



PRIFYSGOL CYMRU

Y Drindod Dewi Sant

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).
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	P148323
2	Title of Examination Paper	Engineering Management + Law
3	Module Code	M6X00943-Q
4	Date and Time of Examination	16/02/18 14:00
5	Examination Venue	MH 509
6	Seat Number	

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

List the numbers of the questions you have attempted	Office Use
1	80 80
3	48 48
4	42 42
Total	57% 57

Please complete this section and SEAL before the examination starts.

Surname ~~CHRISTOPHER~~ BUDEN Forename(s) CHRISTOPHER MICHAEL
(Block Capitals)

FOLD → Complete section, remove strip, fold as indicated and SEAL

PATENT PENDING
INFOSAFE®

PATENT PENDING

1. Profit + loss account and Balance sheet

£

Sales:

Cash sales 600,000

Debtors 600,000

1,200,000

Less: Cost of Sales

Purchases Paid 400,000

creditors 250,000

Stock at 31.12.16 80,000

730,000

Stock at 31.12.17 130,000

~~Gross profit:~~ 600,000

Gross profit: 600,000

Expenses:

Rent 20,000

Heat + Light 15,000

Wages 170,000

Accrued Commission 60,000

Stationary 10,000

Advertising 25,000

Post + Tel. 5,000

305,000

Dividends paid 50,000

355,000 → 355,000

Net profit: 245,000

30
30

30

Cash in

1. Cont...

Cash sales 600,000

Cash bal. @ 31.12.16 120,000

720,000

Cash out

Expenses
(minus Accrued Commission) 245,000

Dividends paid 50,000

Purchases paid 400,000

~~Cash Balance~~ : 695,000

cash balance : 25,000

Balance sheet

Fixed Assets:

Retail outlet 150,000

Delivery vans 60,000

Computer systems 40,000

250,000

Current Assets:

Debtors 600,000

Stock @ 31.12.17 130,000

Cash balance 25,000

755,000

$$\begin{array}{l} \text{Fixed Assets} \\ + \text{Current Assets} \\ - \text{Liabilities} \\ \hline = \text{ownership} \end{array}$$

Liabilities:

Creditors 250,000

Accrued Commission 60,000

310,000

Company ownership:

695,000

Shareholders equity

450,000

Net profit

245,000

695,000

✓ 20
20

20

✓

60 30 30 80 80

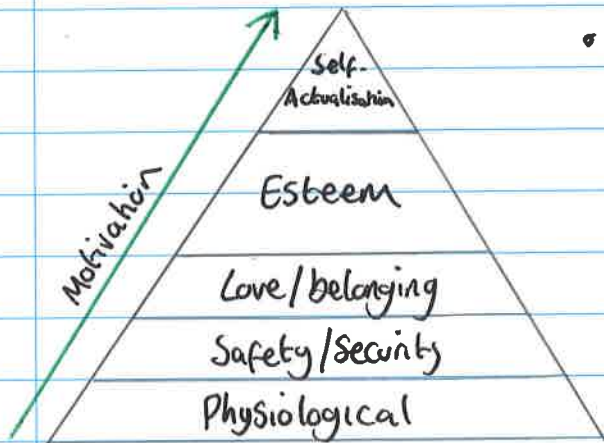
1. Cont... The cash situation for Putline Ltd appears to concur with the Shareholders equity and Net profit, and the cash calculations add up and equal to this, indicating that there is not any anomalies within the cash situation

Not useful
commentary

$\frac{0}{20}$

$\frac{80}{100}$

3. a) Abraham Maslow theorised the concept of basic human needs. He saw that there are 5 basic human needs, that are sequential and have a hierarchical structure to these needs. The topics of these 5 needs are as follows:



- Self-Actualisation

- Development - to be the best one can be

- Esteem

- Respect to others - respect to self

- Love/belonging

- Social belonging - respect - Love

- Affiliation

- Safety/Security

- Job security - Wage

- Physiological

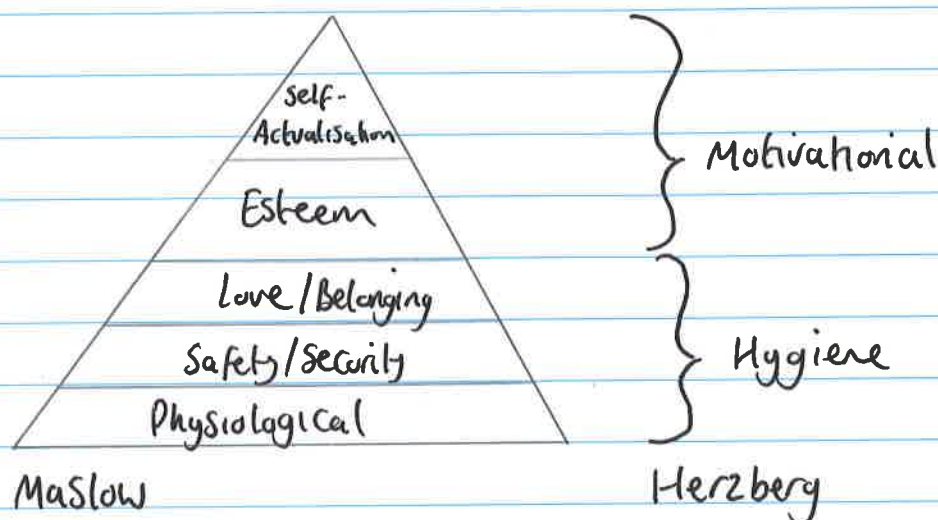
- Air - Food - Water - Shelter - Clothing

