

REFERENCES

1. ACKOFF, R.L. 1970. A Concept of Corporate Planning. New York : Wiley.
2. ACKROYD, S. & FLEETWOOD, S. 2000. Realist Perspectives on Management and Organisation. London : Routledge. **272** p. Available from: <http://www.questia.com>
3. ADAMS, C. 2006. RAPPORT, 26 November, 2006: RCP Media, Media 24 Bpk, Auckland Park, Johannesburg. www.rapport.co.za
4. ADIZES, I. 1979. How to Solve the Mismanagement Crises: Diagnoses & Treatment of Management Problems. United States of America : Dow Jones-Irwin. **281** p.
5. AGRICOLA, G. 1556. De Re Metallica, Translated from the first Latin edition of 1556 by Herbert Clark and Lou Henry Hoover. New York : Dover Publications 1950. **638** p.
6. AJAMI, R.A. & BEAR, M.M. 2007. The Global Enterprise: Entrepreneurship and Value Creation. New York : International Business Press. **353** p.
7. ALBERS, M.J. 2005. Communication of Complex Information: User Goals and Information Needs for Dynamic Web Information. Mahwah, NJ : Lawrence Erlbaum Associates. **261** p. Available from: <http://www.questia.com>
8. ALLEN, L.A. 1973. Professional Management: new concepts and proven practices. Maidenhead : McGraw-Hill. **236** p.
9. AMEY, L.R. 1986. A Conceptual Approach to Management. New York : Praeger Publishers. **234** p. Available from: <http://www.questia.com>
10. ANSOFF, H.I. 1968. Corporate Strategy: An Analytic Approach to Business Policy for Growth and Expansion. Great Britain : Penguin Books. **205** p.
11. ASHTON, T.S. 1997. The Industrial Revolution 1760 – 1830. Oxford : Oxford University Press. **144** p. Available from: <http://www.questia.com>
12. AUSTIN, E.W. & PINKLETON, B.E. 2000. Strategic Public Relations Management: Planning and Managing Effective Communication Programs. Mahwah, NJ : Lawrence Erlbaum Associates. **402** p. Available from: <http://www.questia.com>
13. AUSTIN, D.M. 2002. Human Services Management: Organizational Leadership in Social Work Practice. New York : Columbia University Press. **511** p. Available from: <http://www.questia.com>

14. BACKMAN, M. & BUTLER, C. 2003. Big in Asia : 25 Strategies for Business Success. New York : Palgrave Macmillan. **357** p. Available from: <http://www.questia.com>
15. BAILY, M.N. & OKUN, A.M. 1982. The Battle Against Unemployment and Inflation: Problems of the Modern Economy. 3rd ed. Toronto : Norton & Company.
16. BARRATT, J. & COPPIN, A. 2002. Timeless Management. New York : Palgrave Macmillan. **220** p. Available from: <http://www.questia.com>
17. BASSET, G. 1993. The Evolution and Future of High Performance Management Systems. Westport, CT : Quorum Books. **214** p. Available from: <http://www.questia.com>
18. BATEMAN, T.S. & SNELL, S.A. 1996. Management: Building Competitive Advantage. 3rd ed. Chicago : Irwin. **575** p.
19. BATEMAN, T.S. & SNELL, S.A. 2002. Management : Competing in the New Era. 5th ed. Boston : McGraw-Hill. **611** p.
20. BEACH, D.S. 1965. Personnel: the Management of People at Work. New York : Macmillan. **784** p.
21. BEDEIAN, A.G. & GLUECK, W.F. 1983. Management. Chicago : The Dryden Press. **664** p.
22. BJERKE, B. 1999. Business Leadership and Culture: National Management Styles in the Global Economy. Cheltenham. England : Edward Elgar. **287** p. Available from: <http://www.questia.com>
23. BLACK, J.S. & PORTER, L.W. 2000. Management: Meeting New Challenges. New Jersey : Prentice Hall. **648** p.
24. BLANCHARD, K. & JOHNSON, S. 1983. The One Minute Manager. London : Willow Books. **111** p.
25. BOWKER, A.H. & LIEBERMAN, G.J. 1959. Engineering Statistics. New York : Prentice-Hall. **585** p.
26. BRANCH, M.C. 1999. The Planning Imperative and Human Behavior. Westport, CT : Praeger Publishers. **192** p. Available from: <http://www.questia.com>
27. BROODRYK, J. 2002. Ubuntu: Life Lessons from Africa. Pretoria : Ubuntu School of Philosophy. **156** p.

28. BRUNING, S.D. & LEDINGHAM, J.A. 2000. Public Relations as Relationship Management: A Relational Approach to the Study and Practice of Public Relations. Mahwah, NJ : Lawrence Erlbaum Associates. **255** p. Available from: <http://www.questia.com>.
29. BUCHANAN, D.A, & BADHAM, R.J. 2008. Power, Politics, and Organizational Change: Winning the Turf Game. 2nd ed. London : Sage Publications. **350** p.
30. BUFFA, E.S. 1965. Modern Production Management. 2nd ed. New York : John Wiley & Sons. **758** p.
31. BURNS, J.M. 1998. Ethics, the Heart of Leadership. Westport, CT : Praeger. **198** p. Available from: <http://www.questia.com>
32. BUSH, T. 2003. Theories of Educational Leadership and Management. 3rd ed. London : Sage Publications. **209** p.
33. CALLAWAY, R.L. 1999. The Realities of Management : A View from the Trenches. Westport, CT : Quorum Books. **230** p. Available from: <http://www.questia.com>
34. CAMPBELL, D. & CRAIG, T. 2005. Organisations and the Business Environment. 2nd ed. Amsterdam : Elsevier Butterworth Heinemann. **696** p.
35. CARMENT, D. & SCHNABEL, A. 2003. Conflict Prevention : Path to Peace or Grand Illusion? New York : United Nations University Press. **303** p. Available from: <http://www.questia.com>
36. CARROLL, A.B. & BUCHHOLTZ, A.K. 2000. Business & Society: Ethics and Stakeholder Management. 4th ed. Australia : South-Western College Publishing. **750** p.
37. CARTWRIGHT, A.P. 1962. The Gold Miners. Johannesburg : Purnell & Sons (SA) Pty. Ltd. **340** p.
38. CARTWRIGHT, A.P. 1977. Diamonds and Clay : The Story of the Cullinan Group of Mines 1902 – 1977. Cape Town : Purnell. **195** p.
39. CHAMBER OF MINES OF SOUTH AFRICA: Annual Report 2003 - 2004. Produced by the Communications Services of the Chamber of Mines of South Africa. Marshalltown : Business Print Centre. **144** p.
40. CHAMBER OF MINES OF SOUTH AFRICA: Annual Report 2004 - 2005. Produced by the Communications Services of the Chamber of Mines of South Africa. Marshalltown : Business Print Centre. **92** p.

