UNIVERSITY OF JOHANNESBURG

PROGRAM	:	BACCALAURIUS TECHNOLOGIAE *MINING ENGINEERING*
SUBJECT	:	**ENGINEERING MANAGEMENT IVA**
CODE	:	**MGNA411**
DATE	:	WINTER SSA EXAMINATION 2015 14 JULY 2015
DURATION	:	(SESSION 1) 08:00 - 11:00
WEIGHT	:	60% OF FINAL MARK
TOTAL MARKS	:	100

EXAMINER	:	MR H STRAUSS
MODERATOR	:	MR M R TLALA
NUMBER OF PAGES	:	7

INSTRUCTIONS	:	ANSWER ALL QUESTIONS
REQUIREMENTS	:	ONE SCRIPT (SECOND ON REQUEST)

INSTRUCTIONS TO CANDIDATES:

READ THE QUESTIONS THOROUGHLY BEFORE YOU START
ANSWER ALL THE QUESTIONS
SHOW ALL CALCULATIONS AND SI UNITS
(NONE SHOWN = NO MARKS)
DO NOT USE CORRECTION FLUID, NEITHER A PENCIL, NOR A RED PEN
DO YOUR OWN WORK – EARN YOUR MARK WITH PRIDE

QUESTION 1

1.1	Describe Likert's four systems of organisational leadership.	(20)
1.2	Briefly discuss the provisions of the following legal instruments:	
	1.2.1 The South African Qualifications Authority Act.	(4)
	1.2.2 The Skills Development Act.	(4)
1.3	In terms of engineering contracts, distinguish between:	
	1.3.1 Full contractual capacity.	(2)
	1.3.2 Limited contractual capacity.	(2)
	1.3.3 No contractual capacity.	(2)
1.4	What is meant by the term "human relations"? State three reasons why engineers and technologists should have well-developed human relations skills.	(8)
1.5	Discuss the four stages in team development.	(8)
		[50]

QUESTION 2

2.1 In order to increase production, you urgently need to introduce another dump truck to your underground operations. Your engineer has presented you with the schedule tabulated below that estimates the activities required to prepare the truck to be transported to the underground workings.

2.1.1 Construct the network diagram and estimate the duration. (10)
2.1.2 What is the likelihood of completing everything in 5 days? (3)
2.1.3 What can possibly be done to reduce the project duration? (5)
2.1.4 What would you do to avoid unnecessary "surprises"? (2)

Note: Round duration values to whole numbers.
Round standard deviation values to two decimals.
Assume that work will proceed 24 hours a day, 7 days a week.

Activity	Description	Predecessors	Duration (Hours)		
			Optimistic	Most likely	Pessimistic
1	Risk assessment		4	6	12
2	Workshop preparation		18	24	36
3	Order consumables		3	3	3
4	Move truck to workshop	1,2	16	18	24
5	Remove bowl	4	24	36	48
6	Move bowl to shaft head	5	18	18	24
7	Remove wheels	3,5	24	24	36
8	Load wheels on cars	7	24	36	48
9	Drain hydraulics	7	6	8	12
10	Split body	9	8	12	18
11	Transport body parts to shaft head	10	6	8	12

2.2 Define the following terms:

2.2.1 Project. (2)
2.2.2 Stakeholders. (1)
2.2.3 Project Brief. (1)
2.2.4 Project Risk. (1)

[25]

QUESTION 3

3.1 You have to purchase a set of new pumps for your mine, and have been offered the following two options:

Option 1:

A cash payment immediately of R4 700 000 as full and final settlement.

Option 2:

A cash payment of R1 000 000 immediately and then five annual installments of R1 000 000 and the end of each of the next five years.

Based on a discount rate of 12%, compounded annually, which option will you select? Show all calculations. (7)

3.2 You have to select two of the three projects of which the cash flows are shown in the table in Appendix A.

Given a discount rate of 10%, compare the three projects in terms of payback period, ROI, and NPV. Which two projects would you select?

