



UNIVERSITY OF
KWAZULU-NATAL
INYUVESI
YAKWAZULU-NATALI

SCHOOL OF ENGINEERING

EXAMINATIONS: JUNE 2025

COURSE AND CODE: ENGINEERING MANAGEMENT & LABOUR RELATIONS
ENCH4ML

DURATION: 2 HOURS

TOTAL MARKS: 100

INTERNAL EXAMINER(S): DR N. BRIJMOHAN

INTERNAL MODERATOR(S): PROF D. LOKHAT

EXTERNAL MODERATOR: DR L. MAHARAJ

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!
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: 1.5 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

Conflict is a common part of the management experience, and managers in any organization may often find themselves in conflict with a large number of stakeholders.

- i) Identify and explain ten causes of conflict in an organization. For each cause, provide a brief explanation. Each point is worth two marks. (20)
- ii) It is important for managers to know how to handle conflict. Identify and explain ten strategies for resolving conflict in an organization. For each strategy, provide a brief explanation. Each point is worth two marks. (20)

QUESTION 2

Strategic management is a critical aspect of ensuring an organization is able to remain financially sustainable in the long term. Identify and explain nine key factors that influence an organization's strategy. For each factor, provide a brief explanation. (18)

TOTAL (58)

SECTION B

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

No	Question	Options
1	Identify the statement that does NOT align with ethical principles:	A. Ethics helps guide decision-making based on moral principles B. Ethical considerations can differ based on cultural and societal norms C. Deception is justified in business if it leads to profit maximization D. Ethical standards allow individuals to structure their actions toward meaningful goals E. A lack of ethical integrity can lead to professional and personal failure
2	Which of the following is a core responsibility of employers under workplace safety laws?	A. Ensuring that employees have a hazard-free work environment B. Covering all personal medical expenses for workers, regardless of the cause C. Allowing workers to decide which safety rules to follow D. Providing unlimited compensation for all workplace-related claims E. Requiring employees to bring their own protective equipment
3	A key role of labour unions is to:	A. Forcefully take over business operations from employers B. Negotiate fair employment terms and protect workers' rights C. Collect membership fees solely for funding political campaigns D. Promote constant industrial strikes without reason E. Ensure that all employees receive the same salary regardless of skill or experience
4	Which of the following best describes a workplace health and safety hazard?	A. A condition or activity that has the potential to cause injury or harm B. A company's decision to implement a safety training program C. The presence of safety equipment in a work environment D. An insurance company refusing to cover a workplace activity E. A documented safety protocol that employees must follow
5	Fundamental principles in setting product quality standards do NOT include:	A. Gathering customer feedback to understand their needs B. Encouraging collaboration across departments for quality improvement C. Complying with international quality standards like ISO D. Lowering material quality to cut production costs E. Aiming for continuous improvement and defect reduction
6	Which of the following best represents a key principle of TQM?	A. Prioritizing quantity over quality in manufacturing B. Reducing production costs by using lower-quality materials C. Focusing solely on short-term financial performance D. Centralizing decision-making to minimize worker input E. Continuous improvement through employee involvement and customer focus

7	Servant leadership is best described as an approach that:	A. Focuses on serving the needs of others to empower and uplift them B. Places strict authority at the top of the organizational hierarchy C. Prioritizes profit over employee well-being D. Encourages leaders to make decisions without team input E. Emphasizes punishment over support in employee development
8	How does a servant leader primarily inspire commitment and action from others?	A. By offering monetary rewards for every task completed B. Through humility, empathy, and a focus on team growth C. By delegating all decisions to external consultants D. Through enforcing strict disciplinary procedures E. By maintaining distance and minimal communication with team members
9	Which of the following best characterizes participative leadership?	A. Encouraging team members to actively contribute to decisions B. Issuing commands with minimal feedback from employees C. Making all decisions independently as a sign of strong leadership D. Focusing primarily on enforcing policies and procedures E. Avoiding collaboration to speed up execution
10	What action best reflects the principle of effective delegation in management?	A. Assigning routine responsibilities to support staff to focus on strategic tasks B. Personally completing every task to ensure quality control C. Avoiding responsibility by shifting work to others D. Giving tasks to subordinates without clear instruction or follow-up E. Ignoring administrative duties altogether to save time
11	The primary purpose of the Occupational Health and Safety (OHS) Act (1993) is to:	A. Promote a safe and healthy working environment for all employees B. Manage public relations and media engagement in workplaces C. Oversee environmental sustainability reporting in industries D. Regulate wage structures and salary negotiations E. Improve access to workplace wellness programs only
12	Which of the following is NOT usually included in a standard contract of employment?	A. The right to paid annual leave B. Details on regular working hours C. Guidelines for receiving bonuses and incentives D. Policies on overtime pay E. Contributions to a retirement or pension fund
13	What is the primary role of government in labour relations?	A. To assign job roles within private companies B. To negotiate wages directly with employees C. To manage employee performance reviews D. To control company profits for equitable distribution E. To create and enforce laws that regulate fair workplace practices
14	Which of the following is a key objective of a labour union?	A. Setting minimum educational requirements for employment B. Creating internal business policies for private companies C. Enforcing discipline among employees D. Representing workers in negotiations with employers E. Auditing company financial statements