41. CHAMBER OF MINES OF SOUTH AFRICA: Annual Report 2006 - 2007. Produced by the Communications Services of the Chamber of Mines of South Africa. Marshalltown : Business Print Centre. **88** p.
42. CHAMBER OF MINES OF SOUTH AFRICA: Facts & Figures 2003. Produced by the Communications Services of the Chamber of Mines of South Africa. Printing : Adlitho. **39** p.
43. CHAMBER OF MINES OF SOUTH AFRICA: Facts & Figures 2004. Produced by the Communications Services of the Chamber of Mines of South Africa. Printing : Clyde Printers. **39** p.
44. CHAMBER OF MINES OF SOUTH AFRICA: Facts & Figures 2006. Produced by the Communications Services of the Chamber of Mines of South Africa. Printing : Clyde Printers. **39** p.
45. CHAMBER OF MINES OF SOUTH AFRICA: Safety Performance Review 2004/2005, OH&SPC Circular No. 42/06, 4 April 2006. **5** p.
46. CHANDLER, A.D. 1969. Strategy and Structure: Chapters in the History of the Industrial Enterprise. Cambridge : The M.I.T. Press. **464** p. Available from: <http://www.questia.com>
47. CHARAN, R. 2008. Leaders at all Levels. San Francisco : John Wiley. **172** p.
48. CHARLTON, G.D. 1992. Leadership: The Human Race. Kenwyn : Juta. **134** p.
49. CHARLTON, G. 2000. Human Habits of Highly Effective Organisations: The Human Race. Hatfield, Pretoria : Van Schaik. **208** p.
50. CHASE, R.B., AQUILANO, N.J. & JACOBS, F.R. 2001. Operations Management for Competitive Advantage, 9th ed. Boston/Toronto : McGraw-Hill **763** p.
51. CHEMERS, M.M. 1997. An Integrative Theory of Leadership. Mahwah, NJ : Lawrence Erlbaum Associates. **200** p. Available from: <http://www.questia.com>
52. CHRISTOPHER, W.F. & THOR, C.G. 1993. Handbook for Productivity Measurement and Improvement. Portland : Productivity press. **10-10.11** p.
53. COLEMAN, R.M. 1995. The 24 Hour Business: Maximising Productivity through Round-the-clock Operations. New York : AMACOM American Management Association. **195** p.

54. COLELLA, A. & DIPBOYE, R.L. 2005. Discrimination at Work: The Psychological and Organizational Bases. Mahwah, NJ : Lawrence Erlbaum Associates. **506** p. Available from: <http://www.questia.com>
55. COOK Jr, J. 2000. Strategics: The Art and Science of Holistic Strategy. Westport, CT : Quorum Books. **305** p. Available from: <http://www.questia.com>
56. COVEY, S.R., MERRILL, A.R. & MERRILL, R.R. 1994. First Things First: To Live, to Love, to Learn to Leave a Legacy. London : Simon & Schuster. **360** p.
57. COVEY, S.R. 1989. The 7 Habits of Highly Effective People – Restoring the Character Ethics. London : Simon & Schuster Inc. **358** p.
58. COVEY, S.R. 1999. Living the 7 Habits: Stories of Courage and Inspiration. New York : Simon & Schuster. **306** p.
59. COVEY, S.R. 2004. The 8th Habit: From Effectiveness to Greatness. New York : Simon & Schuster. **406** p.
60. CRAINER, S. 1995. Editor. The Financial Times Handbook of Management. London : Pitman. **1184** p.
61. CRANE, A., MATTEN, D. & SPENCE, J. 2008. Corporate Social Responsibility: Readings and cases in a global context. London : Routledge. **529** p.
62. CRONJE, G.J. de J, NEULAND, E.W. & VAN REENEN, M.J. 1987. Inleiding tot die Bestuurswese. Johannesburg : Southern Boekuitgewers. **459** p.
63. CUMMINGS, S. 2002. Recreating Strategy. London : Sage Publications. **354** p.
64. CZARNIAWSKA, B. 1999. Writing Management: Organisation Theory as a Literary Genre. Oxford : Oxford University Press. **133** p.
65. DAFT, R.L. 1995. Understanding Management. New York : The Dryden Press. **591** p.
66. DAFT, R.L. 2000. Management. 5th ed. Fort Worth : The Dryden Press. **735** p.
67. DAVIS, M.R. & WECKLER, D.A. 1996. A Practical Guide to Organization Design. California : Crisp Publications. **153** p.

68. DAY, D.V, ZACCARO, S.J. & HALPIN, S.M. 2004. Leader Development for Transforming Organizations: Growing Leaders for Tomorrow. Mahwah, NJ : Lawrence Erlbaum Associates. **421** p. Available from: <http://www.questia.com>
69. DEANE, P. 1965. The First Industrial Revolution: London : Cambridge University Press. **318** p.
70. DE LANGE, J. 2005. S. A steek af by res van wêreld se mynbedryf wat blom. Sake Beeld, 3 Junie 2005 www.sake.co.za. **21** p.
71. DELENER, N. 1999. Strategic Planning and Multinational Trading Blocs. Westport, CT : Quorum Books. **214** p. Available from: <http://www.questia.com>
72. DEPARTMENT: MINERALS AND ENERGY REPUBLIC OF SOUTH AFRICA: Annual Report. Mine Health and Safety Inspectorate, 2002/2003. South Africa's Mineral Industry. Pretoria : World Processing. **184** p.
73. DEPARTMENT: MINERALS AND ENERGY REPUBLIC OF SOUTH AFRICA: Annual Report. Mine Health and Safety Inspectorate, 2003/2004. South Africa's Mineral Industry. Pretoria : World Processing. **160** p.
74. DEPARTMENT: MINERALS AND ENERGY REPUBLIC OF SOUTH AFRICA: Annual Report. Mine Health and Safety Inspectorate, 2004/2005. South Africa's Mineral Industry. Pretoria : World Processing. **126** p.
75. DEPARTMENT: MINERALS AND ENERGY REPUBLIC OF SOUTH AFRICA: South Africa's Mineral Industry 2004/2005. Issued free by and obtainable from the Director: Mineral Economics, Mineralia Centre, 234 Visagie Street, Pretoria 0001, Private Bag X59, Pretoria 0001. South Africa's Mineral Industry. Pretoria : World Processing. **184** p.
76. DEPARTMENT: MINERALS AND ENERGY REPUBLIC OF SOUTH AFRICA. 2005 - 2006. Issued free by and obtainable from the Director: Mineral Economics, Mineralia Centre, 234 Visagie Street, Pretoria 0001, Private Bag X59, Pretoria 0001. South Africa's Mineral Industry. Pretoria : World Processing. **184** p.
77. DEPARTMENT: MINERALS AND ENERGY REPUBLIC OF SOUTH AFRICA: Minerals Statistical Tables. 1983 – 2004. Issued free by and obtainable from the Director: Mineral Economics, Mineralia Centre, 234 Visagie Street, Pretoria 0001, Private Bag X59, Pretoria 0001. South Africa's Mineral Industry. Pretoria : World Processing. **50** p.

78. DEPARTMENT: MINERALS AND ENERGY REPUBLIC OF SOUTH AFRICA: Minerals Statistical Tables 1985 – 2006. Issued free by and obtainable from the Director: Mineral Economics, Mineralia Centre, 234 Visagie Street, Pretoria 0001, Private Bag X59, Pretoria 0001. South Africa's Mineral Industry. Pretoria : World Processing. **47** p.
79. DESSLER, G. 1982. Organization and Management. Reston Va.: Reston Publishing Company. **686** p.
80. DE VILLIERS, W.J. 1973. Principles of Decentralized Management. 2nd ed. Benrose. Johannesburg : Frier & Munro. **92** p.
81. DIXON, R. 1993. The Management Task. 2nd ed. Oxford : Butterworth - Heinemann. **289** p.
82. DONNELLY, J.H., GIBSON, J.L. & IVANCEVICH, J.M. 1987. Fundamentals of Management. 6th ed. Plano Texas : Business Publications. **827** p.
83. DONNELLY, J.H, GIBSON, J.L. & IVANCEVICH, J.M. 1995. Fundamentals of Management. 9th ed. Chicago : Irwin. **719** p.
84. DONNELLY, J.H, GIBSON, J.L & IVANCEVICH, J.M. 1998. Fundamentals of Management. 10th ed. Boston : Irwin McGraw-Hill. **630** p.
85. DREJER, A. 2002. Strategic Management and Core Competencies: Theory and Application. Westport, CT : Quorum Books. **229** p. Available from: <http://www.questia.com>
86. DRUCKER, P.F. 1968. The Practice of Management. London : Pan Books. **479** p.
87. DRUCKER, P.F. 1980. Managing in Turbulent Times. New York : Harper Business. **239** p.
88. DRUCKER, P.F. 1992. Managing for the Future: The 1990s and Beyond. New York : Truman Tally Books. **370** p.
89. DRUCKER, P.F. 1999. Management Challenges for the 21st Century. Oxford: Butterworth Heinemann. **205** p.
90. DRUCKER, P.F. 2001. The Essential Drucker. Oxford : Butterworth Heinemann. **349** p.
91. DUBRIN, A.J. 1994. Essentials of Management. Ohio: South-Western Publishing. **544** p.
92. EARL, M.J. 1998. Information Management: The Organisational Dimension. Oxford : Oxford University. **518** p. Available from: <http://www.questia.com>

