SCHOOL OF ENGINEERING

EXAMINATIONS: JUNE 2018

COURSE AND CODE: ENGINEERING MANAGEMENT & LABOUR RELATIONS
ENCH4ML

DURATION: 2 HOURS

TOTAL MARKS: 80

INTERNAL EXAMINER(S): DR HW BERNHARDT

INTERNAL MODERATOR(S): DR K OSMAN

EXTERNAL MODERATOR: PROF P MUSONGE

INSTRUCTIONS:

1. Students may request an English dictionary from the invigilator.

2. Section A must be answered in the booklet provided.

3. Section B is multiple choice. Use only the computer answer sheet provided, filling in the answers with an HB pencil.

4. In answering these questions, choose the MOST APPROPRIATE ANSWER. The answers will be marked by computer. It is essential to fully shade in the spaces representing the correct solution. If a space is partially shaded in, it is possible that the computer will not read that answer correctly!

5. It is also important to fill in your SURNAME and Initials as well as your STUDENT NUMBER clearly, both at the top, as well as on the multiple choice grid, so that the marks are correctly allocated to you.

Marking scheme for Section B – multiple choice: 1 mark for correct answer, 0 for incorrect answer and 0 for blank.
SECTION A

**NOTE:** In order to avoid making broad, general statements, you are advised to answer the following questions in point (bullet) form.

**QUESTION 1**

A country’s labour relations system is influenced significantly by the government that is in power. Describe the role of government in shaping the labour relations system of a country.

TOTAL /10/

**QUESTION 2**

The effective use of company time by its employees can have a significant impact on the company’s success. In the Book “The One Minute Manager Meets the Monkey” by Blanchard, Oncken and Burrows, 2004) the authors talk of three categories of organizational time, namely boss-imposed, system-imposed and self-imposed time.

Critically describe the characteristics of each of these and the relationship between the three categories of time and how each could be utilised to the best benefit both for the company as well as the personal growth of the individual employee.

TOTAL /20/

**QUESTION 3**

Give a concise description of the principles on which a typical ethics policy for a company is based.

TOTAL /20/
### SECTION B

This section must be answered on the MCQ (Multiple Choice Question) answer sheet provided