15	Affirmative action may be a result of:	A. The availability of a more diverse workforce in certain sectors B. The need to correct historical inequalities in employment opportunities C. Pressure from international organizations to diversify businesses D. A lack of qualified candidates for specific roles in certain groups E. The desire to increase profits through diverse hiring strategies
16	Conflict in the workplace becomes dysfunctional when:	A. It inspires critical thinking and self-reflection B. It encourages healthy debate and innovation C. It promotes friendly competition among team members D. It results in improved clarity of roles and responsibilities E. It leads to a breakdown in communication and collaboration
17	Which of the following is NOT typically part of mediating a conflict?	A. Ensuring impartiality during the process B. Clarifying the underlying causes of disagreement C. Forcing one party to admit fault D. Giving all parties a fair chance to express themselves E. Developing a way forward that both sides agree on
18	Which of Mintzberg's managerial role categories includes activities like attending ribbon-cutting ceremonies or hosting visitors?	A. Decisional roles B. Interpersonal roles C. Informational roles D. Executive roles E. Strategic roles
19	A plant manager can best create a sense of belonging among employees by:	A. Reducing the number of work hours each week B. Increasing wages and overtime pay across the board C. Assigning additional responsibilities to high performers D. Introducing team-building activities that encourage social bonds E. Restructuring job roles to improve productivity
20	The process of identifying external opportunities and threats that impact a business is known as:	A. Strategic forecasting B. Competitive positioning C. Environmental analysis D. Resource-based assessment E. Organizational design
21	Creating an ethical and socially responsible workplace is most effective when:	A. Senior leaders consistently demonstrate ethical conduct in their actions B. Employees sign a contract stating they will behave ethically C. All workers are required to memorize the company's code of ethics D. Ethics policies are kept confidential to prevent misuse E. Rewards are given only to those who report unethical behavior

22	Which of the following is NOT an external factor that affects an organization's strategy?	A. Industry regulations B. Market trends C. Organizational structure D. Competitive pressures E. Socio-cultural shifts
23	Intuitive decision making is primarily guided by:	A. Data-driven projections B. Instinct and experience C. Formal rules and procedures D. External consultations E. Consensus-building
24	A major function of the strategic management model is that it:	A. Guides managers on daily operational tasks B. Serves as a tool for evaluating employee performance C. Predicts quarterly earnings with accuracy D. Provides a template for designing office layouts E. Illustrates how an organization formulates, implements, and evaluates strategies
25	The right to give an instruction to a subordinate is:	A. Delegation B. Line authority C. Organizational control D. Managerial influence E. Leadership prerogative
26	Companies often attempt to formalize ethical behavior in employees by having:	A. A whistleblower hotline B. A flexible work schedule C. Performance bonuses D. Confidentiality agreements E. A code of conduct
27	Building good relationships in the workplace can be best described by:	A. Establishing a clear reporting structure B. Maintaining a strict professional distance C. Getting to know colleagues and effectively managing differences D. Communicating only through formal channels E. Prioritizing personal gain over collaboration
28	Time management does NOT mean:	A. Focusing on high-priority tasks B. Scheduling regular breaks to enhance productivity C. Delegating tasks to others without consideration D. Focusing on long-term goals E. All of the above