93. EDGECOMBE, R. 1998. The Constancy of Change: A History of Hlobane Colliery 1898 – 1998. The Vryheid(Natal) Railway, Coal and Iron Company Ltd. **502** p.
94. ENGEL, J.F, BLACKWELL, R.D. & MINIARD, P.W. 1986. Consumer Behaviour. 5th ed. Chicago : The Dryden Press. **633** p.
95. EPPEN, G & GOULD, F.J. 1979. Quantitive Concepts for Management. New Jersey : Prentice-Hall. **651** p.
96. FARMER, R.N. & RICHMAN, B.M. 1965. Comparative Management and Economic Progress. Homewood, IL. : Irwin. **436** p. Available from: <http://www.questia.com>
97. FAYOL, H. 1949. General and Industrial Management. London : Pitman. **110** p.
98. FLAMHOLTZ, E.G. 1985. Human Resource Accounting: Advances in Concepts, Methods, and Applications. 2nd ed. San Francisco : Jossey-Bass Inc. **389** p.
99. FRIEDMAN, M. 2007. Milton Friedman on economics. Chicago : The University of Chicago Press. **191** p.
100. FRITZ, R. 2001. Think Like a Manager: Everything They Didn't Tell You When They Promoted You. 3rd ed. Franklin Lakes, NJ : The Career Press. **308** p.
101. FULMER, R.M. 1983. The New Management, 3rd ed. New York : Macmillan Publishing Company. **26** p.
102. GAINES-ROSS, L. 2008. Corporate Reputation: 12 Steps to Safeguarding and Recovering Reputation. New Jersey : John Wiley. **183** p.
103. GALBRAITH, J.R. 1995. Designing organizations: An Executive Briefing on Strategy, Structure, and Process. San Francisco : Jossey-Bass. **164** p.
104. GALLIE, D, WHITE, M., CHENG, Y, & TOMLINSON, M. 1998. Restructuring the Employment Relationship. Oxford : Oxford University. **354** p. Available from: <http://www.questia.com>
105. GALLOS, J.V. 2008. Business Leadership. 2nd ed. San Francisco, CA : John Wiley & Sons. **598** p.
106. GILPIN, R. 2001. Global Political Economy: Understanding the International Economic Order. Princeton : Princeton University Press. **423** p.

107. GOLDRATT, E.M. 1986. The Goal: A Process of Ongoing Improvement Revised Edition. New York : North River Press. **273** p.
108. GOODMAN, R.A. & WAGNER, F. 1982. How to Manage: The Process Approach and Henri Fayol. Santa Monica : Salenger Educational Media. **10** p.
109. GRAY, E.L. & GRAY, J. 1940. A History of the Discovery of the Witwatersrand Goldfields. Johannesburg : Douglas and Company. **198** p.
110. GRIFFIN, R.W. 1987. Management: 2nd ed. Boston : Houghton Mifflin Company. **781** p.
111. HAINES, S.G. 1999. Strategic and Business Planning: The Systems Thinking Approach : Amherst : Mass : HRD Press. **76** p.
112. HANDLEY, J.R. F. 2004. Historic Overview of the Witwatersrand Goldfields: A Review of the Discovery, Geology, Geophysics, Development, Mining, Production and Future of the Witwatersrand Goldfields as seen through a geological and financial Association. Howick : Handley. **224** p.
113. HARBISON, F. & MYERS, C.A. 1959. Management in the Industrial World: An International Analysis. New York : McGraw-Hill. **413** p. Available from: <http://www.questia.com>
114. HARRISON, D. 1983. The White Tribe of Africa: South Africa in Perspective. Johannesburg : Macmillan South Africa. **307** p.
115. HARTOG, J. & VAN DEN BRINK. 2007. Human Capital: Advances in Theory and Evidence. Cambridge : Cambridge University Press. **247** p.
116. HAUGAN, G.T. 2002. Effective Work Breakdown Structures: Management Concepts. Vienna, Virginia : Business School Publishing. **100** p.
117. HAWKINS, C.A & WEBER, J.E. 1980. Statistical Analysis: Applications to Business and Economics. London : Harper & Row. **626** p.
118. HECKERT, J.B. & WILLSON, J.D. 1967. Business Budgeting and Control. 3rd ed. New York : Ronald Press Company. **590** p.
119. HEIFETZ, R.A. & LINSKY, M. 2002. Leadership on the Line: Staying Alive through the Dangers of Leading. Boston : Harvard Business School Press. **252** p.
120. HELLRIEGEL, D, JACKSON, S.E., SLOCUM, J., STAUDE, G. & ASSOCIATES. 2001. Management. S. A. ed. Cape Town : Oxford University Press. **458** p.

121. HELLRIEGEL, D, JACKSON, S.E., & SLOCUM, J.W. Jr. 2005. Management: A Competency-Based Approach. 10th ed United States : Thomson, South-western. **540** p.
122. HOCKING, A. 1986. Randfontein Estates: The First Hundred Years. Bethulie : Hollards. **279** p.
123. HOCKING, A. 1995. Durnacol: The Story of Durban Navigation Collieries. Bethulie, Orange Free State, South Africa : Hollards Corporate. **376** p.
124. HOCKING, A. 1999. Kaias & Cocopans: The Story of Mining in South Africa's Northern Cape. Johannesburg : Hollards. **185** p.
125. HODGETTS, R.M. 1981. Management Fundamentals. Hinsdale, Ill : The Dryden Press. **436** .
126. HODGETTS, R.M. & KURATKO, D.F. 1988. Management. 2nd ed. Florida : Janovich Publishers. **584** p.
127. HOLL, G.W. 1958-1959. Training of mining personnel on the Randfontein Estates Gold Mining Company, Witwatersrand, Ltd. Available from Association of Mine Managers of South Africa, Papers and Discussions, 1958-1959. Published by the Transvaal and Orange Free State Chamber of Mines, 1960. **1119** p.
128. HOLT, D.H. 1993. Management: Principles and Practices. 3rd ed. Englewood Cliffs: Prentice Hall. **708** p.
129. HOMANS, G. C. 1965 The Human Group. London: Routledge & Kegan Paul Ltd. **484** p.
130. HUSSEY, D. 1999. Strategy and Planning: A Manager's Guide. Chichester : John Wiley.
131. IVANCEVICH, J.M., LORENZI, P. & SKINNER, J.S. with CROSBY, P.B. 1997. Management: Quality and Competitiveness. 2nd ed. Chicago : Irwin. **555** p.
132. JACKSON, J.H., & MORGAN, C.P. 1978. Organization Theory: A Macro Perspective for Management. New Jersey : Prentice-Hall. **415** p.
133. JEPPE, C.B. 1946. Gold Mining on the Witwatersrand. Vol. 1. The Transvaal Chamber of Mines: Johannesburg. **1000** p.
134. JOHNSON, P. 1983. The History of the Modern World: From 1917 to the 1980's. London : Weidenfeld & Nicholson. **817** p.
135. JONES, J.D.F. 1995. Through Fortress and Rock: The Story of Gencor 1895 – 1995. Johannesburg : Jonathan Publishers. **277** p.

