

PRIFYSGOL CYMRU

## Y Drindod Dewi Sant

UNIVERSITY OF WALES

**Trinity Saint David**

## Examination Answer Book

8 Pages

### Instructions to candidates

1. Please give the information requested in the boxes below.
2. Enter your name in the space provided to the right and seal to hide your name.
3. The answers must be **legibly** written. The Examiners can either ignore illegible script or have it typed and the expense of typing charged to the candidate.
4. Write your answers in ink.
5. Begin each answer on a fresh page. Do all rough work in the answer book and cross it through.
6. No part of this book is to be torn out; it must be handed in complete.
7. If more books than one are used, fasten them together using the tags available from the invigilator(s).
8. **Every book must be handed in. In no circumstances may answer books, used or unused, be taken out of the examination venue.**

|   |                              |                                      |
|---|------------------------------|--------------------------------------|
| 1 | Student Number               | P144275                              |
| 2 | Title of Examination Paper   | ENGINEERING<br>MANAGEMENT<br>AND LAW |
| 3 | Module Code                  | M6X00943                             |
| 4 | Date and Time of Examination | 24/03/17<br>09:00                    |
| 5 | Examination Venue            | SWANSEA                              |
| 6 | Seat Number                  |                                      |

|   |                                  |  |
|---|----------------------------------|--|
| 7 | Number of Answer Books handed in |  |
|---|----------------------------------|--|

| List the numbers of the questions you have attempted | Office Use       |
|------------------------------------------------------|------------------|
| 1                                                    | 8                |
| 3                                                    | 74               |
| 4                                                    | <del>37</del> 37 |
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| Total                                                | 119/300 = 40%    |

Complete  
section,  
remove  
strip, fold as  
indicated  
and SEAL

Please complete this section and SEAL before the examination starts.

(Block Capitals) Forename(s)

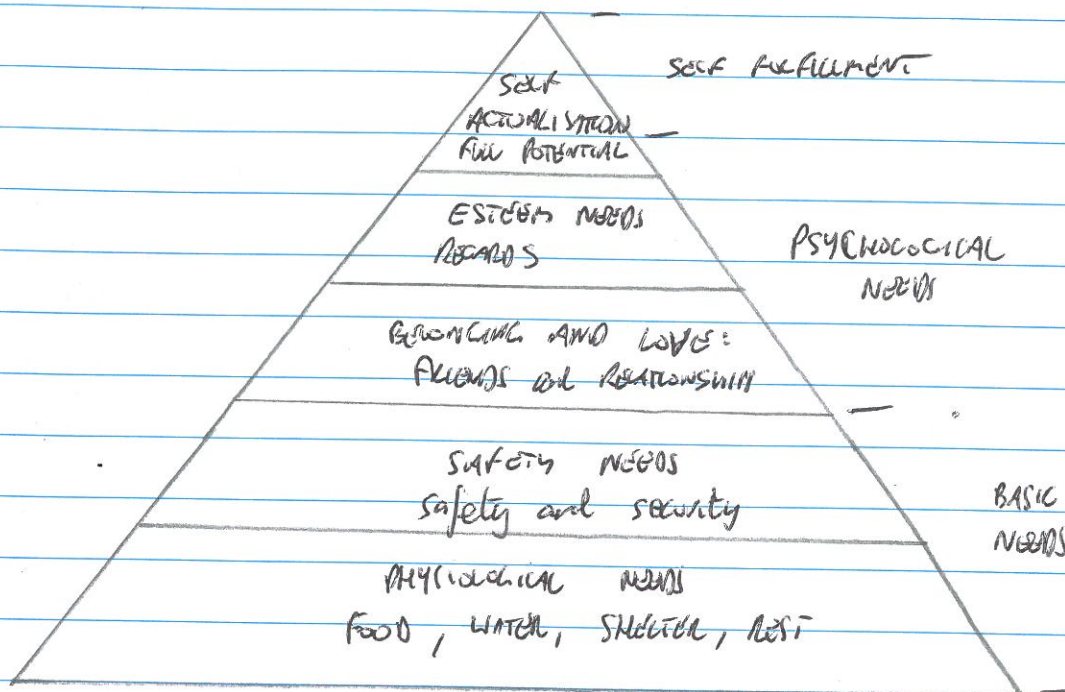
Surname

*Puccins*

1075

10752

3. a)



Maslow observed that anybody with the ~~drive~~ drive and determination could reach self actualisation although few do,

He observed that everyone required the basic needs of food, shelter, water in order to exist. He believed that once the basics of existence were ~~attained~~ attained the next level could be achieved. Once safety needs were met ~~then~~ then friends and relationships could be nurtured before a rounded individual could move up.

Physiological needs are a great motivator and become more important if they are withheld.

An individual may move down the hierarchy for a number of reasons. Personal circumstances may change i.e. divorce, illness, etc and the individual striving to reach self actualisation may drop back and be satisfied with belonging and love as more important than reaching full potential.

