

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	P148321
2	Title of Examination Paper	ENGINEERING MANAGEMENT AND LAW
3	Module Code	16X00943
4	Date and Time of Examination	16 Feb 2018 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
3	84 84
1	851 51
4	71 71
Total	69% 69%

Please complete this section and SEAL before the examination starts.

Ravi

(Block Capitals) Forename(s)

Asst. ind

Surname

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

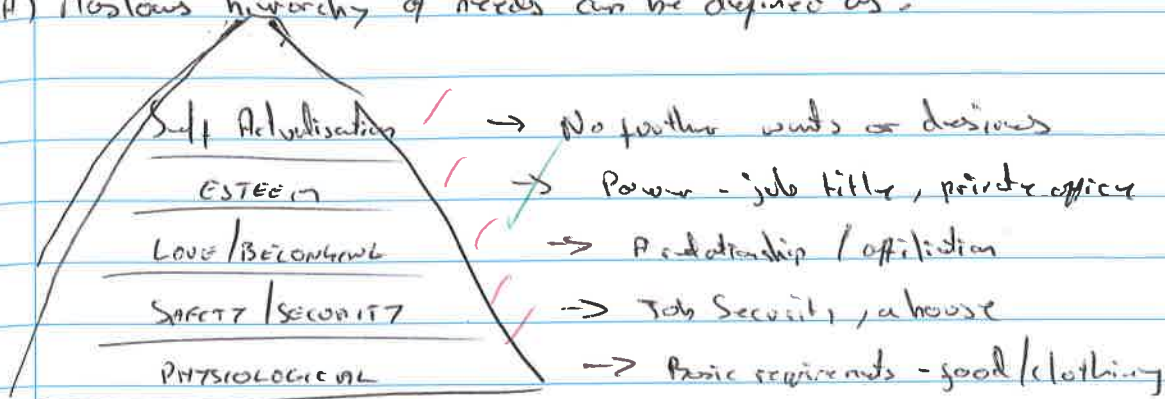
PATENT PENDING

PATENT PENDING

(Gweler yr ochr arall am y fersiwn Cymraeg)

3.

A) Maslow's hierarchy of needs can be defined as:



Maslow realised that only 1 in 100 people become self-actualised. In terms of factors that may make you move down the hierarchy, well we are only human!

Self-actualisation → losing anything you have strived for will lower you to the next level for example your sports car is stolen, your child does not do well in school.

Esteem → loss of power, private office, change of job title

Love/Belonging → Bereavement, loss of a loved one or colleague

Safety/Security → loss of job, loss of home - repossession.

Physiological → ~~with~~ well at this point you can only strive once again to do better.

Generous?

28
30

25

3.

- b) Qindiq are highly regarded as being one of the lowest wage payers in the private defence sector. As such there is no real financial motivation with the average salary being 10% less than a competitor. Qindiq as a company therefore rely more on Expectancy Theory as a motivator.

With Intrinsic rewards such as pay not being the primary motivator, most extrinsic rewards are offered such as:

- Working environment,
 - Providing site on the coast of Carnarvon Bay providing excellent views of The Gower, Penbryn and Caldey Island.
- Flex-Time,
 - This is very useful for the individual as it provides for excellent opportunity to carry out personal affairs (not, hair cut, shopping) or to perhaps have a long weekend.
- Uniform,
 - ~~Flies~~ The work carried out is often outside and therefore subject to adverse weather (cold, wet, hot, etc). The provision of a uniform means that workers do not have to worry about their own clothes.
- Training,
 - Qindiq offer and sponsor a range of courses for the individual allowing them to progress in any chosen field. This is excellent for career progression.

While these examples provide motivation for an employee to work for the company, they come at a cost. For example;

- Working environment
 - The employee may spend more time looking at the scenery than doing work.
- Flex-Time,
 - Unless monitored, this could be taken advantage of.

3.
b)
CONT..

- Uniform,
 - Employees may respect a new item as another person's looks better than theirs rather than waiting for their own to become worn out. This is also effectively the company paying to clothe the employee.
- Training,
 - Once trained up, the employee readily accepts a job at a competitor and therefore earns the extra 10% that Qind:Q do not offer.

So while non-financial methods of motivation may be good at attracting employees into the company, on their own they may not work to keep an employee for the long term.

c) Edwin Locke - Goal Setting Theory

- Goals have to be set
- Feedback has to be given
- Difficult goals can challenge the employee

Equity Theory → An employee relates what they have (such as salary, position, status, etc) to that of another employee based on:

- His/Her experiences inside the company
- His/Her experiences outside the company
- The other person's experiences inside the company
- The other person's experiences outside the company.

These modern theories differ to the historic theory of motivation as defined by Maslow. These are two examples from a range of modern theories.

These examples infer that an employee strives towards targets and once reached they then expect more back from the company.

3.

C.
CONT...

In terms of employees at management level, Equity Theory implies that all baseline managers should be treated the same. The package of remuneration should only differ based on experience.

This can be linked to Goal Setting. The achievement of goals within an organisation builds on the experience of an individual. Once completed, the employee/manager will either have experience in new fields or more experience in existing areas of skill.

The setting of goals will challenge/motivate staff to complete the goals in order to progress.