136. KAYIZZI-MUGERWA, S. 2003. Reforming Africa's Institutions: Ownership, Incentives, and Capabilities. New York : United Nations University Press. **382** p. Available from : <http://www.questia.com>
137. KERZNER, H 1997. Project Management: A Systems Approach to Planning, Scheduling and Controlling. New York : Van Nostrand Reinhold. **1180** p.
138. KIMMEL, A.J. 2004. Rumors and Rumor Control: A Manager's Guide to Understanding and Combating Rumors. Mahwah : Lawrence Erlbaum Associates. **250** p. Available from:<http://www.questia.com>
139. KIRBY, S.N. & STECHER, B. 2004. Organizational Improvement and Accountability: Lessons for Education from other Sectors. Santa Monica, CA.: Rand. **130** p.
140. KLOPPERS, E. 2001. Prehistoriese Werktuie in Parktown ontdek. Naweek Beeld, Saterdag 19 Junie 2004. Pretoria : Naspers. **42** p.
141. KNOWLES, E.S. & LINN, J.A. 2004. Resistance and Persuasion. Mahwah, NJ : Lawrence Erlbaum Associates. **347** p. Available from: <http://www.questia.com>
142. KOTHARI, C.R. 1990. Research Methodology: Methods and Techniques. New Delhi : Wishwa Prakashan. **468** p.
143. KOUZES, J. M. & POSNER, B. Z. 2002. The Leadership Challenge. 3rd ed. San Francisco : Jossey Bass. **458** p.
144. KROON, J. 1990. Algemene Bestuur. Pretoria : Haum. **589** p.
145. LAMB, F.L & McKEE, K.B. 2005. Applied Public Relations: Cases in Stakeholder Management Mahwah : Lawrence Erlbaum Associates. **258** p. Available from: <http://www.questia.com>
146. LANE, H.W, MAZNEVSKI, M.L, MENDENHALL, M.E. & McNETT, J. 2006. Handbook of GLOBAL Management: A Guide to Managing Complexity. Oxford : Blackwell Publishing. **476** p.
147. LANG, J. 1986. Bullion Johannesburg: Men, Mines and the Challenge of Conflict. Johannesburg : Jonathan Ball Publishers. **509** p.
148. LANG, J. 1995. Power Base: Coal Mining in the Life of South Africa. Johannesburg: Jonathan Ball Publishers (Pty) Ltd. **236** p.

149. LEIGH, R.L. 1968. Vereeniging: South Africa/Suid-Afrika. Johannesburg : Courier-Gazette Publishers. **256** p.
150. LESSER, E. & PRUSAK, L. 2004. Creating Value with Knowledge: Insights from the IBM Institute for Business Value. New York : Oxford University Press. **224** p. Available from: <http://www.questia.com>
151. LOCK, D. & FARROW, N. 1983. The Gower Handbook of Management. Aldershot, Hants, England : Gower Publishing Company. **1153** p.
152. LONDON, M. 1988. Change Agents: New Roles and Innovative Strategies for Human Resource Professionals. San Francisco : Jossey-Bass Publishers. **290** p.
153. LOWSON, R.H. 2002. Strategic Operations Management: The New Competitive Advantage. New York : Routledge. **328** p. Available from: <http://www.questia.com>
154. LUCAS, R.A. 1969. Men in Crises: A Study of a Mine Disaster. New York : Basic Books. **335** p.
155. MACRAE, C. 1999. Life Etched in Stone: Fossils of South Africa. Johannesburg : The Geological Society of South Africa. **305** p.
156. MADDOCK, R.C. & FULTON, R.L. 1998. Motivation, Emotions, and Leadership: The Silent Side of Management. Westport, CT : Quorum Books. **202** p. Available from: <http://www.questia.com>
157. MADU, C.N. 1993. Management of New Technologies for Global Competitiveness. Westport, CT : Quorum Books. **388** p. Available from: <http://www.questia.com>
158. MALI, P. Editor-in-Chief. 1981. Management Handbook, Operating Guidelines, Techniques and Practices. New York : John Wiley. **1522** p.
159. MANZ, C.C. & SIMS, Jr. H.P. 2001. The New Super Leadership: Leading Others to Lead Themselves. San Francisco : Berret-Koehler. **256** p.
160. MARX, R. 1987. Klerksdorp: Groeiende Reus 1837 – 1987. Stadsraad van Klerksdorp. **143** p.
161. MASSIE, J.L. & DOUGLAS, J. 1977. Managing: A Contemporary Introduction. New Jersey : Prentice-Hall. **554** p.
162. McDANIEL, C. & GITMAN, L.J. 2008. The Future of Business: The Essentials. 3rd ed. United States : Thomson, South-western. **620** p.

163. McCUTCHEON, J.E. 1862/1974. The Hartley Colliery Disaster, 1862. Durham : E. McCutcheon. **176** p.
164. MEDLAND, M.B. 1990. Self-Management Strategies: Theory, Curriculum, and Teaching Procedures. New York : Praeger Publishers. **296** p. Available from: <http://www.questia.com>
165. MEREDITH, J.R. & MANTEL, S.J. Jr. 2000. Project Management: A Managerial Approach. 4th ed. New York : John Wiley & Sons. **616** p.
166. MERRILL, D.W. & REID, R.H. 1981. Personal Styles and Effective Performance: Make Your Style Work for You. Radnor, Pennsylvania : Chilton Book Company. **237** p.
167. MESCON, M.H, ALBERT, M. & KHEDOURI, F. 1988. Management. 3rd ed. New York : Harper & Row. **777** p.
168. MESSICK, D.M. & KRAMER, R.M. 2005. The psychology of leadership: New Perspectives and Research. Mahwah. NJ : Lawrence Erlbaum Associates. **352** p. Available from: <http://www.questia.com>
169. MINER, L.E. & MINER, J.T. 2003. Proposal Planning and Writing. 3rd ed. Westport, CT : Greenwood Press. **207** p. Available from: <http://www.questia.com>
170. MINE HEALTH AND SAFETY ACT: Act 29 of 1991.
171. MINING MIRROR: Mining in Perspective, Volume 17 No 6. November 2004. Produced by the Communications Services of the Chamber of Mines of South Africa. Marshalltown : Business Print Centre. **56** p.
172. MINING MIRROR: Mining in Perspective, Volume 16 No 7. January 2004. Produced by the Communications Services of the Chamber of Mines of South Africa. Marshalltown : Business Print Centre. **56** p,
173. MÖLLER, P. W. 1999. Vryheidstryd van die Afrikaner: Vanaf Volksplanting tot Volksversaking. Pretoria : Melanie Uitgewers. **420** p.
174. MSHONDA, R.E. 2000. Africa in the Global Economy. London : Lynne Rienner. **245** p.
175. NEL, P.S, VAN DYK, P.S, HAASBROEK, G.D, SCHULTZ, H.B, SONO, T. & WERNER, A. 2004. Human Resources Management. 6th ed. Cape Town : Oxford University Press. **611** p.

176. NERSESIAN, R.L. 2000. Trends and Tools for Operations Management: An Updated Guide for Executives and Managers. Westport, CT : Quorum Books. **276** p. Available from: <http://www.questia.com>
177. OBERHOLZER, I. 1985. Namaqualand. Vredendal : Protea Drukkery. **93** p.
178. ODEN, H.W. 1997. Managing Corporate Culture, Innovation, and Intrapreneurship. Westport, CT : Quorum Books. **279** p. Available from: <http://www.questia.com>
179. PALESTRANT, E. 1986. Johannesburg One Hundred: A pictorial history. Johannesburg : A D Donker (Pty) Ltd. **141** p.
180. PAULSEN, C.H. & STONE, J.D. 2001. A venture into the unknown: the challenge that was Ermelo Mines. Johannesburg : Colorpress. **191** p.
181. PEARCE, J.A. & ROBINSON, R.B. 1997. Strategic Management: Formulation, Implementation, and Control. Chicago :Irwin. **407** p.
182. PETERS, T.J. & WATERMAN, R.H. Jr. 1982. In Search of Excellence: Lessons from America's Best-Run Companies. Cambridge : Harper & Row. **360** p.
183. PETERS, W.C. 1978. Exploration and Mining Geology. New York : John Wiley & Sons. **696** p.
184. PETERSON, R.B. 1993. Managers and National Culture: A Global Perspective. Westport CT : Quorum Books. **466** p. Available from: <http://www.questia.com>
185. PETRICK, A.J, JANSE VAN RENSBURG, W.C. & VOS, A.D. 1975. Kommissie van Ondersoek na die Steenkoolbronne van die Republiek van Suid-Afrika. Pretoria : Staatsdrukkery. **206** p.
186. PETTIGREW, A.M., WHITTINGTON, R. MELIN, L., SANCHEZ-RUNDE, C., VAN DEN BOSCH, F A.J., RUIGROK, W. & NUMAGAMI, T. 2003. Innovative Forms of Organizing. London : Sage Publications. **411** p.
187. PIENAAR, A. 2005. Vigs lei vanjaar tot 47% van SA sterftes. Beeld, Donderdag 9 Junie 2005, p 6. **36** p.
188. PIERCE, C. 2001. The Effective Director- The Essential Guide to Director and Board Development. London : Kogan Page **237** p.
189. PIETERSEN, W. 2002. Reinventing Strategy: Using Strategic Learning to Create and Sustain Breakthrough Performance. New York : John Wiley & Sons. **272** p.

