the major determinants of Job satisfaction?

20 marks

Question 4

The Marketing Manager of Boulous Nig. Plc gave two field sales representatives Tunde and Bayo different increase in pay because each had done a good job.

Tunde was highly pleased with this recognition, he felt he was respected and rewarded because the raise placed him in higher income bracket.

The other Sales representative Bayo was angered because he knew the raise amounted to minimum standard available, so he considered it an insult that he was not properly recognized, and he saw this small increase as a senior blow to his esteem and self respect. This scenario has now led Bayo to exhibit dysfunctional behaviour and non- chalant attitude to his work.

Required:

(i)   Use a theory of motivation to explain Bayo's behaviour.

(ii)   How do you think he could be adequately motivated?

30 marks

Question 5

Write short notes on any three of the following.

(a)   Objective personnel selection

(b)   Subjective personnel selection

(c)   Job analysis

(d)   Job specification

20marks

Question 6

Name three consequences of Job satisfaction.

20marks

MARKING SCHEME

IRH 415

Question 1

(a)   Lack of actuarial valuation of assets and liabilities of the scheme. There was always a huge deficit between the Funds of the schemes and the actual amounts due to retirees.

(b)   The tendency of trustees who are mostly employees to bend to the wishes of the Management.

(c)   Lack of Fund due to dwindling government and private sector allocation for pensions to keep up with increase in the number of Pensioners.

(d)   The wrong notion that pension fund are free or idle money as against amounts set aside to meet future liabilities due to employees.

(e)   Lack of transparency as the employees had no means of finding out the actual amount due to them.

(B)

(a) Unified the pension arrangements for all employees of the public service of the Federation. Federal capital territory and Private sector (except if the number of employee is less than Five.

(b) Establishment of a Uniform set of rules, regulations and standards for the administration and payments of retirement benefits for the Public service of the Federation, Federal Capital Territory and the Private sector.

(c) Made it mandatory for the Federal Capital Territory, Federal Government and Private Sector to set up a contributory Pension Scheme for payment of retirement benefits of their employees.

Question 2

Advantages of Internal Recruitment:

 (i) It saves cost on advertisement
 (ii) It motivate the employees
 (iii) Familiarity enhances productivity
 (iv) It saves cost of training new employees.
 (v) It reduces political pressure from powerful quarters.
 (vi) It increases staff sense of belonging.
 (vii) It prevents repetition of orientation programme.
 (viii) It builds internal cohesion and team spirit.

Question 3

 (i) Demographic variables
 (ii) Security
 (iii) Pay
 (iv) Supervision
 (v) Working condition
 (vi) Intrinsic feature of work
 (vii) Recognition
 (viii) Occupational level.

(B)

  (i) Absenteesm

  (ii) Labour Turnover

  (iii) Productivity

  (iv) Life satisfaction (Career work, Non work)

Question 4

The most appropriate theory that can be used to explain Bayo's behavior is the Equity theory of motivation. The equity theory of motivation is basically concerned with defining what individuals in our society consider being equitable (fair) and their reaction to being in situation they perceive as unfair.

The theory simply says that an individual compares the ratio of his inputs and outcomes to the input outcomes ratio of another individual whom he believes to be comparable to him.

Persons rewards = Other reward - Equity Person

Person input   Other input

$$\underline{\text{Persons reward}} \quad = \quad \underline{\text{Other reward}} \quad = \text{ inequity}$$

Person input   Other input

(B)

      Ways by which Bayo could be motivated are as follows:

(i)   Use flexible work schedules
(ii)   Ensure that pay is based on performance
(iii)   Full appreciation
(iv)   Good pay
(v)   Good and favourable company policy
(vi)   Link reward to performance.

Question 5

(a) Objective personnel selection process goes beyond the traditional idea of finding the right man for the current vacancy, it embraces the concept of hiring persons potentially suited for the next job in the hierarchy.
Objective personnel selection is the process of using objective developed standards, common criteria or norms to select the right persons for the right jobs.