Tabulate all calculations. (18)

[25]

TOTAL **[100]**

Appendix A

Year	Project 1	Project 2	Project 3
0	-2 750 000.00	-5 000 000.00	-10 000 000.00
1	55 000.00	750 000.00	1 250 000.00
2	75 000.00	750 000.00	2 500 000.00
3	155 000.00	2 500 000.00	3 210 000.00
4	2 100 000.00	3 000 000.00	4 750 000.00
5	2 500 000.00	4 000 000.00	4 800 000.00

Formulae

Operations management	
Design capacity	*Maximum output under ideal conditions.*
Effective capacity	*Output estimated when constraints such as breakdowns, scheduling & quality are considered.*
Actual output	*Actual achievement.*
Efficiency	$Efficiency = \frac{Actual\ output}{Effective\ Capacity} \times 100$
Utilisation	$Utilisation = \frac{Actual\ output}{Design\ capacity} \times 100$
Productivity	$Productivity = \frac{Output}{Input}$
Project management	
Expected completion	$TE = \frac{a + 4m + b}{6}$
Standard deviation	$\sigma^2 = \left[\frac{b - a}{6}\right]^2$
Probability Z value	$Z = \frac{D - \mu}{\sqrt{\sigma_\mu^2}}$
Time value of money	
Simple interest	$I = Pni$
Compound interest	$F = P(1 + i)^n \quad P = \frac{F}{(1 + i)^n}$
Annuity	$F = A\left[\frac{(1 + i)^n - 1}{i}\right] \quad P = A\left[\frac{(1 + i)^n - 1}{i(1 + i)^n}\right]$
Return on investment	$ROI = \frac{Average\ annual\ profit}{Original\ investment} \times 100$
Net Present Value	$NPV = \sum_{t=1}^{n} \frac{CF_t}{(1 + k)^t} - I$
Payback period	*Time taken to gain financial return equal to the original investment.*