190. PRITCHARD, C.L. 2001. Risk Management: Concepts and Guidance. 2nd ed. Arlington, Va : ESI International.
191. RAO, C.P. 2001. Globalization and Its Managerial Implications. Westport, CT : Quorum Books. **302** p. Available from: <http://www.questia.com>
192. ROBEY, D. 1991. Designing Organizations. 3rd ed. Boston : Irwin. **586** p.
193. ROST, J.C. 1993. Leadership for the Twenty-First Century. New York : Praeger Publishers. **222** p. Available from: <http://www.questia.com>
194. RUE, L W. & BYARS, L. 1989. Management-Theory and Application. 5th ed. Homewood, Ill : Irwin. **650** p.
195. SANDERS, R. 1999. The Executive Decisionmaking Process: Identifying Problems and Assessing Outcomes. Westport, CT: Quorum Books. **176** p. Available from: <http://www.questia.com>
196. SCANNELL, T. 1988. Goud in Suid-Afrika. Roggebaai: Die Struik -group. **23** p.
197. SCHUIITEMA, E. 1998. Leadership: The Care and Growth Model. Kenilworth : Ampersand Press. **160** p.
198. SENGE, P. M. 1990. The Fifth Discipline: The Art and Practice of the Learning Organisation. New York : Currency Doubleday. **423** p.
199. SENGE, P.M., KLEINER, A, ROBERTS, C. ROSS, R.B. & SMITH, B.J. 2001. The Fifth Discipline Field book: Strategies and Tools for Building a Learning Organisation. London : Nicholas Brealey. **593** p.
200. SHIMELL, P. 2002. The Universe of Risk. How Top Business Leaders Control Risk and Achieve Success. London : Financial Times. **295** p.
201. SMIT, P.J. & CRONJE, G. J de J. 1992. Bestuursbeginsels: 'n Eietydse Suid-Afrikaanse Uitgawe. Kaapstad : Creda-Pers. **499** p.
202. SMITH, A. 1893. An Inquiry into the Nature and Causes of the Wealth of Nations London : George Routledge and Sons. **780** p.
203. SMULLEN, J. 2000. Risk Management for Company Executives. London : Financial Times. **131** p.

204. SOUTH AFRICAN MINING INDUSTRY. 2002. Statistical Tables. Published by the Chamber of Mines of South Africa. Marshalltown : Business Print Centre. **48** p.
205. STADLER, H.D. 1997. The other side of the Story: A True Perspective. Pretoria : Contact Publishers. **198** p.
206. STANKARD, M.F. 2002. Management Systems and Organizational Performance: The Search for Excellence Beyond ISO9000. Westport CT : Quorum Books. **325**. p. Available from: <http://www.questia.com>
207. STATT, D.A. 1999. Concise Dictionary of Business Management. New York : Routledge. **188** p. Available from: <http://www.questia.com>
208. STEINER, G.A. 1969. A Concept of Corporate Planning. London : Collier – MacMillan.
209. STONE, J.D. 1973. Die Ontwikkeling van 'n Beplanningsraamwerk vir 'n Suid – Afrikaanse Steenkoolmyn. Voorgelê ter vervulling van die Graad Magister in Bedryfsleiding van die Universiteit van Suid – Afrika. **116** p.
210. STONE, J.D. 1997. Matla Safety Review. Compiled for Ingwe Coal Head Office. Printed and Distributed by Matla Colliery. **26** p.
211. STONE, J.D. 2000. Closure of Ermelo Mines. Published and Distributed by Ermelo Mines. Ermelo Mines. **319** p.
212. STONE, J.D. 2004. Management Competency Survey on Eyesizwe Group of Collieries: Report compiled for D. van Wyk. Matla Colliery. **14** p.
213. STONER, J.A. F. 1982. Management. 2nd ed. New Jersey : Prentice-Hall, Inc. **683** p.
214. SUNTER, C. 1996. The High Road: Where are we now? Cape Town : Human & Rousseau. **111** p.
215. TAYLOR, F.W. 1917. The Principles of Scientific Management: Originally published in 1911. New York : Harper & Brothers. **144** p. Available from: <http://www.questia.com>
216. TAYLOR, F.W. 1947. Scientific Management: Comprising, The Principles of Scientific Management and Testimony Before the Special House Committee. New York : Harper & Brothers. **207** p.
217. TAYLOR, B. W. 2007. Introduction to Management Science. 9th ed. New Jersey : Pearson Prentice Hall. **801** p.

218. TEMPLAR, R. 2005. The rules of management: A definitive code for managerial success. London : Pearson, Prentice Hall Business. **208** p.
219. TEMPELHOFF, E. & LE ROUX, M. 2004. Internasionale konsultant bekyk Sasol ongelukke. Beeld, Dinsdag 2 November 2004 **2** p.
220. THIERAUF, R.J, KLEKAMP, R.C. & GEEDING, D.W. 1977. Management principles and practices: a contingency and questionnaire approach. Santa Barbara : Wiley. **819** p.
221. THOMPSON, L.L, LEVINE, J.M. & MESSICK, D.M. 1999. Shared Cognition in Organizations. The Management of Knowledge. Mahwah NJ : Lawrence Erlbaum Associates. **366** p. Available from: <http://www.questia.com>
222. THOMPSON, Jr. A. A. & STRICKLAND III, A. J. 1999. Strategic Management, Concepts and Cases. 11th ed. Boston: Irwin/McGraw-Hill. **666** p.
223. TOPPING, P.A 2002. Managerial Leadership. New York : McGraw-Hill. **223** p.
224. TORRINGTON, D., WEIGHTMAN, J., & JOHNS, K. 1989. Effective Management: People and Organisation. New York : Prentice Hall. **400** p.
225. VAN BILJON, D. 2005. Mynbedryf sal nog 'n ruk blom. Sake-Rapport, 5 Junie 2005. **10** p. dvanbil@rapport.co.za
226. VAN BILJON, D. 2008. Te veel werkers sterf steeds in SA myne, 4 Mei 2008. 3 Mei. **16** p. www.rapport.co.za.
227. VAN DER WAAL, G-M. 1987. From Mining Camp to Metropolis. Melville : Chris van Rensburg Publications. **268** p.
228. VAN NIEKERK, A.A.J. 1984. Springbok: Namakwaland. Die Munisipaliteit Springbok **28** p.
229. VERMOOTEN, W.S. 1964-1965. Some forms of training in the Rand Mines Group. Association of Mine Managers of South Africa. Papers and Discussions, 1958-1959. Published by the Transvaal and Orange Free State Chamber of Mines, 1960. **1119** p.
230. VILJOEN, M.J. & REIMOLD, W.U. 1999. An Introduction to South Africa's Geological and Mining Heritage. Randburg, South Africa : Mintek. **193** p.
231. VISSER, A. Vrydag, 1 April, 2005. Beeld-Sake Beeld **21** p.

