

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).
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	148324
2	Title of Examination Paper	Engineering Management & Law
3	Module Code	MGX00943
4	Date and Time of Examination	16/2/18
5	Examination Venue	MH509
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	~~88~~ 64 68
4	58 58
5	68 68
Total	68% 68

Please complete this section and SEAL before the examination starts.

(Black Capitals) Forename(s)

Surname _____

Complete
section,
remove
strip, fold as
indicated
and SEAL

SAFE
5

PATENT PENDING
INFOSAFE®

1) Cash Sales 600,000
Debtors 600,000 } + = 1,200,000

Sales

less: Stock at 31/12/16 80,000

Purchased Paid 400,000

Debtors ~~600,000~~

total ~~1080,000~~ 480,000

Stock at 31/12/17 130,000 } = 350,000

total ~~1080,000~~

Gross Profit ~~1200,000 - 1080,000~~

→ 350,000

Expenses

Rent 20,000

Heat/light 15,000

Wages 170,000

Accrued Commission 60,000

Stationery 10,000

Advertising 25,000

Postage/telephone 5,000

total 305,000

Dividends Paid 50,000

total 355,000

350k + 355k

= 705k

1,200,000 - 705,000

= 495,000

Gross Profit

Net → 495,000

22
22
30

22

Cash in

Cash Balance 31/12/16	120,000	✓
Cash Sales	<u>600,000</u>	✓
	720,000	✓

Cash out

Expenses (-Accrued Commission)	245,000	✓
Dividends	<u>50,000</u>	✓
total	295,000	✓

total Cash balance 425,000

Current Liabilities

Fixed Assets

Retail Outlet	150,000	✓
Delivery Van	60,000	✓
Computer System	<u>40,000</u>	✓
total	250,000	✓

Current Assets

Cash balance total	425,000	✓
Stock at 31/12/17	<u>130,000</u>	✓
	555,000	✓

Liabilities

Creditors	250,000	✓
Accrued Commission	<u>60,000</u>	✓
total	310,000	✓

$$805k - 310k = \underline{495,000}$$

Ownership

Shareholder equity	450,000
Profit	495,000

✓
✓
✓
✓

Explain

Overall Net profit is up, the cash amount looks very good.

The liabilities are minimal compared to both fixed and current assets.

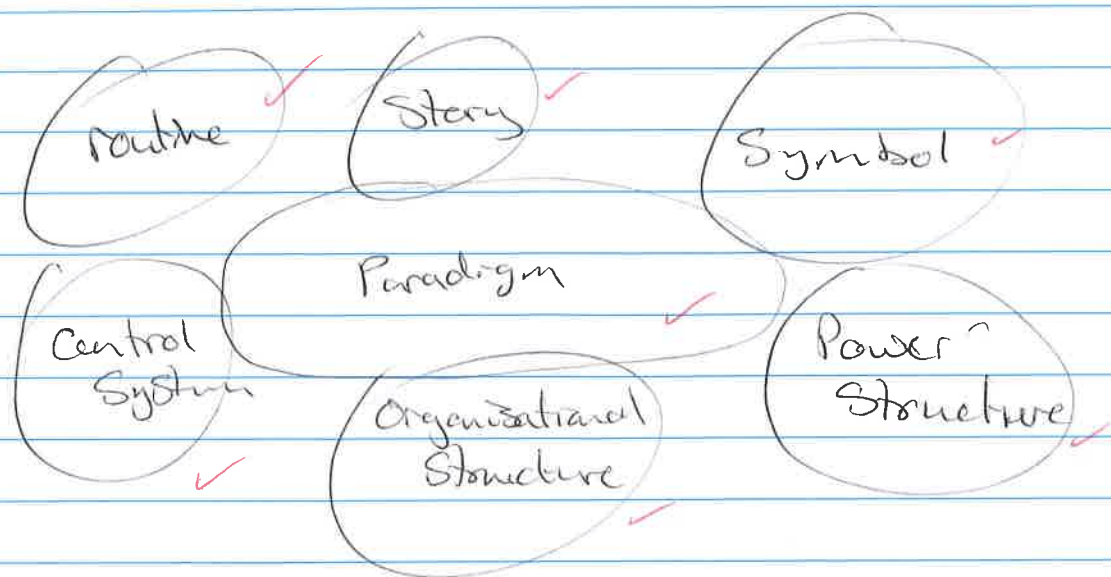
The Shareholders will be happy as the profit is over the current Shareholder equity.

Reasonable commentary about
based on planned figure

$\frac{12}{20}$ 12

64 $\frac{64}{100}$

5 a)



It is the needs of the business. The cultural web as shown above breaks the culture of the business down into separate areas.

Routine: What is the day to day process that staff do - working/teabreak

Stories: The stories that are told to keep the employees "head in the game" such as "The Manager ~~worked~~ started off as an apprentice"

Symbols: The company logo is everywhere you know who you work for. But there are other symbols, A nice looking office or building might show (or be a face) that the company is doing well.