(b) Subjective personnel selection based on personal norms and criteria.
(c) Job analysis combine the Job description and skill
(d) Job specification talks about human requirement.

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TITLE OF EXAMINATION: B.Sc EXAMINATION
COLLEGE: Business and Social Sciences
SCHOOL: Business **DEPARTMENT:** Business Mgt.
SESSION: 2014/2015 **SEMESTER:** ALPHA
COURSE CODE: IRH 416 **CREDIT UNIT:** 3 units
COURSE TITLE: Organizational Structure and Design
INSTRUCTION: Answer Question No. 1 and any other three questions **TIME:** 3 HOURS

1. a. What do you understand by organizational structure and design?   (4   marks)

    b. Why do we study organizational structure/design?   (6   marks)

    c. Succinctly explain the major Components/ Dimensions of Organizational Structure   (5   marks)

    d. Enumerate and explain the Determinants of Organizational Structure?(7 marks)

2. a. What are the four key Design decisions? Explain the advantages and disadvantages with relevant examples.   (12 marks)

    b. Do the benefits of decentralization outweigh the costs?   (4   marks)

3.a. Explain the Organizational Design models using relevant examples (11 marks)

b. What are the basic organizational structure issues in the workplace?(5 marks)

4. Identify and succinctly explain the various types of organizational structures known to you, indicating the advantages, disadvantages and a diagram for each and with examples to illustrate your explanation.
    (16 marks)

5. Explain the relationship between the Structural Roles of Managers Today versus Managers of the Future   (16 marks)

6. Write extensively on the following:

   i. Multinational Structure and design   (4   marks)

   ii. Virtual Organizations   (4marks)

   iii. Boundaryless Organizations   (4marks)

   iv. Symptoms of Structural Weakness   (4   marks)

MARKING GUIDE

1. **a.** Students are expected to explain the term "organizational structure and design" with ALL its contents in their own words as stated below:grouping jobs; defining relationship between positions; defining the levels of management in organizations; ensuring orderliness and achievement of organizational goals in order to avoid conflict; It explains how various jobs/positions, responsibilities and activities are arranged, organized and coordinated for the purpose of achieving corporate goals.
   (2 marks)

   Students are also expected to explain the term "organizational design as indicated below: Organizational design should be seenas a step-by-step methodology which identifies and determines the aspects of work flow, procedures, structures and systems, realigns them to fit current business realities/goals and then develops plans to implement the new changes. *(2 marks)*

   b. Students are expected to enumerate the importance of organizational structure/designas indicated below: *(1 mark * 6points = 6 marks)*

   Personal identity: *To know individual positions;* **Determination of responsibility**: to show the duties, roles and responsibilities of each individual;**Establishments of authority**: it shows individuals who their immediate and ultimate superiors are, and also who are accountable to him; **Increased efficiency**: it helps to identify where there are duplication of functions or role conflict; **Facilitates co-ordination of activities**: the patterns of work flow from one dept./stratum to another are established; **Orderliness to avoid conflict; Division/specialization;** Chain of command, authority, discipline, task specialization, and other aspects of organizational power and job separation.

   c. Students are expected to succinctly explainthe five principal components/dimensionsof organizational structure/designas indicated below: *(1 mark * 5 points = 5 marks)*

   Formalization: This involves the process of by which rules, policies, procedures and instructions are written down and followed accordingly; **Specialization/ Division of work**: This involves the process tasks, roles and responsibilities are divided in relation to employees' area of specialization; **Centralization and Decentralization**: Centralization: it is the manner at which decisions are made by limited personnel at top management level. On the other hand, Decentralization: it is the manner at which decisions are made at the lower level of the organization; **Standardization**: This involves having certain standards or uniform procedures for handling certain matters in the organization. E.g conflict management style; **Configuration**: This focuses on the shape of the organization. E.g tall or flat. Information about this can be found in an organizational chart or organogram.