232. WALLACE, W.M. 1998. Postmodern Management: The Emerging Partnership between Employees and Stockholders. Westport, CT : Quorum Books. **224** p. Available from: <http://www.questia.com>
233. WALTON, M. 1989. The Deming Management Method. UK : Mercury Books. **254** p.
234. WARREN, E. K. 1966. Long-Range Planning: The Executive Viewpoint. New York : Prentice-Hall.
235. WELCH, D.A. 2002. Decisions, Decisions: The Art of Effective Decision Making. New York : Prometheus Books. **295** p.
236. WELLS, H. G. 1961. The Outline of History. London: Cassell & Company. **1270** p.
237. WELLS, J. 2005. The Management of Innovation and Technology: The shaping of Technology and Institutions of the Market Economy. London : Sage Publications. **290** p.
238. WESTON, J.F. & BRIGHAM, E F. 1968. Essentials of Managerial Finance. New York : Holt, Rinehart and Winston, INC. **554** p.
239. WILLIAMS, C. 2000. Management – 1st ed. Madison Road, Cincinnati, Ohio. South-Western College Publishing. **769** p.
240. WILLIAMS, D. & PARR, T. 2004. Enterprise Programme Management: Delivering Value. New York : Palgrave Macmillan. **288** p.
241. WILSON, M.G.C. & ANHAEUSSER, C.R. (eds). 1998. The Mineral Resources of South Africa. 6th ed, Handbook 16, Council for Geoscience. **740** p.
242. WREN, D.A. 1979. The Evolution of Management Thought. 2nd ed. New York : John Wiley. **598** p.
243. YINGLING, J. 2004. A Lifetime of Communication: Transformation through Relational Dialogues. Mahwah, NJ : Lawrence Erlbaum Associates. **427** p. Available from: <http://www.questia.com>
244. YUKL, G. 2002. Leadership in Organisations, 5th ed. New Jersey: Prentice-Hall International. **508** p.
245. ZIEGENFUSS, J.T. Jr. 2002. Organization & Management Problem Solving: A Systems and Consulting Approach. Harrisburg : Sage Publications. **310** p.

CHIEF EXECUTIVE OFFICER QUESTIONNAIRE: MINE GROUP

RESEARCH INFORMATION FOR PhD. DEGREE: COVER LETTER

Dear sir/madam

I am currently conducting research into “**The Development Of a Comprehensive, Practical And Integrated Management Method With Specific Reference To The South African Mining Industry,**” as part of my PhD. studies at the University of Pretoria. To this end I kindly request that you complete the following questionnaire.

The completion of this questionnaire should not take more than 30 minutes of your time. Your response will be of the utmost importance to the Mining Industry and to this study. Personally, I have been in a managerial position in the Mining Industry for more than 30 years. My experience, until retirement, was that the available and legally required management approaches were inadequate to enable management to manage on a realistic, comprehensive and practical basis. Therefore, management utilised and is still using expensive short-term management development programmes and interventions on a regular basis sometimes with limited and questionable results. I have researched for many years into the practicality of existing management approaches and concluded that there exists no single approach that will fulfil in management’s needs on a long-term comprehensive basis. I am convinced that I have eventually developed a management approach that will fulfil completely in management’s legitimate needs.

As I may need to clarify some of your answers to the questions, I will appreciate it if you will be so kind as to enter your name and contact details in the spaces provided. Your cooperation in this regard is, however, voluntary. All information and personal detail will be treated most confidentially at all times. Kindly e-mail your completed questionnaire directly to me to the address below as soon as possible but not later than 7 November 2004.

Should you have any queries or comments regarding this questionnaire, you are welcome to contact me personally at 072 282 5465. Alternatively, you can e-mail me at jdspims@mweb.co.za or mail a hard copy of the completed questionnaire to P O Box 3703, Witbank, 1035.

Yours sincerely

J D Stone.
Prof N van der Merwe,
Supervisor, UP.

Section A: Background Information

Research: A Practical Integrated Management Approach

When completing this section please print, if not e-mailing.

Date: 2004: Name:

Company:

Tel/Fax:e-mail:

Vision of company:

.....

.....

Mission of company:

.....

.....

.....

Section B: Management Work

Please answer the following questions by making a cross (x) in the relevant blocks provided.

Please note that in this research, the following definitions would apply:

A management approach is a general overall method/style of management, which encompasses all of the functions of management work.

A management programme is a programme, which is directed at the introduction or improvement of a specific management function or skill such as communication skills, negotiation skills, motivation skills etc.

A management intervention is a deliberate effort/input of relative short duration, introduced with the aim to introduce, update or improve specific management performances and techniques such as safety, cost, production, improved human relations, and zero based budgeting, activity based costing, linear programming etc.

Please use the following scale for assessment:

There are 5 columns indicating the following

Column 0 = No/Not/Never.

Column 1 = Seldom.

Column 2 = Sometimes.

Column 3 = Most of the time.

Column 4 = Yes/Always.

Example:

I give the correct instructions.

(You are then saying:” I sometimes give the correct instructions.”)

0	1	2	3	4
---	---	---	---	---

1. Please, indicate to what extent you make or made use of the following management approaches/programmes/interventions in your management:

i) Build specific procedures and processes into operations.

0	1	2	3	4
---	---	---	---	---

ii) Use time and method studies in setting detailed procedures.

0	1	2	3	4
---	---	---	---	---

iii) Relies on rules, a set hierarchy, a clear division of labour and detailed procedures.

0	1	2	3	4
---	---	---	---	---

iv) Use the functions of planning, organising, leading and controlling (POLC).

0	1	2	3	4
---	---	---	---	---

v) Focus on the importance of relationships among people and productivity.

0	1	2	3	4
---	---	---	---	---

vi) Apply quantitative analysis to management decisions and problems.

0	1	2	3	4
---	---	---	---	---

vii) Study and identify management activities that promote employee effectiveness.

0	1	2	3	4
---	---	---	---	---

viii) View the organisation or any part of it as a system or systems that make up the whole.

0	1	2	3	4
---	---	---	---	---

iv) Identifies key variables in each situation at hand.

0	1	2	3	4
---	---	---	---	---

x) The management theory of the Mine Managers, Certificate of Competency is adequate for the efficient performance of my management work.

0	1	2	3	4
---	---	---	---	---

2. List the most important approaches/programmes or interventions that you are using/used or were exposed to:

2.1. Management approaches:

i).....

ii).....

iii).....

2.2. Management programmes:

i).....

ii).....

iii).....

2.3. Management interventions:

i).....

ii).....

iii).....

3. In a few sentences can you please describe each of these approaches/programmes/ interventions:

3.1. Management approaches

.....
.....
.....

3.2. Management programmes

.....



.....

3.3. Management interventions

.....

.....

.....

4. Please state the source(s) from which each approach/programme/intervention originated, e.g. abroad (USA), South Africa or in-house.

4.1. Management approaches:

.....

.....

4.2. Management programmes:

.....

.....

4.3 Management interventions:

.....

5. Can you please state, where available, the:

5.1. Management approaches

i) acquisition cost of each.....

ii) implementation cost of each

iii) maintenance cost of each.....

iv) contribution (R pay-off or other value) of each

v) duration or period of application.....



vi) management level at which utilised

5.2. Management programmes:

i) acquisition cost of each.....

ii) implementation cost of each

iii) maintenance cost of each.....

iv) contribution (R pay-off or other value) of each

v) duration or period of application.....

vi) management level at which utilised.....

5.3 Management interventions

i) acquisition cost of each.....

ii) implementation cost of each

iii) maintenance cost of each.....

iv) contribution (R pay-off or other value) of each

v) duration or period of application.....

vi) management level at which utilised.....

