

PRIFYSGOL CYMRU

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UNIVERSITY OF WALES

Trinity Saint David

Examination Answer Book

24 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).
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1	Student Number	P148567
2	Title of Examination Paper	ENGINEERING MANAGEMENT & LAW
3	Module Code	M6X00943
4	Date and Time of Examination	1410, 22/03/18
5	Examination Venue	
6	Seat Number	
7	Number of Answer Books handed in	

List the numbers of the questions you have attempted	Office Use
3	65 65
5	63 63
1	22 22
Total	150 = 150

105

Complete
section,
remove
strip, fold as
indicated
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Please complete this section and SEAL before the examination starts.

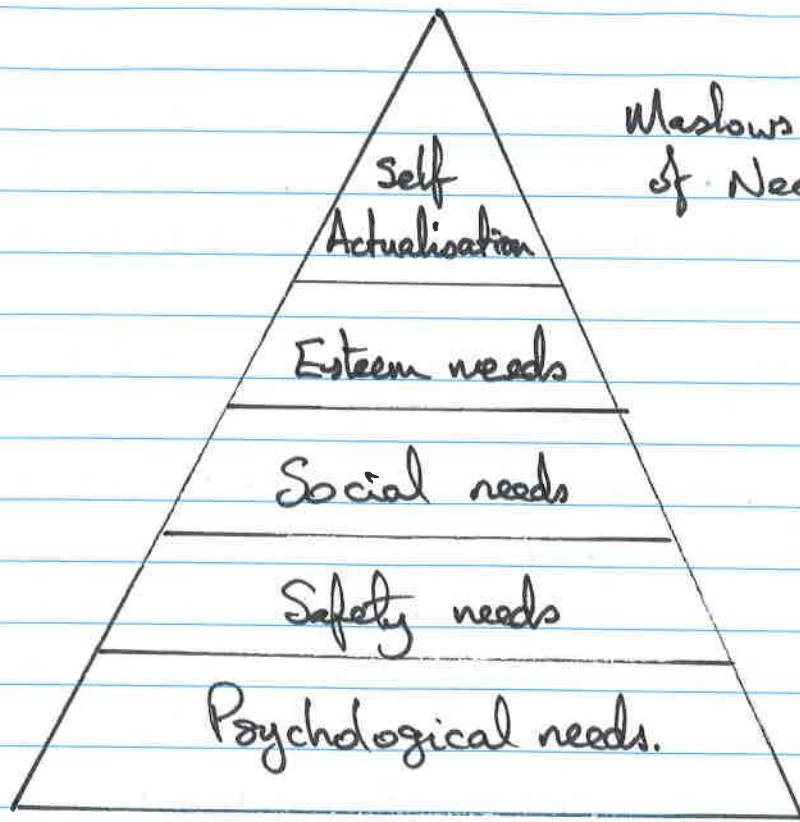
Surname

2015/1/20

Forename(s)

KENNETH ACISDAIR

3.(a)



Maslows Hierarchy
of Needs.

Psychological needs are the most basic human comforts: Food, clothing, shelter, air, & water, etc. The list is not inclusive.

Once the psychological needs have been met, self-preservation - safety of life or self, - of property (shelter) and job security become paramount.

With basic and safety needs satisfied, the need for interaction becomes a reality: Friendships, community, membership, love and affection, etc. These are part of the human condition.

With a friendship, & community & belonging met, self-esteem, self respect, recognition and the respect of others promote & enforce a sense of worth and belonging, in the company of ones peers.

3(a)
(cont.) With the previous four motivational needs realised, the development & improvement of ones-self, the opportunity to progress or fortify the actualisation of the more basic needs becomes a major motivational factor.

There are many factors which might cause an individuals needs to move down the hierarchy. All too often in today's society the loss of ones employment can be a major trigger - not just of safety needs, but also those of self esteem, respect of others, ~~self~~ self respect & self-worth. Sadly this can also affect relationships, further amplifying the negative spiral ~~such~~ a job loss might create.

26/30

3(b) Non-financial motivators within Ombetiq Test Ranges are, in my opinion, rare. There are examples of attempts, but poorly implemented or misunderstood.

Goal setting is a primary example of such. The current thinking of 'Manager sets goals' instructs employees a conflict between Lockes theory of Goal Setting and McGregors Theory X, Theory ~~X~~ Y.

The goals set, while discussed with the employee, are ~~im~~ immutable & cannot be changed. The employee must then attempt to complete these goals in addition to the standard tasks expected during 'the day-job'.

A more considered approach might be to utilise the same system but in a more efficient

3(b) manner.

(cont)

A discussion on possible goals - those chosen by said manager - with the employee prior to issuing them for the year - and modifying ~~them after suitable~~ ~~dis~~ ~~modification~~ ~~after~~ these goals, that they might fit both interest, achievability, suitability for the employee in question AND for the goals of the company.

A negotiation in this manner would involve good communication skills from the manager, promote buy-in to the goals with the employee and engender ~~language~~ motivation more than an 'I say, you do' approach that is deemed acceptable at present.

Need explanation, albeit
of a single (only?)
argument.

24
40

3(c). McClelland's Theory of Needs concentrates on three key goals: Achievement, Power and Affiliation.

The desire to achieve in relation to some standard - public or personal - to excel or succeed where others have failed.

The desire for Power, that provides the opportunity to make others change in one's own desired direction, ~~to~~ however that might manifest itself (Behavioural, procedural, etc.)

The need for affiliation: for close and friendly relationships.

McClelland's theories are similar to those of Maslow's hierarchy.

McClelland's needs can be further explained by considering McGregor's Theory X and Y.