d. Students are expected to enumerate and explain the Determinants of Organizational Structureas indicated below: *(1 mark * 5 points = 5 marks + 2 marks for enumeration = 7 marks)*

This includes **organizational goals and objectives** *(clearly defining the goal, communicate the goal);* **Nature of the Task(** What is it to be done? * When is it to be done? * Where is it to be done? * How is it to be done?); **Technology** *(*Technology is another means of flattening the organization. The use of computer networks and software designed, the use of intranets to make company information readily accessible, rapid rise of such technology has made managers, technicians, suppliers, distributors, and customers connect digitally rather than physically); **The Environment** *(*No organization can exit without an environment, and also the environment largely influences the structure of every organization and it includes: suppliers, competitors, regulatory agencies, customers, technological conditions); **Size of the Organization** *(* No doubt the size of the organization influences its structure: The size can be small, medium and large)

2. Students are expected to identify and explain the four key Design decisions as indicated below: *(3 marks * 4points = 12 marks)*

    i. Division of labor – concerns the extent to which jobs are specialized. It is the process of dividing work into relatively specialized jobs to achieve advantages of specialization. The degree to which tasks in the organization are divided into separate jobs with each step completed by a different person. Overspecialization can result in human diseconomies from boredom, fatigue, stress, poor quality, increased absenteeism, and higher turnover.Division of Labor occurs in three different ways Personal specialties (e.g., accountants, software engineers, graphic designers, scientists, etc.), Natural sequence of work (e.g., dividing work in a manufacturing plant into fabricating and assembly (*horizontal specialization*), Vertical plane (e.g., hierarchy of authority from lowest-level manager to highest-level manager.

    ii. Delegation of Authority - Management decides how much authority should be delegated to each job and to each jobholder. Delegation of Authority – Process of distributing authority downward in an organization. Centralization (degree to which decision-making is concentrated at a single point in the organizations), Decentralization (organizations in which decision-making is pushed down to the managers who are closest to the action. It facilitates employee empowerment, increasing the decision-making). Formalization (degree to which jobs within the organization are standardized and the extent to which employee behavior is guided by rules and procedures)

    iii. Departmentalization– Process in which an organization is structurally divided by combining jobs in departments according to some shared characteristic or basis.

        Departmental Bases:
        ✓ *Functional Departmentalization*
        ✓ *Geographic Departmentalization*
        ✓ *Product Departmentalization*
        ✓ *Customer Departmentalization*

    iv. Span of Control
        ▪ Number of individuals who report to a specific manager
        ▪ The number of employees who can be effectively and efficiently supervised by a manager.

- o Width of span affected by:Skills and abilities of the manager, Employee characteristics, Characteristics of the work being done,Similarity of tasks
- o Complexity of tasks, Cordial relationship with subordinates,Standardization of tasks

b. Student are expected to explain the benefits of decentralization to the success of organizational structure/design. *(1/2 mark * 8points = 4 marks)*

3. a. students are expected to explain the relationship between two Organizational Design models, as indicated below:

S/N	Process	Mechanistic structures	Organic structures
1	Leadership	Includes no perceived confidence and trust between superiors and subordinates.	Includes perceived confidence and trust between superiors and subordinates.
2	Motivation	Taps only physical, security, and economic motives, through use of fear and sanctions.	Taps a full range of motives through participatory methods.
3	Communication	Information flows downward and tends to be distorted, inaccurate, and viewed with suspicion by subordinates.	Information flows freely: upward, downward, and laterally. The information is accurate and undistorted.
4	Interaction	Closed and restricted. Subordinates have little effect on departmental goals, methods, and activities.	Open and extensive. Both superiors and subordinates are able to affect departmental goals, methods, and activities.
5	Decision	Relatively centralized. Occurs only at the top of the organization.	Relatively decentralized. Occurs at all levels through group processes.
6	Goal setting	Located at the top of the organization, discouraging group participation.	Encourages group participation in setting high, realistic objectives.
7	Control	Centralized. Emphasizes fixing blame for mistakes.	Dispersed throughout the organization. Emphasizes self-control and problem solving.
8	Performance goals	Low and passively sought by managers, who make no commitment to developing the organization's human resources.	High and actively sought by superiors, who recognize the need for full commitment to developing, through training, the organization's human resources.