6. Which of these approaches/programmes/interventions are you still using in the group, for what reason(s), period, why and at which management level(s)?

.....
.....
.....

7. List the main shortcomings/limitations (if any) that you have/had with past/existing approaches/programmes/interventions:

.....

.....

.....

8. Please, specify your criteria/requirements for the ideal management approach.?

.....

.....

.....

9. Please indicate whether you do and at what intervals, compile a:

9.1. strategic plan

9.2. long-term plan (>5 yrs).....

9.3. medium-term plan (3-5 yrs).....

9.4. short-term plan (1-3 yrs).....

9.5. operational plan (1 yr).....

9.6. List the steps in your planning process

.....

.....

.....

.....

.....



10. Please, indicate how and where the following steps are performed:

10.1. determination of the best achievable results.....

.....

10.2. formulation of objectives

.....

10.3. development of alternatives.....

.....

10.4. selection of the best alternative.....

.....

10.5. task and resources analysis.....

.....

10.6. performance standards.....

.....

10.7. cost determination.....

.....

10.8. determination of resources

.....

10.9. assessments of risks.....

.....

10.10. determination of posts.....

.....



10.11. delegation of accountability.....

.....

10.12. determination of the organisation structure.....

.....

..

10.13. determination of lines of authority.....

.....

10.14. determination of communication

.....

10.15. determination of job specifications.....

.....

10.16. determination of supervision schedules.....

.....

10.17. determination of supervision accountability.....

.....

10.18. computerisation of planning.....

.....

11. Please, list the factors that affect the company:

11.1. environmental.....

.....

11.2. economical.....

.....



11.3. governmental
.....
.....

12. List the most important threats to your company.
.....
.....

13. In the company:
13.1. how are managerial skills developed?
.....
.....

13.2. list the approaches/programmes/which/interventions and relevant level.
.....
.....

13.3. list the main institutions utilised.....
.....
.....

14. List the different mines in your organisation
Mine.....
Mineral.....
Annual production (ROM tons).....
.....



15. Do all the mines utilise the same i.e. the group management approach?

.....

Please list any additional information you deem relevant where applicable:

.....

Thank you for your co-operation in completing this questionnaire. Kindly return it as specified in the cover letter.

EXECUTIVE LEVEL HOD HEAD OFFICE

RESEARCH INFORMATION FOR PhD. DEGREE: COVER LETTER

Dear sir/madam

I am currently conducting research into “**The Development Of a Comprehensive, Practical And Integrated Management Method With Specific Reference To The South African Mining Industry,**” as part of my PhD. studies at the University of Pretoria. To this end I kindly request that you complete the following questionnaire.

The completion of this questionnaire should not take more than 30 minutes of your time. Your response will be of the utmost importance to the Mining Industry and to this study.

As I may need to clarify some of your answers to the questions, I will appreciate it if you will be so kind as to enter your name and contact details in the spaces provided. Your cooperation in this regard is, however, voluntary.

All information and personal detail will be treated most confidentially at all times.

Kindly e-mail your completed questionnaire directly to me to the address below as soon as possible but not later than

Should you have any queries or comments regarding this questionnaire, you are welcome to contact me personally at 072 282 5465. Alternatively, you can e-mail me at jdspims@mweb.co.za

Yours sincerely

J D Stone.

Prof N van der Merwe,
Supervisor, UP.



Section A: Background Information

Research: A Practical Integrated Management Approach

When completing this section please print, if not e-mailing.

Date: 2004.Company:

Name:Tel/Fax.....e-mail.....

Position: Department:

Educational qualifications: (Highest qualification achieved at)

School:

College:

Technicon:

University:

Other:

Give a brief description of your training in the following areas:

Practical training:

.....

Technical training:

.....

Management training

.....

Vision of department:

.....

Mission of department:

.....

.....

Section B: Management Work

Please answer the following questions by making a cross (x) in the relevant blocks provided.

Please note that in this research, the following definitions would apply:

A management approach is a general overall method/style of management, which encompasses all of the functions of management work.

A management programme is a programme, which is directed at the introduction or improvement of a specific management function or skill such as communication skills, negotiation skills, motivation skills etc.

A management intervention is a deliberate effort/input of relative short duration, introduced with the aim to either introduce, update or improve specific management performances and techniques such as safety, cost, production, improved human relations, zero based budgeting, activity based costing, linear programming etc.

Please use the following scale for assessment: There are 5 columns indicating the following:

Column 0 = No/Not/Never.

Column 1 = Seldom.

Column 2 = Sometimes.

Column 3 = Most of the time

Column 4 = Yes/Always.

Example:

I give the correct instructions.

(You are then saying:” I sometimes give the correct instructions.”)

0	1	<input checked="" type="checkbox"/>	3	4
---	---	-------------------------------------	---	---

1. manage according to a specific management approach.

0	1	2	3	4
---	---	---	---	---

2. This management approach enables me to achieve my results most efficiently.

0	1	2	3	4
---	---	---	---	---



3. In addition to the specific management approach, also, use other approaches/programmes/interventions.

0	1	2	3	4
---	---	---	---	---
4. The management approach I apply enables me to computerise my management system.

0	1	2	3	4
---	---	---	---	---
5. The management approach facilitates my planning.

0	1	2	3	4
---	---	---	---	---
6. I am trained to apply management principles.

0	1	2	3	4
---	---	---	---	---
7. I understand my objective in the organisation.

0	1	2	3	4
---	---	---	---	---
8. I know what results are required from me.

0	1	2	3	4
---	---	---	---	---
9. I know how to achieve the required results.

0	1	2	3	4
---	---	---	---	---
10. I have the authority to take the necessary decisions.

0	1	2	3	4
---	---	---	---	---
11. I accept accountability for the planning of the results required from me.

0	1	2	3	4
---	---	---	---	---
12. I compile a strategic plan

0	1	2	3	4
---	---	---	---	---
13. I compile a long-term plan.

0	1	2	3	4
---	---	---	---	---
14. I compile a medium term plan.

0	1	2	3	4
---	---	---	---	---
15. I compile short-term plans.

0	1	2	3	4
---	---	---	---	---
- 16 My planning is initiated by my superior's request for the results, he requires from me.

0	1	2	3	4
---	---	---	---	---
17. My planning is also initiated by new business challenges.

0	1	2	3	4
---	---	---	---	---
18. My planning is also initiated by my own initiatives.

0	1	2	3	4
---	---	---	---	---
19. I forecast the most probable conditions that can affect the achievement of the required results.

0	1	2	3	4
---	---	---	---	---
20. I list the most achievable results.

0	1	2	3	4
---	---	---	---	---



21. I reach consensus with all stakeholders before taking a decision on the results to plan for.

0	1	2	3	4
---	---	---	---	---
22. I formulate the objective for the required results.

0	1	2	3	4
---	---	---	---	---
23. I develop alternative methods to achieve the results required.

0	1	2	3	4
---	---	---	---	---
24. I develop each alternative into logical sequences of tasks.

0	1	2	3	4
---	---	---	---	---
25. I determine the required resources for each alternative.

0	1	2	3	4
---	---	---	---	---
26. I schedule the period for each alternative.

0	1	2	3	4
---	---	---	---	---
27. I compile the budget for each alternative.

0	1	2	3	4
---	---	---	---	---
28. I select the best alternative.

0	1	2	3	4
---	---	---	---	---
29. I plan for the selected alternative.

0	1	2	3	4
---	---	---	---	---
30. I computerise the final plan.

0	1	2	3	4
---	---	---	---	---
31. I control the execution of the plan.

0	1	2	3	4
---	---	---	---	---
32. I group tasks into posts.

0	1	2	3	4
---	---	---	---	---
33. I delegate posts with authority to sub-ordinates.

0	1	2	3	4
---	---	---	---	---
34. I develop my own organizational structure.

0	1	2	3	4
---	---	---	---	---
35. I take sound decisions.

