UNIVERSITY OF JOHANNESBURG

PROGRAM	:	BACCALAURIUS TECHNOLOGIAE *MINING ENGINEERING*
SUBJECT	:	**ENGINEERING MANAGEMENT IVA**
CODE	:	**MGNA411**
DATE	:	FINAL ASSESSMENT 04 JUNE 2015
DURATION	:	3 HOURS (08:30 – 11:30)
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)

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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 Hersey and Blanchard's situational leadership model describes the readiness of followers in four stages. Describe these four stages, and illustrate by means of a diagram how the four the leadership styles should be applied. (20)

1.2 Discuss five rating errors that one should guard against when rating an employee's performance. (10)

1.3 In terms of engineering contracts, distinguish between:

1.3.1 Simple joint liability. (2)

1.3.2 Joint and several liability. (2)

1.3.3 Joint (common) liability. (2)

1.4 By means of a neatly annotated diagram, illustrate the transformation process associated with any business. (5)

1.5 Describe three different ways in which capacity may be measured. (9)

[50]

QUESTION 2

2.1 You plan to break away a prospect drive in order to explore an unknown section of the ore body. The WBS below describes all the activities and relationships.

2.1.1 Construct the network diagram and find the critical path. (10)
2.1.2 Estimate the likelihood of completion within 12 days. (3)

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

Activity	Description	Predecessors	Time (hours)		
			Optimistic	Most likely	Pessimistic
1	Remove compressed air and water pipes.		8	8	16
2	Install cable protection.		4	4	8
3	Advance breakaway for 10m.	1,2	48	56	64
4	Install ventilation column.	3	8	8	16
5	Install switch.	3,4	24	36	48
6	Reinstall air and water columns.	3,4	8	8	16
7	Advance breakaway for another 10m.	5,6	48	56	64
8	Install wire mesh and lacing.	7	36	48	56
9	Shotcrete entire breakaway.	7	48	56	64
10	Do a quality assurance audit.	8,9	8	8	8
11	Analyse audit results.	10	8	8	8
12	Correct all deficiencies.	11	24	24	36

2.2 Write brief notes on the different phases of a project, as described by Nel. (12)

[25]

QUESTION 3

3.1 You have to establish an underground workshop for maintenance of your equipment fleet, and you have to decide to either develop an airway that will effect "through-ventilation", or install a fan that will ventilate the excavation. The following data needs consideration:

Development required	40m
Cost of development	R3 600/m
Purchase cost of fan	R45 000
Fan installation cost	R15 000
Fan power consumption	15kW
Workshop utilisation	24 hours per day, 30,5 days per month
Life of workshop	3 years (36 months)
Eskom tariff	66c/kWh
Discount rate	10% (compounded)

Explain your decision. Show all calculations & assumptions. (8)

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

Given a discount rate of 12%, compare the two projects in terms of pay-back period, ROI, and NPV. Compare the merits of the three methods.

Tabulate all calculations. (12)

3.3 You plan to replace your car in five years' time, and you want to pay cash for it. You estimate that the car will cost R 350 000,00 at that time. How much money must you invest in your saving's account monthly to make this possible? Your saving's account is with "Beep" Bank that pays you interest of 6%, compounded annually. Show all calculations. (5)

[25]

TOTAL **[100]**

Appendix A

	Cash flow	
Year	**Option 1**	**Option 2**
0	-81 250.00	-102 400.00
1	20 000.00	15 000.00
2	25 000.00	15 000.00
3	35 000.00	27 000.00
4	43 000.00	46 000.00
5	47 000.00	60 000.00
6	58 000.00	60 000.00
7	60 000.00	80 000.00
8	60 000.00	110 000.00
9	65 000.00	110 000.00
10	65 000.00	125 000.00

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	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002
-3.8	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002
-3.7	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002
-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	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002
-3.4	0.0002	0.0003	0.0003	0.0003	0.0003	0.0003	0.0003	0.0003	0.0003	0.0003
-3.3	0.0003	0.0004	0.0004	0.0004	0.0004	0.0004	0.0004	0.0005	0.0005	0.0005
-3.2	0.0005	0.0005	0.0005	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	0.0012	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