Power Structure: Who owns the real power. Be it in the company, a group/team or site. It might be the CEO's Secretary.

Organisational Structure: Is it set out correctly does it work. Is it a matrix, Product or functional structure. Does it suffer so, because of its structure? Siloing effect by different sites.

Control Systems: What systems are in control the rule book, processes and procedures.

5 b) factors such as Business size, staff, Organisational Structure, Ownership (Shareholders), and financials can all make a difference to how a organization might choose to change.

The company might be huge and can see an opening in the market for a specific bit of technology. If they wanted to move $\frac{1}{3}$ of the company towards this the risks would be too great. The Shareholders would revolt and so would the workers. Whereas with smaller organisation the risk is a lot less and might be worth taking.

The company structural change is less risky but can cost a lot and if not set about in the correct way and targets set can be deadly.

If a company has a lot of spare cash they might choose to invest that cash by buying a new arm for the company. like a manufacturer that builds what the company needs.

Mean?

5 c)

Vision

The vision needs to be projected so that everyone understands where the organisation is heading.

Guidelines

Everyone should know what they must do to help

Targets/Goals

Clear goals that can be reached, to show success that the business is moving in the right direction.

Workforce mindset

If you don't have the staff buy in then the change will not happen. The right organisational culture and staff mindset will help this.

It is like trying to drive a car with no fuel.

Clear end

Know when to stop or at least when the business has reached its goal

Don't carry on going

Change can go on and on without knowing when to stop. This will demotivate staff, cost a lot of time, effort, and cost and really the business hasn't changed much but has become disorganised.

An attentive approach, but
decent content

68

22
30

68
100

4a)

Mintzberg labeled the 10 roles of a manager as:

Interpersonal (3)	✓	Figurehead Leader Liasion	✓ ✓ ✓
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Informational (3)	✓	Monitor Disseminator Spokesperson	✓ ✓ ✓
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Directional (4)	✓	Entrepreneur Hassel handler	✓ Spelling! ~~the~~
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leadership is one of the skills of managing.
A manager has to lead by example, motivate, coach, lead.

The corporate manager has to be visionary, installing confidence in the direction the team are moving in. ~~that's~~ He/She has to be charismatic or Transformational in the way they lead. Transformational in spending time with each employee encouraging them and coaching them to get the best out of them.

The manager has to treat every individual fairly without bias. They have to organise, control and show the power as such. Whether its "you must" or "can you" it should be done.

24
30

4b)

McGregor's Theory of type X and type Y shows that unmotivated staff need direct managing whereas type Y who are more motivated workers need directing and let to get on with it.

Taylor's Theory of money as motivation shows that money can motivate the staff to do their best.

The idea of coaching the staff, giving them direction and knowledge.

Motivated staff don't need motivation as much as unmotivated staff, they enjoy their job/role and find the challenging work interesting. Challenging the staff to do better and setting targets for them to beat, will motivate them.

Supporting their needs as often they might need things to get on with their jobs.

Probably poorly structured answer, doesn't bring the ideas together

4c) To get the most out of your staff you need to understand what drives them. Understanding your staff and their needs ~~also~~ allows you to get results. A team that trust and have confidence in their leader/manager will work well for him. Mitzburg Labeled Interpersonal Skills as: leader, figurehead, liaison.

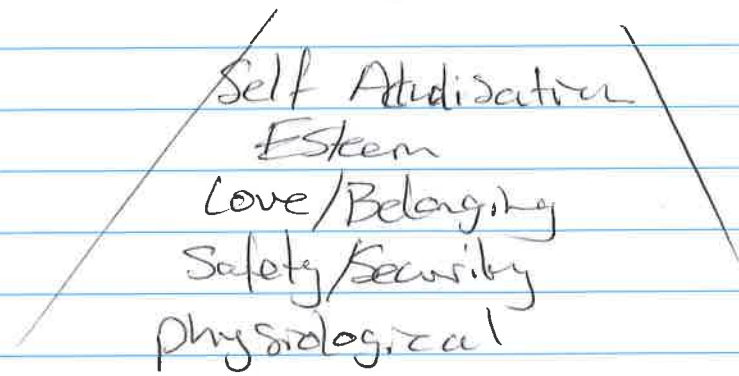
The staff need someone to look up to, a figurehead that can understand their worries ~~and~~, discussions and have empathy. He/she can be the liaison for other problems they might have.

In a test Range example:

Trials staff need to be able to rely on their team leaders and likewise the team leaders need to rely and trust their staff. This is done through communicating, having a "Quick Chat" or a formal one-to-one.

Without good working relationship the teams output will be ~~not~~ reduced.

Maslows hierarchy of needs



In order to help the staff members towards self actualisation, the management can help by supporting/coaching/mentoring/directing their staff in the right way.

The staff also need to be controlled and understood who is in charge.

Good interpersonal
relationships; work
on sense of control

18
30

58
100

58