Normal Probability Table

Z-Score	0.09	0.08	0.07	0.06	0.05	0.04	0.03	0.02	0.01	0.00
-3.9	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
-3.8	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001
-3.7	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0002	0.0001
-3.6	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002
-3.5	0.0002	0.0002	0.0002	0.0003	0.0003	0.0003	0.0003	0.0003	0.0003	0.0003
-3.4	0.0003	0.0003	0.0004	0.0004	0.0004	0.0004	0.0004	0.0004	0.0004	0.0003
-3.3	0.0005	0.0004	0.0004	0.0004	0.0004	0.0004	0.0004	0.0005	0.0005	0.0005
-3.2	0.0007	0.0007	0.0007	0.0006	0.0006	0.0006	0.0006	0.0006	0.0007	0.0007
-3.1	0.0007	0.0007	0.0008	0.0008	0.0008	0.0008	0.0009	0.0009	0.0009	0.0010
-3.0	0.0010	0.0010	0.0011	0.0011	0.0011	0.0012	0.0012	0.0013	0.0013	0.0013
-2.9	0.0014	0.0014	0.0015	0.0015	0.0016	0.0016	0.0017	0.0018	0.0018	0.0019
-2.8	0.0019	0.0020	0.0021	0.0021	0.0022	0.0023	0.0023	0.0024	0.0025	0.0026
-2.7	0.0026	0.0027	0.0028	0.0029	0.0030	0.0031	0.0032	0.0033	0.0034	0.0035
-2.6	0.0036	0.0037	0.0038	0.0039	0.0040	0.0041	0.0043	0.0044	0.0045	0.0047
-2.5	0.0048	0.0049	0.0051	0.0052	0.0054	0.0055	0.0057	0.0059	0.0060	0.0062
-2.4	0.0064	0.0066	0.0068	0.0069	0.0071	0.0073	0.0075	0.0078	0.0080	0.0082
-2.3	0.0084	0.0087	0.0089	0.0091	0.0094	0.0096	0.0099	0.0102	0.0104	0.0107
-2.2	0.0110	0.0113	0.0116	0.0119	0.0122	0.0125	0.0129	0.0132	0.0136	0.0139
-2.1	0.0143	0.0146	0.0150	0.0154	0.0158	0.0162	0.0166	0.0170	0.0174	0.0179
-2.0	0.0183	0.0188	0.0192	0.0197	0.0202	0.0207	0.0212	0.0217	0.0222	0.0228
-1.9	0.0233	0.0239	0.0244	0.0250	0.0256	0.0262	0.0268	0.0274	0.0281	0.0287
-1.8	0.0294	0.0301	0.0307	0.0314	0.0322	0.0329	0.0336	0.0344	0.0351	0.0359
-1.7	0.0367	0.0375	0.0384	0.0392	0.0401	0.0409	0.0418	0.0427	0.0436	0.0446
-1.6	0.0455	0.0465	0.0475	0.0485	0.0495	0.0505	0.0516	0.0526	0.0537	0.0548
-1.5	0.0559	0.0571	0.0582	0.0594	0.0606	0.0618	0.0630	0.0643	0.0655	0.0668
-1.4	0.0681	0.0694	0.0708	0.0721	0.0735	0.0749	0.0764	0.0778	0.0793	0.0808
-1.3	0.0823	0.0838	0.0853	0.0869	0.0885	0.0901	0.0918	0.0934	0.0951	0.0968
-1.2	0.0985	0.1003	0.1020	0.1038	0.1056	0.1075	0.1093	0.1112	0.1131	0.1151
-1.1	0.1170	0.1190	0.1210	0.1230	0.1251	0.1271	0.1292	0.1314	0.1335	0.1357
-1.0	0.1379	0.1401	0.1423	0.1446	0.1469	0.1492	0.1515	0.1539	0.1562	0.1587
-0.9	0.1611	0.1635	0.1660	0.1685	0.1711	0.1736	0.1762	0.1788	0.1814	0.1841
-0.8	0.1867	0.1894	0.1922	0.1949	0.1977	0.2005	0.2033	0.2061	0.2090	0.2119
-0.7	0.2148	0.2177	0.2206	0.2236	0.2266	0.2296	0.2327	0.2358	0.2389	0.2420
-0.6	0.2451	0.2483	0.2514	0.2546	0.2578	0.2611	0.2643	0.2676	0.2709	0.2743
-0.5	0.2776	0.2810	0.2843	0.2877	0.2912	0.2946	0.2981	0.3015	0.3050	0.3085
-0.4	0.3121	0.3156	0.3192	0.3228	0.3264	0.3300	0.3336	0.3372	0.3409	0.3446
-0.3	0.3483	0.3520	0.3557	0.3594	0.3632	0.3669	0.3707	0.3745	0.3783	0.3821
-0.2	0.3859	0.3897	0.3936	0.3974	0.4013	0.4052	0.4090	0.4129	0.4168	0.4207
-0.1	0.4247	0.4286	0.4325	0.4364	0.4404	0.4443	0.4483	0.4522	0.4562	0.4602
-0.0	0.4641	0.4681	0.4721	0.4761	0.4801	0.4840	0.4880	0.4920	0.4960	0.5000

