

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	P144284
2	Title of Examination Paper	Engineering management and law
3	Module Code	M6x00943
4	Date and Time of Examination	24/3/17
5	Examination Venue	514
6	Seat Number	
7	Number of Answer Books handed in	

List the numbers of the questions you have attempted	Office Use
3	74 ✓
4	72 74
2	71 ✓
Total	217 = 72%

Please complete this section and SEAL before the examination starts.

Thomas

(Block Capitals) Forename(s)

Junior

Surname

(Gweler yr ochr arall am y fersiwn Cymraeg)

Converted to

732

PATENT PENDING
NEOSAFE®

3a

Maslow's hierarchy
of needsSelf actualisationEsteemLove / interpersonalSafety and securityPhysiological needs

Maslow's hierarchy of needs uses a tiered approach to motivational theory. Each level is inter dependant on the level below. Maslow states that only 1-100 people will ever reach self actualisation. People continuously fluxate between levels through out their life time ~~and~~ due to personal circumstance. Maslow's hierarchy relays on individual perception and is therefore not quantifiable. Possible factors that may cause the level to fluxuate include:

- Job loss - safety and security now compromised
 - End of a interpersonal relationship - love and interpersonal failure
 - Failure to successful deliver a project - resulting loss of esteem
 - Crop failure - Physiological needs become a priority.
 - Family death
- etc

Using Maslow's theory each of these possible factor ~~would~~ could possibly cause a reduction in level within the hierarchy, assuming the person involved is at a sufficiently high level to begin with. for example, a family death may be devastating but if the bodies physiological needs are not being met it wouldn't be the priority.

Don't answer. Don't clarify
the aspects of the hierarchy, but
don't examples of change

24
30

3b)

Money as a motivator is a concept that hales back to the days of Fredrick Taylor's efficiency theory where it was considered to be the only source of motivation for the workforce which were considered merely as tools to be used as effectively as possible. It wasn't until the early 1960s when human relations theory became prevalent with an ^{evolution} change in industry that began to change from a production line workforce to a knowledge based society.

Unless a member of society is in particularly unique circumstances the concept of money as a motivator will always be a component of modern life. Using Maslow's simplistic model as an example a person would not be able to achieve his first two levels without money while living in a modern society. There are obvious exceptions such as living entirely self sufficiently however this is not to be considered a cultural normality.

Money as a resource ~~is~~ provides control and boundaries on society, however as a workforce especially for the highly skilled human factors must be considered for staff retention.

OK. Short on insight but good coverage of basics

26
40

3c) Edwin Locke's Goal setting Theory relies on the following factors in regard to setting targets to motivate and thereby increase performance of the workforce

- Evidence based - The staff member must prove completion
- Feedback - staff to seek feedback on their performance
- Achievable targets - basic targets
- Stretch targets - advanced.
- Regular review.

As a practical method to evaluate a technician grade staff member, lockes theory relies heavily on a cultural adoption of the theory in its entirety and if used incorrectly the model completely fails. Locke's theory is normally used to measure and grade staff in terms of performance related pay. It heavily favours staff in roles which are "Desk" orientated which technician level staff are unlikely to be. It also heavily favours intellectuals who can better articulate responses to the targets.

Good answer. Concise summary of
Locke, and reflective application
in Q. context.

24
30

76
100

4a)

Leadership and management in a corporate environment reflect two different theories of running a business

Management greatly reflects the "Transactional" approach to business theory and is better suited to middle management role which are not driving innovation. Transactional business relies heavily on reward based motivational system and is best suited for highly organised environments where delivery and maintaining the status Quo are the main factors

Leadership is a better reflection of the Transformational approach to business theory ~~and more~~ which is better suited to driving innovation, actively engaging staff to believe in the group vision.

OK - doesn't follow the ground anticipates, but right decent point

= $\frac{24}{30}$

Charismatic Leadership

Advantages

- Helps to introduce a strong team dynamic ✓
- Higher morale ✓
- Drives independence and innovation ✓
- Clear Direction for growth ✓
- Can be applied to ~~both~~ Authentic leaders as well as visionary ✓ ✓

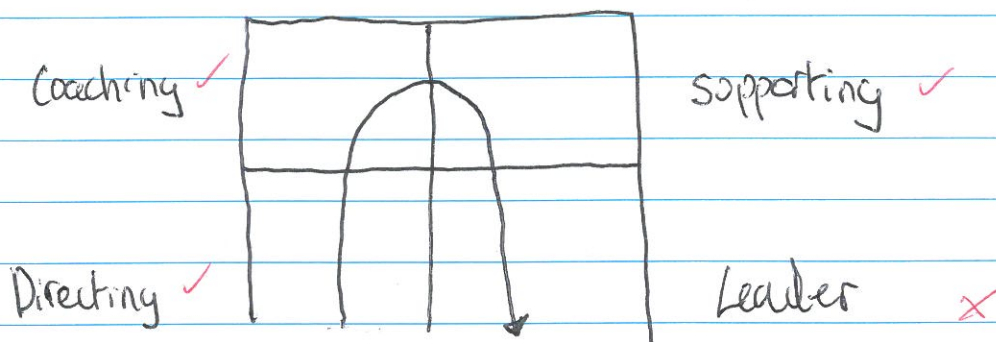
Disadvantages

- Best suited to a small personal business as it relies heavily on personal interaction. ✓ iib ✓
- Vulnerable to Hypocrisy especially if the ~~pr~~ values shown clearly are not followed at higher levels of the business ✓ ✓
- Heavily reliant on the individual leader as Max Weber stated, "it is an innate quality only present in the few" ✓ ✓

Clearly know the material.

32
—
40

4c



Directing staff requires intense supervision, most likely applied to new technicians in the test range environment. Usually at this level staff have low levels of competence but high motivation.

Coaching staff would be the responsibility of the range foreman, staff would be competent to a low level degree, however not as motivated as a new starter.

A supporting role in a test range environment would probably apply to the trials management team. High levels of competence however motivation at this level could be lacking.

The final level in the situational leadership role would probably be reserved for technical leads, usually long serving staff members who design future trials activities. These individuals are both highly competent and motivated.

Covers situational leadership appropriately, but misses the situational skills aspect - different roles, 2.1.

18
30

22
100

74

2a In Liability cases it becomes important to prove negligence on the part of either the business or operator. If an incident occurs it must have been 'foreseeable'. The precautionary principle relies heavily on hazard analysis and control measures. If a business can prove they pre-empted the hazard and put control measures in place to mitigate the results they have fulfilled their duty of care. All activities have an element of risk appropriate management provides protection as long as the chance and result of the risk is accept (as low as reasonably practicable)

Deduct 1 mark if concept

16
22

b) The precautionary principle can be applied through risk assessment, this is to be conducted by a team of technically competent people involved in the activity it takes the likelihood of occurrence and multiplies it by the consequences. Mitigation measures are the introduced to reduce the initial results for example

Risk	likelihood	consequence	score
	medium	medium	
Slips trips and falls	5	5	25

- Mitigation measures
- Defined walkways
 - Safety boots
 - Team briefing.

Risk Residuals	likelihood	Consequence	Risk level
Slips trips and falls	low	low	low
	3	3	9

- This is a matrixed approach to risk management.
- This example is for example purposes only.

It allows for process construction and identifies failures in training.

Interesting approach based on risk management.

- c) If the company can demonstrate the ~~breach~~ incident was against their health and safety principles, ~~each~~ process and documentation there ~~one provision~~ is a component in the health and safety at work act that states ~~sfa~~ staff have an obligation to 'reasonably' prevent injury to themselves covering the business in question.

Perhaps mean?