



PROGRAM : NATIONAL DIPLOMA
(Mineral Surveying and Mining Engineering)

SUBJECT : ENGINEERING MANAGEMENT III (S4)

CODE : MGN 32-1

DATE : SUMMER SSA EXAMINATION 2017
12 JANUARY 2017

DURATION : (SESSION 2) 11:30 - 14:30

TOTAL MARKS (Parts 1 & 2) : 100
TOTAL MARKS (Parts 3) : 40
GRAND TOTAL MARKS : 140

EXAMINER (Parts 1 & 2) : Maelani Chauke

EXAMINER (Parts 3) : Mr. R. Sibanda

MODERATOR (Parts 1 & 2) : Mr. L. Zindi
MODERATOR (Parts 3) : Ms DS Kohaly

NUMBER OF PAGES : 9

INSTRUCTIONS:

1. **PLEASE** answer **ALL** questions
 2. There are three (3) parts herein viz. Part 1, 2, and 3.
 3. Parts 1 and 2 must be answered in one answer book. Part 3 must be answered in a separate answer book
 4. Write your lecturer's name on your answer book
 5. Number all questions, and sub-questions **CLEARLY**
 6. All the relevant rules of the University of Johannesburg shall apply
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PART 1: RISK MANAGEMENT

Question 1

1.1 Explain the following terms:

- 1.1.1 Risk
- 1.1.2 Hazard
- 1.1.3 Total Risk management

[3]

1.2 Explain the Simple Risk Model and the Standard Risk Model. Define all the terms used. The use of two separate figures is recommended [10]

1.3 Compare and contrast the advantages and disadvantages of a Simple Risk Model and a Standard Risk Model. [7]

Question 2

2.1 List the steps in risk assessment

[5]

2.2 Explain the following terms:

- 2.2.1 Risk measure
- 2.2.2 Risk mitigation
- 2.2.3 Residual Risk

[6]

2.3 Explain Baseline Risk Assessment. Explain the process of Baseline Risk Assessment [6]

2.4 List at least three areas or things on which Issue Based Risk Assessment may be conducted [3]

Question 3

3.1 Discuss four factors that contribute to causing occupational diseases [8]

3.2 Discuss three basic safety issues in operational surface mine [6]

3.3 List at least six hazards identified by the Inspector of Mines (IOM) during a fatal accident investigation in an underground gold mine [6]

PART 2: LABOUR RELATIONS

Question 4

4.1 Summarize the views of the following (i.e. pioneers in the development of labour relation):

4.1.1 Dunlop's systems theory [5]

4.1.2 New Marxist criticisms of the labour relations theory [5]

4.2 For analytical purposes, various theorists have identified various value systems and associated management styles which influence business and labour relations strategies (i.e. outline is a development of different styles of labour relations management suggested by Fox, as well as Purcell and Sisson)

Summarize, in a table format, the proposals as they have been adapted to South African circumstances

[10]

4.2 Define 'strike'. From the perspective of the employees, what purpose does a strike serve? [4]

4.3 Explain 'Pre-dismissal arbitration'. What are the benefits of 'pre-dismissal arbitration from the perspective of the employer and employee, respectively?

[6]

Question 5

5.1 A joint consensus seeking process, which is part of consultations on retrenchments, needs advice from you to enable it to narrow its focus areas and points of consideration. List five appropriate measures on which consensus between the employer and the trade union should be sought [5]

5.2 Discuss guiding principles in challenging unfair incapacity dismissal [5]

PART 3: BUSINESS COMMUNICATION

PROGRAM : NATIONAL DIPLOMA
MINERAL SURVEYING
MINING ENGINEERING

SUBJECT : **ENGINEERING MANAGEMENT II**

CODE : **MGN32-1**

DATE : SUPP FINAL SUMMATIVE ASSESSMENT OPPORTUNITY
DECEMBER 2016

WEIGHT : 40: 30:30

EXAMINER : MS D KOHALY

MODERATOR : MR R SIBANDA

INSTRUCTIONS:

1. READ INSTRUCTIONS IN EACH SECTION CAREFULLY
 2. WRITE YOUR LECTURER'S NAME ON YOUR ANSWER SHEET
 3. PLAN YOUR TIME CAREFULLY
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SECTION A