Z-Score	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
0.0	0.5000	0.5040	0.5080	0.5120	0.5160	0.5199	0.5239	0.5279	0.5319	0.5359
0.1	0.5398	0.5438	0.5478	0.5517	0.5557	0.5596	0.5636	0.5675	0.5714	0.5753
0.2	0.5793	0.5832	0.5871	0.5910	0.5948	0.5987	0.6026	0.6064	0.6103	0.6141
0.3	0.6179	0.6217	0.6255	0.6293	0.6331	0.6368	0.6406	0.6443	0.6480	0.6517
0.4	0.6554	0.6591	0.6628	0.6664	0.6700	0.6736	0.6772	0.6808	0.6844	0.6879
0.5	0.6915	0.6950	0.6985	0.7019	0.7054	0.7088	0.7123	0.7157	0.7190	0.7224
0.6	0.7257	0.7291	0.7324	0.7357	0.7389	0.7422	0.7454	0.7486	0.7517	0.7549
0.7	0.7580	0.7611	0.7642	0.7673	0.7704	0.7734	0.7764	0.7794	0.7823	0.7852
0.8	0.7881	0.7910	0.7939	0.7967	0.7995	0.8023	0.8051	0.8078	0.8106	0.8133
0.9	0.8159	0.8186	0.8212	0.8238	0.8264	0.8289	0.8315	0.8340	0.8365	0.8389
1.0	0.8413	0.8438	0.8461	0.8485	0.8508	0.8531	0.8554	0.8577	0.8599	0.8621
1.1	0.8643	0.8665	0.8686	0.8708	0.8729	0.8749	0.8770	0.8790	0.8810	0.8830
1.2	0.8849	0.8869	0.8888	0.8907	0.8925	0.8944	0.8962	0.8980	0.8997	0.9015
1.3	0.9032	0.9049	0.9066	0.9082	0.9099	0.9115	0.9131	0.9147	0.9162	0.9177
1.4	0.9192	0.9207	0.9222	0.9236	0.9251	0.9265	0.9279	0.9292	0.9306	0.9319
1.5	0.9332	0.9345	0.9357	0.9370	0.9382	0.9394	0.9406	0.9418	0.9429	0.9441
1.6	0.9452	0.9463	0.9474	0.9484	0.9495	0.9505	0.9515	0.9525	0.9535	0.9545
1.7	0.9554	0.9564	0.9573	0.9582	0.9591	0.9599	0.9608	0.9616	0.9625	0.9633
1.8	0.9641	0.9649	0.9656	0.9664	0.9671	0.9678	0.9686	0.9693	0.9699	0.9706
1.9	0.9713	0.9719	0.9726	0.9732	0.9738	0.9744	0.9750	0.9756	0.9761	0.9767
2.0	0.9772	0.9778	0.9783	0.9788	0.9793	0.9798	0.9803	0.9808	0.9812	0.9817
2.1	0.9821	0.9826	0.9830	0.9834	0.9838	0.9842	0.9846	0.9850	0.9854	0.9857
2.2	0.9861	0.9864	0.9868	0.9871	0.9875	0.9878	0.9881	0.9884	0.9887	0.9890
2.3	0.9893	0.9896	0.9898	0.9901	0.9904	0.9906	0.9909	0.9911	0.9913	0.9916
2.4	0.9918	0.9920	0.9922	0.9925	0.9927	0.9929	0.9931	0.9932	0.9934	0.9936
2.5	0.9938	0.9940	0.9941	0.9943	0.9945	0.9946	0.9948	0.9949	0.9951	0.9952
2.6	0.9953	0.9955	0.9956	0.9957	0.9959	0.9960	0.9961	0.9962	0.9963	0.9964
2.7	0.9965	0.9966	0.9967	0.9968	0.9969	0.9970	0.9971	0.9972	0.9973	0.9974
2.8	0.9974	0.9975	0.9976	0.9977	0.9977	0.9978	0.9979	0.9979	0.9980	0.9981
2.9	0.9981	0.9982	0.9982	0.9983	0.9984	0.9984	0.9985	0.9985	0.9986	0.9986
3.0	0.9987	0.9987	0.9987	0.9988	0.9988	0.9989	0.9989	0.9989	0.9990	0.9990
3.1	0.9990	0.9991	0.9991	0.9991	0.9992	0.9992	0.9992	0.9992	0.9993	0.9993
3.2	0.9993	0.9993	0.9994	0.9994	0.9994	0.9994	0.9994	0.9995	0.9995	0.9995
3.3	0.9995	0.9995	0.9995	0.9996	0.9996	0.9996	0.9996	0.9996	0.9996	0.9997
3.4	0.9997	0.9997	0.9997	0.9997	0.9997	0.9997	0.9997	0.9997	0.9997	0.9998
3.5	0.9998	0.9998	0.9998	0.9998	0.9998	0.9998	0.9998	0.9998	0.9998	0.9998
3.6	0.9998	0.9998	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999
3.7	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999
3.8	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999
3.9	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000