In terms of Equity, a manager will strive to complete their goals as they do not want to be left behind and their desire will be to have what the other person has, if not more.

12 +

26
30

84
100

84

1. Profit and Loss

SALES:

CASH 600,000

DEBITORS 600,000

TOTAL

1200,000

~~1200000~~

STOCK AT 31/12/17

170,000

1330,000

(COST OF SALES):

PURCHASES 400,000

STOCK AT 31.12.2016

80,000

~~130000~~

EXPENSES: (DEBITORS) 250,000

730,000

GROSS PROFIT

~~380,000~~

GROSS PROFIT

122 420000
~~420000~~ 600000

EXPENSES:

Rent 20,000

Heat and light 15,000

Wages 170,000

Advertising 25,000

Postage & telephone 5,000

235,000

Accrued commission 60,000

TOTAL

~~175000~~ 295000
~~245000~~

NET PROFIT

305,000
~~525,000~~

CASH BALANCE

CASH IN:

CASH SALES 600,000

STOCK AT 31.12.2017 170,000

CASH BALANCE 120,000

850,000

CASH OUT:

EXPENSES 275,000

PURCHASES 400,000

COMMISSIONS 250,000

STOCK AT 31/12/16 80,000

715,000
~~465000~~

135,000

~~(115,000)~~

transcription error

stationary?

X Gmm

22

stationary?

X 6

6 20

1. BALANCE SHEET

(CONT... FIXED ASSETS :

Animal Outlet 150,000
Delivery Vans 60,000
Computer Systems 40,000

250,000

CAPITAL ASSETS :

CASH BALANCE 135,000

STOCK AT 31/12/17 130,000

DEBTORS 600,000
(CREDITORS) 250,000

865,000

Costs :

ACCUMULATED COMMISSION 60,000
EXPENSES 245,000

DIVIDENDS PAID
ACCUMULATED COMMISSION 50,000

CREDITORS 250,000

360
545,000

755,000
520,000

OWNERSHIP

Shareholder Equity 450,000

Profit Flow Statement 305,000

755,000

The cash situation within the company is positive. The company is in the black by £135,000. However, it would appear as though sales are down as they had £80,000 worth of stock at 31/12/16. They now have £130,000 worth of stock meaning they have sold 450,000 items!

(5/10)

(51)

4.

a) The role of the Manager:

Leader ✓
 Liason ✓
 Controller ✓

Inter Intellectual ✓

Entrepreneur ✓
 resource allocator ✓
 planner ✓
 conflict control ✓

decision maker ✓

Dissuader ✓
 mediator ✓
 Spokesman ✓

Informational ✓

21

Who is a leader, plans, implements, changes.

given?

21
 30

b) In terms of a modern manager working in an environment of self-managing workers the following key tasks are prevalent:

- Leader
- Mediator
- Enter Resource Allocator
- Spokesman.

A true LEADER inspires those around them. Although the modern worker is self-managing in terms of the completion of the tasks assigned to them, they still need inspiration to carry out the work involved with these tasks. A leader will also guide the worker through the forest of the corporation aligning them to the objectives of the organisation.

A Mediator will listen to their staff and act appropriately should a situation of conflict arise. At times due to human nature staff come into conflict with one another. A good manager will mediate these stressful situations and make resolve them to a satisfactory outcome.

4.

b) One managerial task is that of resource allocation. The art of ensuring that the right resource (human or otherwise) is in the right place at the right time. As stated, although the modern worker is self-managing at the tasks they are assigned, they still need to be assigned those tasks. It is important to assign the correct task to the person with the most appropriate skill set. You would not want a Software Developer carrying out testing of ~~a~~ ^a hand grenade and vice versa, a combat/weapons specialist writing code.

Spokesman → A manager has to be able to sell or speak up for their team. It is a conflicting world and other managers will strive to get the best for their team(s) and also reputation blame away from their line of responsibility. This is where a good manager as spokesman has to be able to defend their team. Fight the negatives and sell the positives.

Good all round
appreciation, some
don't like it.

32
40

c) Within the test range environment there are typically the following disciplines involved with trial conductivity:

- Engineering - mechanical items + design
- Range Staff - prep / clean-up
- Instrumentation - Data Capture and reporting
- Trials Officers / Firing teams - Conduct and Health + Safety of live firing
- Armoury - provision of weapons
- Magazines - provision of ammunition.

In terms of interpersonal relationships members of each of these teams have to work together to achieve a common goal → Successful trial conductivity and reporting of data to the customer. As such it is important that the people in these situations are compatible → that staff get on with each other.

With different people coming from different backgrounds, choosing the right person as well as the right skill set is important.

4.

(C) Therefore a good manager has to not only adhere to a clear
Span of Control for their own staff in terms of managing their work,
mentoring, motivating, maintaining skill sets / competence, but they also
have to relinquish this as well.

This is because during the conduct of the trial, the Trials Management
team in effect assume this responsibility - they become the Manager
for a particular member of staff throughout that trial activity.

In Summary, without a mixed Span of Control and the management of
staff to align interpersonal relationships to each other, trials activity
could not be accomplished. Staff on a trial need to be able to
get along as well as have the right skill set. They need to adhere to
the managerial controls of the trial as well as their own department.

OK. Fair on interpersonal,
heavy on span of control

18
30

71

71
100