The relationship that Maslow's hierarchy of needs to motivation is described that we as humans aspire to achieve the next level in the hierarchy. The further one is down the hierarchy the more critical it is to be motivated to reach the next level. i.e. if one is in the physiological stage, and has the bare basic needs, they will have more enthusiasm to gain a better paid job to afford their shelter + food.

3.

a) cont...

Frederick Herzberg later came up with the 'Hygiene theory', in that, Abraham Maslow's hierarchy of needs is split into 2 groups; Motivation + Hygiene. it is illustrated as follows;



Herzberg denotes that 'Hygiene' is a term used to describe maintenance needs that we are defaulted to have as humans, and does not play a role in motivation in becoming a leader.

Factors such as a loss of job, an illness, bankruptcy or any unfortunate circumstances that causes a loss in one of the topics in the hierarchical chain will cause an individual to 'move down' the hierarchy. As an example: Abraham Maslow went through the great depression in the 1930's in America, and because of inflation, most people in this era didn't have enough value of money to afford basic needs, such as food + shelter.

30
30

- b) The use of non-financial motivators within QirehQ are topics such as; being the best one can be on the subject of their work, influencing others

Not finished

3
40

3

- c) McClelland saw that there are motivational factors which are as follows:

- Need for Achievement (nAch)

- This is one individual's achievement for success, and they rate their success based on feedback on a given task
- They take on tasks that are a challenge, easy targets are seen as not pushing their potential, and steer clear of impossible targets

- Need for Power (nPow)

- This is the need to delegate to others
- They are argumentative, i.e. forceful at getting their point across
- Not finished

- Need for Affiliation (nAch)

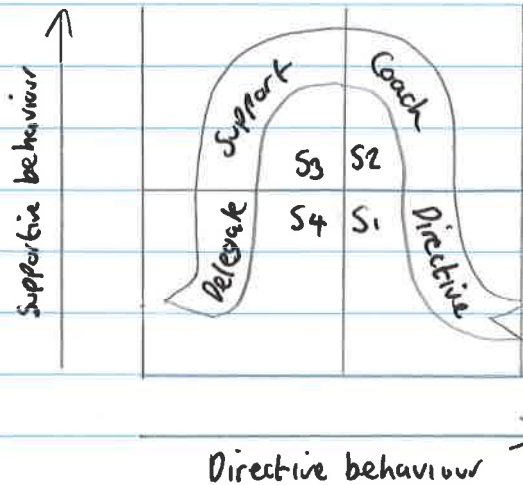
- This is the need to be accepted within a team or community
- They are harder to spot as successors because of their loyalty to others

48 15

15
30

48
100

4. a) There are two roles of a corporate manager, leadership and management. To compare this to Situational leadership, it is illustrated as follows:



The more support a manager gives to their subordinates, the more of a leader they become, and thus, the more decisional/directive behaviour they give, the more of a figurehead (manager) they are.

The 10 traits of a manager are as follows:

- | | | |
|----------------|-----------------|-----------------------|
| - Figurehead | } Interpersonal | - Decision maker |
| - Leader | | - Negotiator |
| - | | - Disturbance handler |
| - Disseminator | } Informational | } Delegator |
| - Liaison | | |
| - Spokesperson | | |