*(1 mark * 8points = 8 marks)*

b. Students are expected to identify the five (5) basic organizational structure issues in the workplace?*(1mark * 5points = 5 marks)*

- How to group *tasks* into individual jobs.
- How to group *jobs* into functions and divisions.
- Coordinating *functions* and divisions.

- Allocating *authority*.
- Types of *integrating* mechanisms.

4. Students are expected to identify and succinctly explain the various types of organizational structures known to them, indicating the advantages, disadvantages and a diagram for each and with examples to illustrate the explanation. *(4 marks * 4points = 16 marks)*

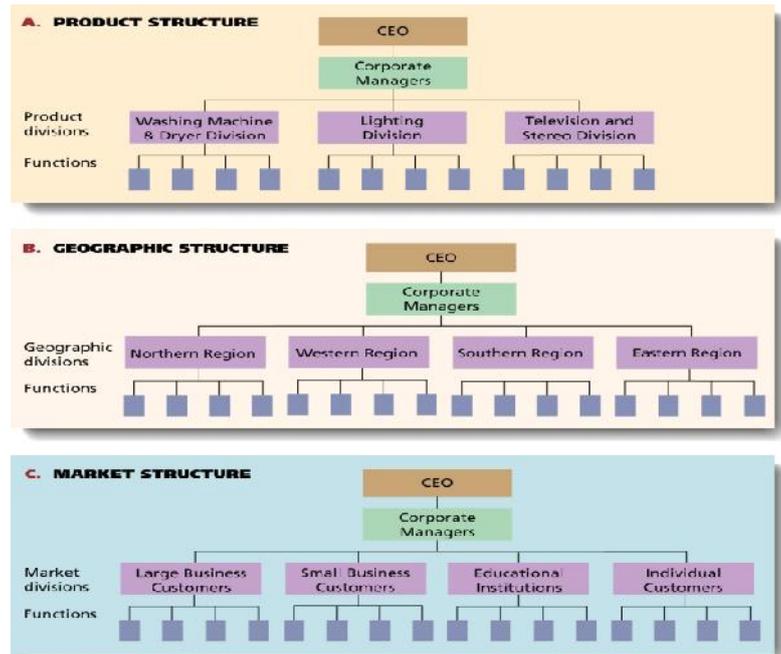| a. **Functional design**	**Diagram**
Employees are grouped together according to their similar functions, tasks, skills or activities. ***Benefits of functional structure:*** • *Efficient use of resources;* • *In-depth skill development;* • *Clear career paths;* • *Strategic decisions are made on the top of the organization.* ***Disadvantages:*** • *Slow decision making* • *Poor coordination across functions.*	
b. **Line organizational structure**	
This has a very specific line of command. The approvals and orders in this kind of structure come from top to bottom in a line. Hence the name line structure. This kind of structure is suitable for smaller organizations. This is the sort of structure allows for easy decision making, and is very informal in nature. They have fewer departments, which makes the entire organization a very decentralized one.	