3(c)
(cont.)

While not directed at managerial level, the concept of each theory can be indicative of the mindset of the management view of the team/staff/employees they are responsible for.

Theory X aligns with McClelland's Need for Power and theory Y to that Need for affiliation.

Both McGregor & McClelland's theories have a place in the ~~late~~ modern managers' repertoire. In any workplace there will be those motivated to achieve, who don't require much direction or motivation. These employees would work well ~~with~~ with an Affiliation Needs manager. Conversely, those unmotivated employees might respond better to a more authoritarian manager.

If these pairings were reversed there might be problems: A motivated, self-regulating employee faced with an authoritarian manager would lose motivation and ~~quickly~~ quickly slip into Theory X territory. An existing Theory X employee, faced with a friendly manager, seeking a close relationship, might find opportunity to slip further into Theory X territory & perhaps abuse the situation further.

It would seem that with motivation there is no one-sized solution, requiring management staff to have the ability and skills to use more than one motivational techniques.

only one motivation offered from the modern canon.

15
10
65
100

5(c) With any project, design, desire or change, the main aspects are Time, Money and Resources.

Any change imposes additional workload on existing staff, causes fatigue if the process takes too long, requires ~~the~~ motivated staff with the right skills and buy-in from all employees - this is where good communication is key.

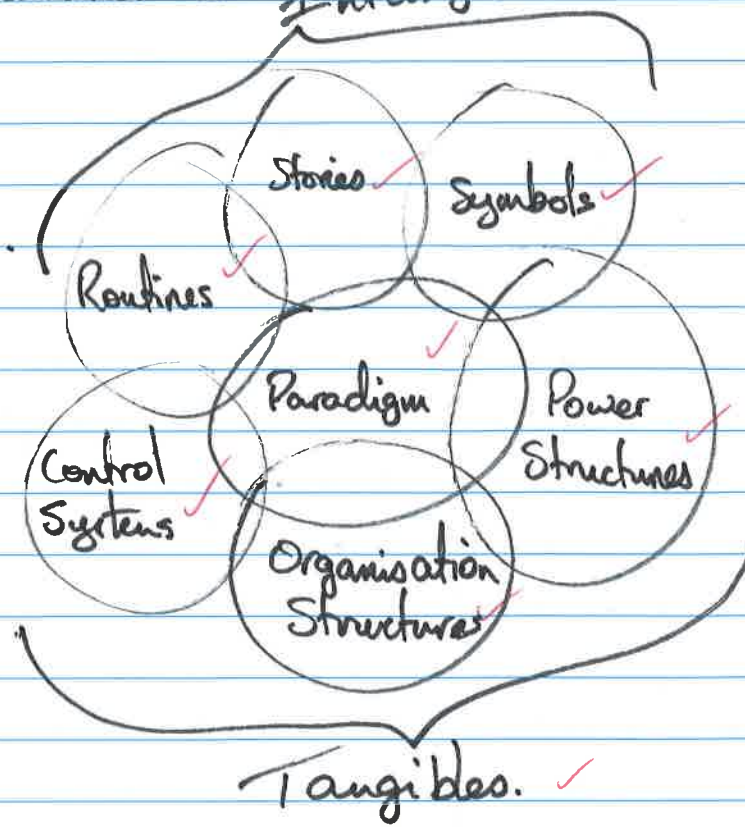
Three key problems common to the implementation of change are the Trade Unions - sometimes cultural issues, distrust and historical bulldozing generates unease; the way staff view the change - is it interference? Is it the exertion of power? Finally, there is the question of what happens when it all goes wrong?

The first two areas of concern can be managed carefully with good communications - both ways - considering and adapting the change where benefits to staff and business co-incide.

The final problem - when it goes wrong - must be considered at the very beginning of the change process and must be both planned and managed as carefully as the change itself.

5(a)

The Cultural Web: Intangible ✓



Need each element
explained to some
degree.

9/30

5(b)

Strategic Options for Change.

Do things Differently

- **INNOVATION:**
Takes the whole organisation forward on a radical level.
- **STEP CHANGE:**
Takes part of the organisation on a radical path.

Do things Better.

- **IMPROVEMENT OF PROCESSES:**
Incremental change for the whole organisation.
- **CONTINUOUS IMPROVEMENT:**
Incremental change for a part of the organisation.

Which of these options chosen for strategic change can be determined by several factors, or only one:

- Need
- Appetite for Risk
- Ability to manage change
- Ability to manage risk.
- Whichever option we must choose due to some limiting factor.

The need to reduce cost, making the whole organisation more efficient will produce rewards - small and slow, but the benefit will appear.

Risking an organisation by taking everyone on a radical path would produce much greater rewards much faster. However, without change and/or risk management in place, this exercise might end in disaster.

However, more commonplace, is the outside factor - an external ~~supp~~ customer requiring ISO accreditation, for example.

Need - little more
on risk management.

63

36
40

63/100

1.

Cash Sales	600,000
Debtors	600,000
	<u>1,200,000</u>

Purchases Paid	400,000
Stock 31.12.17/16	¹³⁰ ~~230~~ ,000
Creditors	<u>250,000</u>
	780,000

Stock 31.12.17/16	<u>80,000</u>
	700,000 -

<u>500,000</u>

Rent	29,000
Heat & light	15,000
Wages	170,000
Accrued Commo ⁿ	60,000
Stationery	10,000
Adverts	25,000
Postage & Phones	<u>5,000</u>
	305,000 -

Profit (Without considering Tax.)	<u>195,000</u>
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22
<u>30</u>

22

22

22
<u>100</u>