Read the article "Break the chains of inferiority" before answering the questions 1-10. Questions 11-20 relate to your syllabus. Choose the most correct answer and write down only the question number and correct letter. e.g. 1C

BREAK THE CHAINS OF INFERIORITY by Zipho Sikhakhane

Our entrepreneurs must believe in themselves to build businesses

1. This week, more than 500 owners of small businesses gathered in Johannesburg, determined to gain insight into how to take their businesses to the next level. The participants in the SMME Opportunity Roadshow 2016 were also intent on building networks with like-minded people who could be helpful to them along the way. As the roadshow's opening speaker, I used the opportunity to share some perspectives on the wealth of opportunities available to the leaders of small businesses.
2. I also urged that we all roll up our sleeves and tackle the entrenched behaviours and mindsets that are crippling the culture of entrepreneurship in South Africa. And the shift required is that we learn how to lead from a place of superiority, not from a place of inferiority. It is a fact that our nation's levels of entrepreneurship are unacceptably low when compared to peer countries. According to a report by the Global Entrepreneurship Mentor, South Africa has only a quarter of the entrepreneurship that the rest of sub-Saharan Africa has.
3. This does not make sense, given that we are among the largest and most developed economies in the region. In Nigeria, for example, which is the biggest economy in Africa but is much less developed than South Africa, almost half of young people are involved in some kind of entrepreneurial activity. Whenever I am in Nigeria for work, I notice that almost everyone I interact with feels they are an entrepreneur of some sort – eager to showcase their multiple business ventures and give out business cards.
4. Young South Africans, by contrast, are focused on looking for jobs or getting the tertiary education required to get these jobs – overlooking the opportunity to create jobs for themselves and in turn become employers for others. Many have even given up looking for jobs and are passively living at home, which is why we have such unacceptably high youth unemployment rates and unacceptably low youth entrepreneurship rates. It is time we confronted some of the deep rooted behaviours and attitudes that have led us to this point. If we can get to the root of these problems, we might have some hope of shifting the statistics over the next few decades.
5. There are some obvious reasons why these problems exist, one being the fact that entrepreneurship is not easily accepted as a career path. As a result, many would be entrepreneurs don't even consider trying to start a business. Another reason for South African's failure in this sphere is the historically limited public sector initiatives in support of entrepreneurship. Fortunately, things have been changing: numerous private and public sector initiatives have been established to foster the culture of entrepreneurship. However, one of the root causes, which is rarely addresses, is our long-standing inferiority complex. After all, we live in society where the majority of the population comes from a long history of oppression – one that has hypnotised most of us into perceiving ourselves as inferior.
6. I believe this is why many would rather spend years looking for work instead of becoming the employer who creates these jobs. It is difficult to believe yourself capable of leading others as an employer, when you feel inferior to them. I believe our inferiority complexes also contribute to why our aspiring entrepreneurs give up so soon. When faced with difficulty, an inferior mind personalises the failure and gives up. In contrast, a superior mind keeps trying, because it does not see failure as a reflection of personal weaknesses – instead, a challenge or a failure is grasped as an opportunity to learn and grow from the experience.

Section A (Continued)

7. During the talk I gave at the SMME Opportunity Roadshow, I used my own example of having personally navigated the inferiority challenges that the world puts forth for those who are black, women and young. I have to remind myself, daily, that these challenges come from a place of ignorance and are no reflection on who I am and what I am capable of. We have to invest in the behavioural and mindset changes needed to help our economy to thrive. Otherwise, decades could pass and many great initiatives could be introduced, but we would still not see people being bold enough to take active steps and lead from a place of superiority – and refuse to hide behind the curtains of inferiority.
8. We must all break away from the inferiority complexes that we hold at an individual level. As South Africans, we are no longer oppressed. As Africans, we are no longer treated as an ignored region of the world economy. In celebration of Africa Day this week, let us focus on what we can achieve, not on what we cannot achieve.

