



UNIVERSITY OF
KWAZULU-NATAL
INYUVESI
YAKWAZULU-NATALI

SCHOOL OF ENGINEERING

EXAMINATIONS: JUNE 2023

COURSE AND CODE: ENGINEERING MANAGEMENT & LABOUR RELATIONS
ENCH4ML

DURATION: 2 HOURS

TOTAL MARKS: 100

INTERNAL EXAMINER(S): MR N. BRIJMOHAN

INTERNAL MODERATOR(S): PROF D. LOKHAT

EXTERNAL MODERATOR: PROF P. MUSONGE

INSTRUCTIONS:

1. Section A must be answered in the booklet provided.
2. Section B is multiple choice. Use only the computer answer sheet provided, filling in the answers with an HB pencil.
3. 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!
4. 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.
5. This examination paper **MUST BE HANDED IN TOGETHER WITH YOUR SCRIPT.**

Marking scheme for Section B – multiple choice: 1.5 marks for correct answer, 0 for incorrect answer and 0 for blank.

SECTION A

This section must be answered in the booklet provided

QUESTION 1

Ensuring that employees go home safe and healthy is of paramount importance to any organization. When a major industrial incident occurs, there are severe repercussions to the injured party and to the company. Discuss in point form the implications or consequences of an industrial accident (social, financial, legal, etc.).

Each valid statement counts for two marks.

(28)

QUESTION 2

In order for organizations to remain relevant and competitive, it is necessary to have clear strategic plans in place. In the form of a diagram, show the strategic planning model that highlights the manner in which organizations can develop effective strategies.

(20)

QUESTION 3

Describe five ways in which a person would be committing non-sexual harassment in the workplace.

Each clear, relevant statement carries 2 marks.

(10)

TOTAL (58)

SECTION B

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

No	Question	Options
1	Fundamental principles in setting product quality standards do not include:	A. Understanding and hearing what the customer wants B. Involving a diverse range of people in the quality improvement process C. Aligning to ISO standards D. Using sub-standard materials or processes to reduce cost E. Striving for zero defect
2	Under the OHS Act, employers are responsible for providing:	A. A safe workplace B. Medical aid C. Specialized protective equipment even when perceived as not necessary D. Employee attitude towards safety E. All of the above
3	A workplace health and safety hazard may be described by:	A. Putting the wet floor sign up after mopping the floor B. An unanswered health and safety question C. An activity that cannot be insured D. Something that might cause harm E. A mitigation strategy based on a risk assessment
4	Management may not be considered as part of the cause of an accident due to:	A. Workers not being provided with sufficient training B. Improper design and construction of manufacturing facility C. Equipment failure as a result of lack of proper maintenance SOPs D. Lack of specialized PPE for specific tasks E. Complacent habits of experienced workers
5	Quality assurance is related to:	A. Strategic activities to ensure that financial plans are adhered to B. Sets of activities that ensures that services and products meet certain requirements C. Activities that ensure supplier-customer quality issues are properly resolved D. Activities that include inspection and planning E. None of the above
6	TQM stands for:	A. Total Quality Management B. Total Quantity Management C. Total Qualitative Management D. To Question Management E. None of the above
7	Servant leadership may be described as an approach that:	A. Emphasizes core religious beliefs in the leadership context B. Ensures middle management are able to serve executive leadership C. Ensures political leaders are driven to be servants of the people D. Does not promote innovation in the workplace E. Highlights a participative style in which a leader leads by serving others

8	A servant leader is effective in influencing people as a result of:	A. Fear B. Coercion C. Persuasion D. Authority E. Accountability
9	Participative leadership is most characterized by:	A. Employing a clear chain of command B. Involving people in the decision-making process C. Belief in team success through collaboration D. Picking up the mood, spirit and humor of the employees E. All of the above
10	A manager improving efficiency by allocating non-essential tasks to administrative staff is an example of:	A. Directing B. Multitasking C. Prioritizing D. Delegating E. All of the above
11	The OHS Act (1993) was created to:	A. Conduct data analysis B. Reduce hazards C. Drive ecological development D. Perform EIA analyses E. Facilitate community engagement
12	As far as labour relations in SA are concerned, everyone has the right to:	A. Import goods from a foreign country B. Be employed C. Join a trade union D. Be paid a living wage E. Negotiate his/her salary with the CEO
13	The role of government in labour relations is to:	A. Perform a legislative and regulatory role B. Guarantee the rights of individuals C. Prosecute CEOs that do not treat their employees fairly D. Ensure that companies do not cause extensive damage to the environment E. Guarantee employment for all employable people
14	A labour union's objectives include:	A. Ensuring that qualified artisans are employed B. Helping their members keep their jobs C. Drawing up job descriptions for its members D. To maximize its income from member fees E. To organize annual strikes
15	Affirmative action may be a result of:	A. Some fields being more suited to members of certain demographic groups B. Some fields having too few qualified candidates to choose from. C. The need to create a black elite group D. Certain jobs having lower hiring standards E. Some fields not being open to designated groups without affirmative action

16	Conflict is dysfunctional when:	A. It creates a medium by which tension is released B. An environment is created where change and self-evaluation is fostered C. Group cohesiveness is reduced D. Employees are motivated by competition E. All of the above
17	Mediating a conflict does not include:	A. Maintaining neutrality B. Probing the issues until someone accepts responsibility C. Working to ensure each side is given equal opportunity to talk D. Establishing an action plan E. Determining the root cause
18	According to Mintzberg, managerial roles that are symbolic or ceremonial are:	A. Informational B. Technical C. Disseminative D. Interpersonal E. Decisional
19	A plant manager in a small factory wishes to raise morale in his/her workforce. Working conditions are clean and safe and job security is high. He/she can create a sense of belonging by:	A. Paying bonuses to workers who achieve specified goals B. Publicly praising those workers who have been most productive C. Setting up after work clubs, such as a soccer team, to allow more social interaction D. Fostering the development of skills in workers who show talent in a particular area E. All of the above
20	The identification of opportunities and threats affecting a business is an:	A. Organizational analysis B. Industry analysis C. Competitive analysis D. Environmental analysis E. Internal analysis
21	Creating an ethical and socially responsible workplace is likely to be effective when:	A. You pass out leaflets weekly with the statement "Say No to Bad Ethics" B. Posters are placed about ethics throughout the organization C. Top management act as models of the right behavior D. A statement about ethics and social responsibility is included in job descriptions E. Training on the ethics policy is included during induction
22	An external factor that does not affect an organization's strategy is:	A. Organizational structure B. Political environment C. Economic conditions D. Technological changes E. All of above

23	Intuitive decision making is guided by:	A. Irrationality B. Gambling C. Rationality D. Instinct E. Guesswork
24	A major function of the strategic management model is that it:	A. Shows the relationships between components of the strategic management process B. Helps to identify key issues facing the organization C. Shows a pathway by which profits can be increased D. Determines which products a company should sell E. None of the above
25	The right to give an instruction to a subordinate is:	A. Boss-style leadership B. Responsibility C. Accountability D. Authority of truth E. Line authority (positional)
26	Companies often attempt to formalize ethical behavior in employees by having:	A. Ethics training programmes B. A code of conduct C. Ethics enforcement D. Hidden agendas E. All of the above
27	Building good relationships in the workplace can be best described by:	A. Working well in teams B. Learning to strategically deal with difficult people C. Getting to know colleagues and effectively managing differences D. Learning to be more personable E. Avoiding conflict all the time
28	Time management means:	A. Determining what can be deferred B. Prioritization of tasks C. Identifying tasks needing immediate attention D. Making good use of discretionary time E. All of the above

TOTAL /42/