|	
c. Divisional design This is suitable for medium sized to big companies, expanding geographically or on customer base.A Divisional design means that all activities needed to produce a good or service are grouped into an anonymous unit. *Forms of divisional design* • *Product division. Each unit is for a single product or a group of related products. Division by products is created when there is specific in the production process;* • *Customer division. Organization sells products to diverse group of customers.* • *Geographic division. It is advantageous when is necessary to locate facilities close to customers who have differences in regional tastes or needs.*	**Diagram**
GEOGRAPHIC STRUCTURE Geographic structure – large organizations have offices at different place, for example there could be a north zone, south zone, west and east zone. The organizational structure would then follow a zonal region structure.	
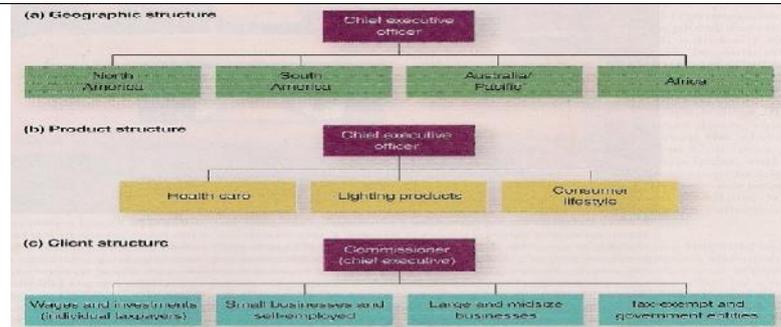
Hybrid/Matrix design

Hybrid design is one that has divisional units but also have functional departments specialized and centralized in the headquarter.

Strengths of hybrid design:

• *Simultaneous coordination;*
• *Integration of goals with objectives; it provides autonomy for the divisions to modify their objectives based on unique situations.*
• *Adaptability and efficiency. Adapt to the opportunities of the environment.*

Matrix design

• *It implements functional and divisional structures simultaneously in each department.*

- *The worker in each department is being supervised by two bosses at the same time.*
- *It is suitable for the following situations:*
- *Environmental pressure exists for a dual focus;*
- *Large amount of information needs to be processed;*
- *Innovations are performed*
- *Organization is working on several projects together.*
- *Efficiency is needed in the use of resources.*

Strengths of Matrix: **Weaknesses of Matrix**

- *Provides flexibility;Creates dual authority confusion;*
- *Encourages resource efficiency;Is time consuming;*
- *Enhances skill development;Generates high implementation cost;*
- *Increase motivation and commitment;Requires interpersonal skill training;*
- *Helps top management in planning process.Spawns power struggle.*

5. Structural Roles of Managers Today versus Managers of the Future: students are expected explain this using the diagram below:*(1 mark * 16points = 16 marks)*

Roles of Managers Today	Roles of Future Managers
1. Strictly adhering to boss -employer relationships	1. Having hierarchical relationships subordinate
2. Getting things done by giving orders	2. Getting things done by negotiating
3. Carrying messages up and down the hierarchy	3. Solving problems and making decisions
4. Performing a set of tasks according to a job description	4. Creating the job through entrepreneurial projects
5. Having a narrow functional focus	5. Having a broad cross- functional collaboration
6. Going through channels, one by one by one	6. Emphasizing speed & flexibility
7. Controlling subordinates	7. Coaching one's workers
8. Autocratic style	8. Democratic style

6. Students are expected to write extensively on the following:*(4 marks * 4points = 16 marks)*

i. ***Multinational Structure and design***: consists of a group of geographically dispersed organizations with different national subsidiaries. Multinational corporations frequently exist in very divergent environments. The most prevalent departmental basis is *geographic*

ii. ***Virtual Organizations***: a collection of geographically distributed, functionally and/or culturally diverse aggregations of individuals that is linked by electronic forms of communication. It considers the following: Personnel distributed geographically; Electronically connected; Differences in expertise and function; Culturally diverse; Work schedule differences; Contractual relationships; Constant change and reconfiguration; No rigid boundaries; Flexible; Little or personal and social contact; Horizontally arranged with little emphasis on command and control authority.

iii. ***Boundaryless Organizations***: Organizations in which:The hierarchy and chain of command are minimized. Rigidly structured departments are eliminated and implemented to reduce barriers between people and constituencies.

iv. ***Four Symptoms of Structural Weakness:***

- Delay in decision making: Overloaded hierarchy; information funneling limited to too few channels

- Poor quality decision making: Right information not reachingright people in right format

- Lack of innovative response to changing environment: No coordinating effort

- High level of conflict: Departments work against each other, not for organizational goals