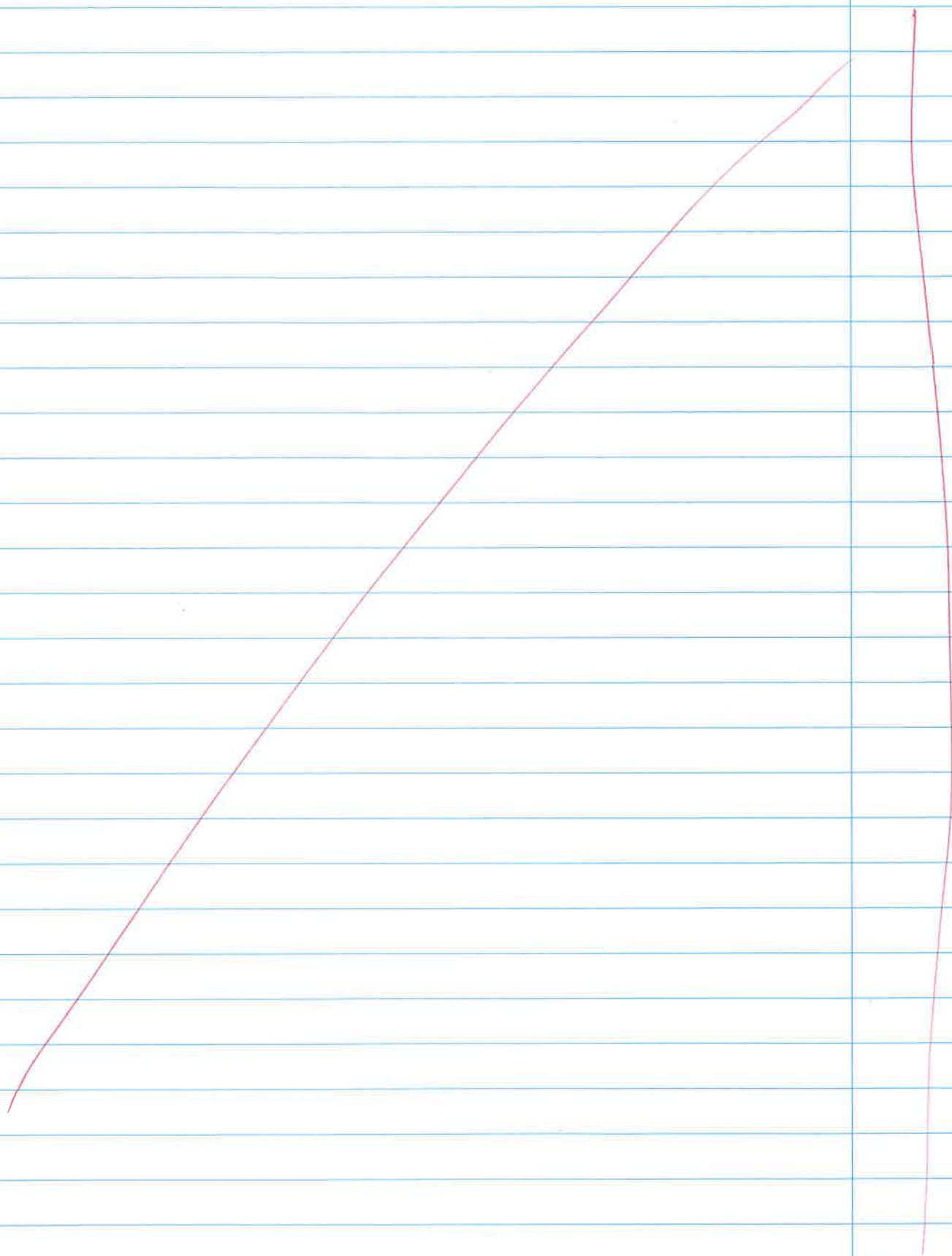
Mintzberg saw that there are 10 roles of a manager, in that, the manager makes more important decisions than a leader, dependant on the severity and broad effect the decision has upon a company, managers are typically higher up in the organisational hierarchy. This can relate to the Six Sigma σ umbrella hierarchy, to where the six levels of delegators + decision makers has an adverse effect on the next managerial level below them.

A leader is more supportive, in that they make sure that the people below them has the available resources to carry out their task effectively and efficiently.

No.

24

24/30



ϕ

$$4(1) = 6$$

- 4 c) Emotional intelligence plays a key role in management and leadership. Such skills like: span of control and interpersonal qualities are important in the test range industry due to the hazardous nature of the work.

Mumford, Zaccaro et al saw that there are 3 key skills in management and leadership, which are as follows;

- Social Judgement
- Knowledge
- Problem Solving

expanding on these 3 skills:

Social Judgement

- To take awareness of the cultural situation
- To take the views of their sub-ordinates
- To be emotionally aware of people's views and their circumstances
- To influence their sub-ordinates to view the perspective of the goal to be achieved

Knowledge

- Knowledge, is an accumulation of information on the area of their work
- An in-depth professional understanding of the subject

Problem Solving

- To view the problem in a different perspective that others see
- bring problem solving skills to a complicated task

4.

c) cont... In the context of test range sector, the span of control is very limited due to the scrutiny of the higher-up leadership + management. So the ~~control~~ span of control of a leader/manager is defined by their jurisdiction and the limitations of their authority making decisions.

✓ ok, but it really the point

Interpersonal relationships plays an important role as there are various teams within a site, and many team members are ~~delegated~~ delegated jobs among them. As an example, if there are 3 members in a team, and the leader/manager has to choose one of them to carry out task x, task x not being an enjoyable task to carry out. The next time task x needs to be done, it is easy to choose the same member of the team to carry out that task again.

This can be seen as potential bullying, but although unintentional, interpersonal relationships is important as there needs to be trust, loyalty and mercy to those in the team carrying out a task that they do not admire.

Good on EI → interpersonal;
off the target is span of control

$$\frac{18}{30}$$

$$\frac{42}{100}$$

42