

PRIFYSGOL CYMRU

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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	P144283
2	Title of Examination Paper	ENGINEERING MANAGEMENT & LAW
3	Module Code	MGX00943
4	Date and Time of Examination	24/3/17 09:00
5	Examination Venue	SWANSEA
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
2	62 ✓
3	69 ✓
4	64 ✓
Total	$\frac{195}{20} = 65\%$

FOLD

Complete
section,
remove
strip, fold as
indicated
and SEAL

Please complete this section and SEAL before the examination starts.

Surname ~~SEAF~~ HOLLANDY (Block Capitals) Forename(s) CRIG, EDWARD

2 a) As long as the company has taken all reasonable steps to protect people from ~~known~~ foreseeable harm then they have a ~~defence~~ defence. Negligence has to be proven for the company to be held liable.

6/20 ✓

b) In this case it appears that all reasonable steps were not taken. The operatives were unskilled. As a precaution they should have had a safe handling of explosives qualification. The task should have been fully risk assessed and control measures put in place to mitigate any risks to ALARP levels. A method statement or work instructions should be drawn up taking into account the risk assessment and safe handling techniques and it should detail the training and competency levels for the operatives.

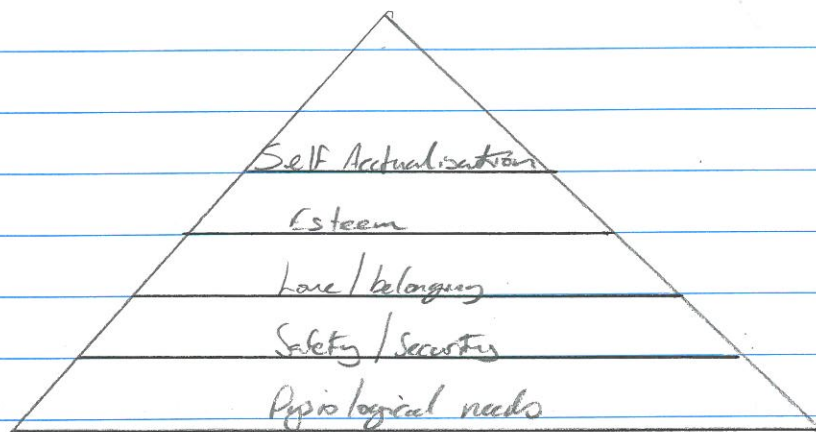
40/60 ✓

c) One major factor is to ask if this kind of behaviour common place? ~~As per~~ The employer has a legal duty of care to all employees. If this incident was foreseeable then it was preventable. ~~It was preventable~~ If it was preventable then the employer should have taken all steps to prevent it. If they didn't then they could be held liable and be prosecuted under breach of the HASAWA 1974. Were the operatives being adequately supervised? Was it a repeat occurrence from ~~one~~ person? Was the behaviour encouraged by those in charge? All of these questions can go to prove liability or negligence.

16/20 ✓

20/20 ✓

3a)



Maslow developed this theory to explain human motivation. It is split between basic needs, ~~such as~~ such as food/shelter and growth needs such as following passions. He stated that a person can only go up the levels when the needs of the lower levels have been met. He also stated that as little as 1 in 40 people will reach self actualisation. From the bottom people are motivated by the basic needs of food, shelter, oxygen, sex. Once those are obtained they are then motivated by the being 'safe and secure'. When they feel 'safe and secure' they then are motivated by the next level 'love/belonging' the need for meaningful relationships. This leads to esteem needs: self esteem, respect for others, the need to be respected. This then can leave the person open to pursue self actualisation, not having to worry about the basic motivators as they have been satisfied. A common way for a person to move down the hierarchy is suffering a loss or tragedy. This could be the loss of employment. This could cause the person to move ~~down~~ down as low as the safety/security level, 'can I keep my home?' or even as low as the physiological level 'can I feed myself?' The needs of those levels then become the prime motivator.

Best image of Maslow
and an example

24
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3b) Many would argue that money is the 'prime motivator' as it allows us to meet most of needs of a human being. It allows a lot of the basic needs from Maslow's hierarchy of needs to be met. It is the main reason people work, they need money to provide for themselves and their dependants but it often fails when it is the only motivator. People who only work for the money have little or no job satisfaction. With additional motivating factors in place they could be more productive, more creative and less likely to 'burn out' as many of the high stress, high paid jobs do.

c) Victor Vroom developed the 'Expectancy Theory of motivation'. It states that the employee alters their behaviour depending on their perceived outcome from a task. If the employee is allocated a task and they perceive the outcome to be beneficial to them then they will adjust their behaviour accordingly and be more motivated to perform the task well. If the perceived outcome of the task is of little positive benefit to the employee then they are less motivated to perform it to a high standard. This theory is evident today with in QinetiQ. Within the performance management processes used, the staff are graded on their performance in their role. If they do a task well, so called 'over performing' then they can request feedback that goes onto the system and provides justification for annual pay rises in line with performance or 'performance related pay'. This approach to motivation should encourage the technicians to alter their behaviour in a positive more productive way as it should have the perceived ~~out~~ outcome to be of being beneficial to his or her self. Problem arise when staff are overperforming often but career progression and pay grade increases don't happen or appear to happen unfairly (equity theory).

Clearly some of the theory,
some evaluation

4 a)

<u>Manager</u>	<u>Leader</u>
Organiser ✓	Inspiration ✓
budget/manpower controller ✓	Role model ✓
information dissemination ✓	Motivator ✓
Performance management ✓	Mentoring/coaching ✓
Discipline/control ✓	Lead by example ✓
Task allocation ✓	Challenges the status quo ✓
Spokes person ✓	Inspires followership ✓
Decision Making ✓	

In the corporate world today, these roles are varied and mixed. Not all managers are good leaders and not all leaders are good managers. Performing ground level stuff may naturally progress into management as they are proficient in their ~~role~~ role or a SME in a field but it doesn't necessarily necessarily make them a good leader. A manager can control a team and ensure targets are being met efficiently but a leader can drive the way forward be creative and inspire the workforce. That being said it is still a requirement of managers to motivate their teams too.

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4b) Charismatic leadership has its benefits in the corporate world. Companies need charismatic leaders to inspire and motivate others. People often gravitate towards and like to follow people with high charisma. It can help win business create beneficial working relationships and break down corporate barriers. The problems can ~~develop~~ develop when the leader has only charisma and is required to display other traits such as technical knowledge. ~~Other~~ Others with high charisma may clash with others of the same personality type. Charismatic leadership is very useful in certain areas such as the military but in the corporate world other skills are required such as business acumen or product knowledge.

Clearly knows the topic well

28
40

4c) Situational leadership is the technique of adopting different leadership styles depending on the given situation. The work on a test range can be varied but it can also be monotonous. A leader needs to read a situation and adapt their leadership approach accordingly. On a busy trial they may need to be more delegatory in their approach, allowing others to be more autonomous in their responsibilities. On quieter days they may need to be more controlling and motivational in their style.

Not close enough

6
30

64
100