Complete and sensible answer

30  
30

3) b)

Money is an extrinsic motivator and is one of the main reasons an individual gives of their time and effort. It could be assumed that if you weren't paid you wouldn't go to work.

Money can be both a positive and negative motivator. It can be used in a number of ways. The offer of an increase in salary may result in an increased output (Expectancy Theory) or the threat of withholding money, although negative may be used to improve performance. "If you don't improve, no pay rise."

Money can also be used when looking to promotion. Many people will take apply for a job they don't really want, or are not really qualified for based on the fact that the money is better than they are on. This becomes the prime motivator at the cost of relationships and efficiency.

Good basic answer, some relation to theory (2.1)

24  
40

3. c) Equity Theory is based on the premise that if two people are doing the same job at the same level, then they should be equally rewarded, and be perceived to be doing so.

✓ ish

Within the technician grade staff at QinetiQ it is clearly not being applied across the staff. There is a perception that some staff are overpaid for what they do, where others are underpaid for their efforts. Promises are made that discrepancies will be addressed and anomalies redressed within the pay round.

✓

Within the staff it is observed that equity theory is not being applied as year on year the same <sup>financial</sup> award is given to all staff irrespective of their current salaries. This neither addresses the anomalies nor closes the gap between staff members who

✓

OK. Certainly evaluative

and relates to QinetiQ.

Need more on the theory staff.

20  
30

✓

74  
100

✓

4. a)

MANAGER

LEADER

Resource Allocation ✓

Project Selection ✓

MOTIVATOR ✓

9  
30

✓

b) Charismatic leadership can be both a positive and negative thing.

~~PROBLEM~~

~~A charismatic leader can:~~

~~PROBLEM:~~

~~BENEFITS:~~

~~INSTILL HIS WILL ON FOLLOWERS~~

~~QUICK DECISIONS TAKEN~~

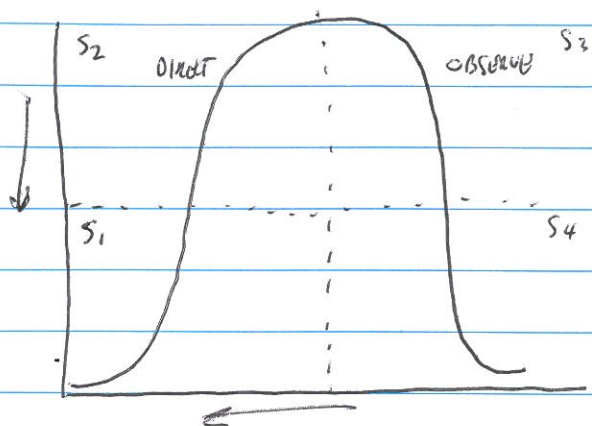
~~MAKE~~

A charismatic leader will take decisions quickly and persuade followers to go with it. A charismatic leader may be a narcissist.

12  
40

✓

4) c) The four stages of situational leadership are:



Within the best range context situational leadership is very important. Tasks can not be undertaken with little or no training. Initially tasks will be heavily ~~supervised~~ supervised by competent staff giving little or no possibility of mistakes. (S1) following initial training the tasks will be undertaken with ~~less~~ more less supervision but still a high degree of direction. (S2). further training will result in less direction and more observation of the task. (S3). finally with less direction and less observation the staff member will be deemed competent to do the specific task.

on. relative theory to  
Q.

15  
30

34  
100

1. a)

Name: PETER PHILLIP P144275

|                   | February | March | April  | May    | June   |                        |
|-------------------|----------|-------|--------|--------|--------|------------------------|
| INCOME            |          |       |        |        |        |                        |
| SALES             | 30000    | 20000 | 30000  | 60000  | 80000  | ✓                      |
|                   |          | 45000 | 90000  | 120000 | 120000 | ✓                      |
| EXPENSES          | 30000    | 65000 | 120000 | 180000 | 200000 |                        |
| DIRECT MATERIALS  | —        | 225   | 150    | 150    | 150    | ✗                      |
| DIRECT LABOUR     | 100      | 100   | 100    | 100    | 100    | ✗                      |
| VARIABLE OVERHEAD | —        | 50    | 50     | 50     | 50     | ✗                      |
| FIXED OVERHEAD    | 22000    | 22000 | 22000  | 22000  | 22000  | OK                     |
| DEBTOR PAYMENTS   | 6000     | 25000 | 62000  | 110000 | 160000 | ✗                      |
|                   | 28100    | 47300 | 84300  | 132300 | 182300 |                        |
| BALANCE           | 1900     | 17700 | 35700  | 47700  | 17700  | <del>120700</del> OK   |
|                   |          |       |        |        |        | 103,000 $\frac{8}{80}$ |

b) Setting aside £100,000 would not cover the expenses incurred up until the end of MAY.

$\frac{0}{10}$   
 $\frac{8}{100}$  ✓