Adapted from Sunday Times, Business Times 29 May 2016

1. The title of the article emphasizes the importance of:
 - A. Black empowerment
 - B. Gender equality
 - C. Generating entrepreneurship
 - D. Public speaking
2. The word “entrenched” underlined in paragraph 2 means:
 - A. Apartheid
 - B. Oldschool
 - C. Different
 - D. Ingrained
3. The author feels that unemployment can be curbed by:
 - A. Active job seeking
 - B. Creating own businesses
 - C. Acquiring better qualifications
 - D. Polishing CVs
4. The author’s beliefs in a “long standing inferiority complex” is a result of:
 - A. A lack of education
 - B. A lack of psychological counselling
 - C. A lack of empowerment
 - D. A lack of money
5. The author refers to Nigeria as an example of:
 - A. Solid family values
 - B. Proactive behaviours
 - C. A religious society
 - D. Nollywood

Section A (Continued)

6. "SMME" in the context of the article most possibly stands for:
 - A. Stanford Members Main Executive
 - B. Small Medium and Micro-sized Enterprises
 - C. Small Minds Matter Everywhere
 - D. South African Members of Main Entrepreneurs
 7. The statistics supplied by the Global Entrepreneurship Monitor is in your opinion:
 - A. Unacceptable
 - B. Acceptable
 - C. Praiseworthy
 - D. Impressive
 8. Select one of the words below which best describes the author's intention in appealing to South African's to break with the past by altering their:
 - A. Mindsets (paragraph 7)
 - B. Initiatives (paragraph 7)
 - C. Weaknesses (paragraph 6)
 - D. Statistics (paragraph 4)
 9. The article, as a solution to unemployment might be criticized as being:
 - A. Judgemental
 - B. Simplistic
 - C. Biased
 - D. Ignorant
-
10. "Entrepreneurship is not easily accepted as a career path" (paragraph 5) because of:
 - A. Universities not producing graduates
 - B. B.Comm students being marginalized
 - C. Students not considering starting their own enterprises
 - D. Students relying on sponsorship to study

The following questions are from your knowledge of the Management syllabus:

11. A key macro environmental factor critical to the success of a micro environment is:
 - A. Tax escalation
 - B. Improvement in technology
 - C. New companies being established
 - D. Reliable intermediaries
12. In order to stay competitive a business has to do the following:
 - A. Delight the customer
 - B. Meet the needs of employees
 - C. Meet the needs of the community
 - D. All of the above
13. Which of the following option is true about a Communist economic system?
 - (i) Individuals have a right to keep all their enterprise's profits
 - (ii) Individuals have the right to establish an enterprise anywhere
 - (iii) Businesses have a right to produce any product
 - (iv) Businesses have a right to employ anyone

Section A (Continues)

- A. i. and ii
 - B. iii and iv
 - C. All of the above
 - D. None of the above
14. South Africa's economic system is a:
- A. Free market system
 - B. Completely Socialist
 - C. Controlled free market
 - D. An ANC controlled system
15. Which of the following had a negative effect on the value of the South African currency in 2016?
- A. Student protests
 - B. The new DA mayor of Johannesburg Herman Mashaba
 - C. The conflict with the Hawks and Pravin Gordhan
 - D. The August municipal elections
16. Currently, Mining jobs are scarce because of:
- A. Marikana massacre
 - B. Union disputes
 - C. Load shedding
 - D. General unemployment
-
17. The market environment includes:
- A. Consumers and competitors
 - B. Social and cultural forces
 - C. Political and statutory variables
 - D. Production factors
18. Which of the following is not a variable found in the micro environment?
- A. Objectives of the enterprise
 - B. An increase in salaries
 - C. Changes in climate
 - D. Functions of the enterprise
19. Which of the following options is the most important concern relating to the market environment when establishing the location of an enterprise?
- (i) Absence of competitors
 - (ii) Personal consideration
 - (iii) Sufficient water and power
 - (iv) The market and availability of labour
- A. ii only
 - B. iii only
 - C. i only
 - D. iii and iv

Section A (Continues)

20. Blake and Mouton's middle of the road leadership style:
- A. Is popular in senior management in the mining industry
 - B. Is popular where there is high output
 - C. Is popular where workers are close to retirement
 - D. Is popular where there is no concern for workers

[20]

SECTION B

Write an essay of approximately **ONE** page in length on one of the following topics below.

Indicate rough work as preparation.

Marks will be awarded for both content and style

1. Describe the most effective leadership style presented by Blake and Mouton and explain why this leadership style might be chosen by enlightened leaders.

[20]

OR

2. From the book "South Africa's greatest entrepreneurs (Makura, 2010) select an entrepreneur who demonstrated a clear vision. Identify and explain this vision.

[20]

[20]