<table>
<thead>
<tr>
<th>No</th>
<th>Question</th>
<th>Options</th>
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<tbody>
<tr>
<td>1</td>
<td>A manager’s effectiveness is mainly determined by:</td>
<td>A. how much money his department makes</td>
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<td>B. the lack of accidents in his factory</td>
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<td>C. how much his company pays him</td>
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<td>D. by the consequences of his decisions</td>
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<td>E. his concern for the environment</td>
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<td>2</td>
<td>Organizational management deals with:</td>
<td>A. how to manage safety</td>
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<td>B. time management</td>
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<td>C. managing stress</td>
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<td>D. leadership style</td>
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<td>E. resolving conflict</td>
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<td>3</td>
<td>Evaluating a project from a social perspective means:</td>
<td>A. what profit is generated by it</td>
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<td>B. how the end-product will be marketed</td>
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<td>C. what skills are needed for the project</td>
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<td>D. what infrastructure is required for the project</td>
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<td>E. how many new jobs would be created</td>
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<td>One’s attitude to a task:</td>
<td>A. is strongly correlated with IQ</td>
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<td>B. has minimal effect on how well the task is done</td>
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<td>C. is a major factor determining its success</td>
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<td>D. is no-one’s concern or business</td>
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<td>E. is a reliable way to measure skill</td>
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<td>The Labour Court can make judgements on issues such as:</td>
<td>A. hours of work</td>
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<td>B. decisions made as a result of a disciplinary hearing</td>
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<td>C. a company’s management structure</td>
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<td>D. an employee’s safety responsibilities</td>
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<td></td>
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<td>E. overtime pay</td>
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<td>The motive behind a decision:</td>
<td>A. justifies the decision</td>
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<td>B. is irrelevant</td>
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<td>C. rarely affects the outcome of the decision</td>
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<td>D. is impossible to prove</td>
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<td>E. is the basis on which one decides if the decision was morally</td>
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<td>justifiable</td>
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<td>When managing a crisis it is important to:</td>
<td>A. pretend the crisis does not exist</td>
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<td>B. identify the person quickly who gave rise to the crisis</td>
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<td>C. take time to listen to a number of people on what went wrong before</td>
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<td>making a decision</td>
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<td>D. carry on with other work until the effect of the crisis has subsided</td>
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<td>E. call in an outsider to sort out the crisis</td>
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| 8 | A trade union’s objectives include: | A. organizing frequent strikes  
B. helping their members keep their jobs  
C. assist in drawing up job descriptions for its members  
D. maximizing its income from member fees  
E. ensuring that qualified artisans are employed |
|---|---|---|
| 9 | When planning for a negotiation, the following is irrelevant: | A. what both parties want  
B. who has the authority to make decisions  
C. what the value is of that which we offer  
D. to what labour union the other party belongs  
E. when is the best time to negotiate |
| 10 | Jealousy in the workplace | A. seldom happens  
B. is always present  
C. undermines co-operation  
D. is the key to advancement  
E. is a legitimate motivator to achieve your goals |
| 11 | A strike is legal when: | A. the union bosses have informed all its members of the impending strike  
B. workers strike because they are unhappy about their pay  
C. there is no violence during the strike  
D. there is a serious dispute between labour and management  
E. 30 days have elapsed between referring the issue to the relevant bargaining Council and a 48 hour notice has been given to management |
| 12 | The typical outcomes of participative leadership include: | A. generation of new ideas  
B. suppression of criticism  
C. hiding of mistakes  
D. measuring performance in terms of adhering to company policy  
E. the desire to keep in the good books of the manager |
| 13 | In terms of an employment contract, the employee has to: | A. obey reasonable orders  
B. pay trade union membership fees  
C. do what he assumes is the best production method  
D. plan his work so as to suit him best  
E. be at work from 8 am until 4:30 pm |
| 14 | Affirmative action: | A. is not a part of any South African legislation  
B. is specifically legislated in the Labour Relations Act  
C. is designed to benefit specific groups of the population  
D. has the purpose of creating a black elite group  
E. is illegal |
| 15 | The authority of knowledge is indicated: | A. when a decision results in an improvement  
B. when people critically evaluate a decision  
C. when a decision is made by one who has a university education  
D. when people trust a decision made by a competent person  
E. when someone with the highest qualifications is given a senior position |
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| **16** | In the OHS Act (1993) “listed work” refers to work that: | A. requires technical expertise  
B. is associated with extraordinary risk  
C. requires specialized protective equipment  
D. requires people doing it to have a university degree  
E. is recorded on a register |
| **17** | A “designated group” in the Employment Equity Act (1998) refers to: | A. black people  
B. affirmative action candidates  
C. black people, women and those with disabilities  
D. artisans  
E. white people |
| **18** | The tasks of a safety representative at work DO NOT include: | A. attending hazard identification meetings  
B. conducting safety audits  
C. communicating with management on safety issues  
D. ensuring everyone wears the correct personal protective equipment  
E. keeping records of safety committee meeting minutes |
| **19** | Regulations regarding hazardous substances in the OHS Act (1993) do NOT include: | A. price of raw material constituents  
B. physical data like boiling point  
C. storage procedures  
D. training on their use  
E. labelling and transport |
| **20** | When someone signs approval for a project to go ahead, this is an example of authority of: | A. the truth  
B. knowledge  
C. experience  
D. personality  
E. position |
| **21** | The management function can be described by: | A. controlling money  
B. giving instructions to people  
C. using one’s time wisely  
D. making plans to achieve desired outcomes  
E. setting up a good administrative system |
| **22** | The internal environment in which a manager performs his functions involve, amongst others: | A. the status of the economy  
B. the cultural background of the people in the company  
C. the monthly profit the company makes  
D. the country’s laws  
E. the recording of VAT payable by the company |
| **23** | Formulating strategy involves | A. ensuring all the senior managers take part  
B. going away to a comfortable location for employees to get perspective  
C. drawing a set of long-term objectives on which senior management has reached consensus  
D. ensuring all the senior managers are fully aware of the financial results of the company  
E. disseminating the company’s pension policy |
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| 24 | A mission statement expresses | A. the remuneration policy of the company  
B. the expected financial return of the company over the next 5 years  
C. where the company intends to be in the future  
D. the company's position in relation to its competitors  
E. what product or service the company will offer |
| 25 | The three elements of strategic management are: | A. efficiency, quality and equity  
B. implementation of plan, maintaining good relationships and measuring performance  
C. safety, security and loss control  
D. profits, environmental compliance and growth  
E. financial discipline, ethical performance, and maintaining quality standards |
| 26 | Cultural heritage: | A. should be utilized to the organization's advantage  
B. determines one's usefulness in the economy  
C. determines one's ability in technical fields  
D. is another word for racism  
E. is irrelevant in business |
| 27 | The benefits of strategic management include | A. healthy profits  
B. all employees understanding where the company is going and how their contribution fits in  
C. being listed on the stock exchange  
D. making headlines in the newspapers  
E. earning ISO 9000 accreditation |
| 28 | Emotional intelligence (EQ) is demonstrated by: | A. creating a climate of transparency  
B. noticing when one person harasses a person of the opposite sex  
C. keeping your temper in control when a manager insults you  
D. a person giving compliments when a fellow employee performs well  
E. a person taking every opportunity to talk to other employees |
| 29 | The management of relationships | A. requires a good plan which one must stick to at all times  
B. is not part of business practice  
C. is only important for senior managers  
D. requires sensitivity and appreciation of other people's commitments  
E. is only important in your private life and has nothing to do with business |
| 30 | In order to improve your time management, you could: | A. find out if someone else should be doing some of the tasks that you are doing  
B. find out who reports to you  
C. find out what company policies apply to you  
D. find out when is the best time to get up in the morning  
E. find out what the functions of your manager are |

**TOTAL** /30/