

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	P144278
2	Title of Examination Paper	ENGINEERING MANAGEMENT + LAW
3	Module Code	M6x00943
4	Date and Time of Examination	24/03/17 09:00
5	Examination Venue	MH506
6	Seat Number	

7	Number of Answer Books handed in	
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List the numbers of the questions you have attempted	Office Use
1	90 ✓
3	74 ✓
4	56 ✓
Total	260 260 732

Please complete this section and SEAL before the examination starts.

HARRY

(Block Capitals) Forename(s)

Surname
MCAULIFFE

1055

Complete
section,
remove
strip, fold as
indicated
and SEAL

1b) from my analysis in part a (attached), I have determined that the allocated cash reserve is insufficient to cover the expenses of the new production department, with the project expected to be -£221,750 by June 2018.

2a) ~~The precautionary~~

3a) Maslow's hierarchy of needs states that all individuals are trying to achieve self-actualisation. This cannot be achieved with establishing a previous "tier" of need into your life.



Maslow considers man as a "needy-beast". the first state "physiological needs" are the very things that we need to survive; food, water, shelter. "Safety and Security" involves putting up safeguards to ensure that your physiological needs are maintained. this includes Job security, ownership of property and so on.

Sociological needs ~~relate~~ ^{pertain} to a need for meaningful relations with others. Self-esteem details the desire for self-confidence, development and recognition. while self-actualisation defines a state in which an individual seeks to create. whether this be Art, knowledge or labourous.

factors such as Repossession of property, Divorce and injury, ~~etc~~ can cause an individual to align his needs further down the hierarchy.

~~Maslow's hierarchy of needs allows~~

Good coverage of the
business and non-
business. Need more
evidentive & reflective
approach

3b) In the early 20th Century, it was considered that money was the primary motivation of a workforce. However, ~~this was~~ in the later part of the 20th Century, it is well established that this is not the case.

Taylor initially wrote about this issue. He adopted a system of the "Scientific best-way" to complete a task with his workforce, and directly related performance to pay. Yet he encountered a problem that he defined as "soldiering". where the workforce would deliberately work slower.

Comparing this attitude to Mayo, we find that workers are motivated by interaction and inclusion in a company's management system. By allowing the women at Hawthorne to have a say on their workplace, production increased. This was not a result of increased pay.

Maslow states that money only serves as a motivator to the extent of "safety and security" on the hierarchy of needs. When an individual has enough money to guarantee his safety and security for life, money no longer has value.

In light of this, money can be used as a principle motivator for those at the bottom of the hierarchy. A single mother on minimum wage would find a pay rise incentive far more motivating than a large company CEO.

to conclude, Money only motivates an individual, for as long as it is able to ~~buy~~ buy articles that may satiate an individual's needs.

Don't miss good use of other theory

26
40

4a) manager vs leader

Resourcing ✓	nurturing ✓
Vision ✓	inspiring ✓
discipline ✓	motivating ✓
motivating ✓	Spokesperson (Hands on) ✓
Delegator ✓	Stimulating ✓
~~Objective~~	Leadership by doing the work ✓
Objective ✓	training ✓

A leader is an individual who is the figurehead of a team. his role is to motivate, nurture and drive the team in a hands-on manner. this style of leadership can be informal but is regularly considered to be authentic.

A manager is an individual responsible for the resourcing, task delegation and projection of vision to the team. it is his ~~pre~~ responsibility to analyse the teams position in their environment, and to optimise the work to achieve a corporate goal.

4b) Charisma is described as a divine quality, inaccessible to the average individual that allows the wielder to inspire and manipulate others.

this method of management can work very effectively in specific situations. However, to rely on charismatic leadership as a corporate approach has some clear risks.

(PTO)

the old adage "~~walk the walk, talk the talk~~"
"you can talk the talk, but can you walk the walk?"
applies here. It is considered that the majority
of communication between human beings is not
conscious, but that of our unconscious body language.

Body Language is controlled by our sub-conscious and are
defined by belief. Charismatic Leadership relies on
the appearance of authenticity and trust. without
these qualities, a workforce will become distrustful,
actively seeks to undermine the leader and remove
the individual that is - in effect - lying to them.

A charismatic leader should lead by example,
enact justice as appropriate, and nurture and
motivate the team to success.

Ok, but lacks insight
into the role.

32
40

~~3c)~~

3c) Equity theory is a ^{process of thought} ~~process of thought~~ that can cause
tension and inefficiency with a team.

on a shop floor, Tom and George are stacking
shelves. Both are paid £10 an hour. in the entire
shift, Tom stacked 2 isles, while George stacked 3
isles. Both go home with £80.

in this example above, George as an intelligent
individual looks at this balance. he first looks at
the effort that he put in today and compares that to his
reward, the £80. He then compares the perceived
effort that Tom put in for his reward of £80.

if George considers this balance to be fair, then he is content. After all, Tom's small hands do make the job more difficult for him.

✓ ✓

However, if George finds this effort/Reward Ratio to be unbalanced, then he may resent Tom personally, and criticize him for being lazy. George may also lower the amount of effort that he uses to stack shelves, so that the Ratio is balanced.

✓ ✓

✓
Good example

this particular theory is especially applicable at QinetiQ, with many of the Range Technicians being resentful towards first line managers, and team leaders. It is often said that a Range Foreman (Responsible for the local Area Security and Radio Communication) is overpaid, as the range technicians are labouring hard in the rain outside for less money.

✓

trying to relate performance to pay would also cause issues, as it is often the case that Range Technicians are left idle due to a paperwork discrepancy further increasing the rift between Technical staff and management.

Good example, some solution in context

$\frac{24}{30}$
 $\frac{74}{100}$

4c) Situational leadership is not something I Revised. I've got nothing.

4c) - $\frac{5}{30}$
 $\frac{56}{100}$

Name: Harry McAuliffe

		February	March	April	May	June	
INFORMATION							
	UNITS PRODUCED	60	130	240	360	400	✓
INCOME	SALES INCOME	—	10,000	35,000	80,000	130,000	✓
EXPENSES	DIRECT MATERIALS	18,500 ⁷¹⁰	27,750	45,000	57,000	60,000	
	Labour	6,000	13,000	24,000	36,000	40,000	
	Variable Overhead	—	3,000	6,500	12,000	18,000	
	Fixed Overhead	22,000	22,000	22,000	22,000	22,000	OK
	TOTAL	46,500	65,750	93,500	127,000	140,000	✓ <i>comm</i>
BALANCE		-46,500	-55,750	-62,500	-47,000	-10,000	✓ <i>comm</i>

gpm

*10000
80*

	Feb	March	April	May	June	July
units made	60	~~120~~ (40) 130	~~240~~ (60) 240	~~360~~ (120) 360	400 (160)	160 (160)

20% on the month
 40% following month
 40% following 2nd month

	~~30,000~~	~~65,000~~	~~120,000~~	<u>SALES INCOME</u>		
		50,000	75,000	150,000	200,000	200,000
20%		10,000	15,000	30,000	40,000	40,000
40%			20,000	30,000	60,000	80,000
60%				20,000	30,000	60,000
Total Sales Income		10,000	35,000	80,000	130,000	180,000
Expense on (150) before	18,500	27,750	45,000	57,000	60,000	