0	1	2	3	4
---	---	---	---	---
36. There is an open channel of communication between my supervisor and me.

0	1	2	3	4
---	---	---	---	---
37. There is an open channel of communication between my subordinates and me.

0	1	2	3	4
---	---	---	---	---
38. My subordinates are trained to communicate with all relevant people.

0	1	2	3	4
---	---	---	---	---
39. I motivate my subordinates.

0	1	2	3	4
---	---	---	---	---



40. My supervisor motivates me.

0	1	2	3	4
---	---	---	---	---
41. I select the people that work for me.

0	1	2	3	4
---	---	---	---	---
42. I accept accountability for the training of my subordinates.

0	1	2	3	4
---	---	---	---	---
43. I exercise fair discipline.

0	1	2	3	4
---	---	---	---	---
44. I develop performance standards.

0	1	2	3	4
---	---	---	---	---
45. I measure and evaluate performance regularly.

0	1	2	3	4
---	---	---	---	---
46. I identify unacceptable deviations from standards.

0	1	2	3	4
---	---	---	---	---
47. I correct deviations from the standards.

0	1	2	3	4
---	---	---	---	---
48. I set tolerances to facilitate control.

0	1	2	3	4
---	---	---	---	---
49. I control the utilisation of company assets.

0	1	2	3	4
---	---	---	---	---
50. I control for the adherence to planned standards

0	1	2	3	4
---	---	---	---	---

Section C: General

Please print, if not e-mailing this section.

1. Please, indicate to what extent you make use of the following management approaches/programmes/interventions in your management:

- i) Build specific procedures and processes into operations.

0	1	2	3	4
---	---	---	---	---
- ii) Use time and method studies in setting detailed procedures.

0	1	2	3	4
---	---	---	---	---
- iii) Relies on rules, a set hierarchy, a clear division of labour and detailed procedures.

0	1	2	3	4
---	---	---	---	---
- iv) Use the functions of planning, organising, leading and controlling.

0	1	2	3	4
---	---	---	---	---
- v) Focus on the importance of relationships among people and productivity.

0	1	2	3	4
---	---	---	---	---



vi) Apply quantitative analysis to management decisions and problems.

0	1	2	3	4
---	---	---	---	---

vii) Study and identify management activities that promote employee effectiveness.

0	1	2	3	4
---	---	---	---	---

viii) View the organisation or any part of it as a system or systems that make up the whole.

0	1	2	3	4
---	---	---	---	---

iv) Identifies key variables in each situation at hand.

0	1	2	3	4
---	---	---	---	---

x) Assessment of the Mine Managers Certificate of Competency for its adequacy for management on a mine.

0	1	2	3	4
---	---	---	---	---

2. List the most important approaches/programmes or interventions that you are using/used or were exposed to:

2.1. Management approaches:

i).....

ii).....

iii).....

2.2. Management programmes:

i).....

ii).....

iii).....

2.3. Management interventions:

i).....

ii).....

iii).....

3. In a few sentences can you please describe each of these approaches/programmes/
interventions:

3.1. Management approaches

.....
.....

3.2. Management programmes

.....
.....

3.3. Management interventions

.....
.....

4. Please state the source(s), from which each approach/programme/intervention
originated, e.g. abroad (USA), South Africa or in-house.

4.1. Management approaches:

.....
.....

4.2. Management programmes:

.....
.....

4.3. Management interventions:

.....
.....

5. Can you please state, where available, the:

5.1. Management approaches

- i) acquisition cost of each.....
- ii) implementation cost of each
- iii) maintenance cost of each.....
- iv) contribution (R pay-off or other value) of each
- v) duration or period of application.....
- vi) management level at which utilised

5.2. Management programmes

- i) acquisition cost of each.....
- ii) implementation cost of each
- iii) maintenance cost of each.....
- iv) contribution (R pay-off or other value) of each
- v) duration or period of application.....
- vi) management level at which utilised.....

5.3. Management interventions

- i) acquisition cost of each.....
- ii) implementation cost of each
- iii) maintenance cost of each.....
- iv) contribution (R pay-off or other value) of each
- v) duration or period of application

vi) management level at which utilised.....

6. Which of these approaches/programmes/interventions are you still using in the group, for what reason(s), period, why and at which management level?

.....
.....

7. List the main shortcomings/limitations (if any) that you have/had with past/existing approaches/programmes/interventions:

.....
.....

8. Please, specify your criteria/requirements for the ideal management approach?

.....
.....

9. Please, list the steps in your planning process.

9.1. strategic planning.....

.....
.....

9.2. long-term planning.....

.....
.....

9.3. medium-term planning.....

.....
.....



9.4. operational planning.....
.....
.....

10. What are the most important challenges/opportunities facing your department?
.....
.....

11. List the most important threats to your department.
.....
.....

12. In your department,
i) how do you develop managerial skills?
.....
.....

ii) list the approaches/programmes/which/interventions and relevant level.
.....
.....

13. With regard to your personal management development, please list the most important programmes you have attended and completed successfully:
i) internally
.....

ii) externally.....
.....

14. Do you, in your department, implement the policies set by the chief executive officer?

.....

.....

15. Please, indicate the percentage of time that you spend, on average over the long-term, on a scale of 0% to 100%, on your work as Head of your Department:

For the purpose of completing this section the following definitions will apply:

Human work consists of management and technical work.

Management work refers to the execution of the management functions (planning, organising, leading and controlling and their respective activities.

Technical work refers to any other work that the manager performs in carrying out his duties.

Work	Percentage (%)											
	0	10	20	30	40	50	60	70	80	90	100	
Planning												
- Strategic planning												
- Long-term planning												
- Medium-term planning												
- Operational planning												
- Budgeting												
Organising												
Leading												
Controlling												
Management work												
Technical work												
Total human work												

Thank you for your co-operation in completing this questionnaire. Kindly return it as specified in the cover letter.

GENERAL/MINE MANAGER

RESEARCH INFORMATION FOR PhD. DEGREE:COVER LETTER

Dear sir/madam

I am currently conducting research into “**The Development Of a Comprehensive, Practical And Integrated Management Method With Specific Reference To The South African Mining Industry,**” as part of my PhD. studies at the University of Pretoria. To this end I kindly request that you complete the following questionnaire. The completion of this questionnaire should not take more than 30 minutes of your time. Your response will be of the utmost importance to the Mining Industry and to this study.

Personally, I have been in a managerial position in the Mining Industry for more than 30 years. My experience, until retirement, was that the available and legally required management approaches were inadequate to enable management to manage on a comprehensive, realistic and practical basis. Therefore, management utilised and is still using expensive short-term management development programmes and interventions on a regular basis sometimes with limited and questionable results. I have researched for many years into the practicality of existing management approaches and concluded that there exists no single approach that will fulfil in management’s needs on a long-term comprehensive basis. I am convinced that I have eventually developed a management approach that will fulfil completely in management’s legitimate needs.

As I may need to clarify some of your answers to the questions, I will appreciate it if you will be so kind as to enter your name and contact details in the spaces provided. Your cooperation in this regard is, however, voluntary. All information and personal detail will be treated most confidentially at all times.

Kindly e-mail your completed questionnaire directly to me to the address below as soon as possible but not later than 7 November 2004.

Should you have any queries or comments regarding this questionnaire, you are welcome to contact me personally at 072 282 5465. Alternatively, you can e-mail me at jdspims@mweb.co.za. or mail a hard copy of the completed questionnaire to P O Box 3703, Witbank, 1035.

Yours sincerely

J D Stone.
Prof N van der Merwe,
Supervisor, UP.

Section A: Background Information

Research: Practical Integrated Management Approach.

When completing this section please print.

Date:2004:.....Mine.....Position.....

Name:Tel/Fax.....e-mail.....

Educational qualifications: (Highest qualifications achieved at)

College:

Technicon:

University:

Other:

Give a brief description of your training in the following areas:

Practical:

.....

Technical:

.....

Management:

.....

Vision of mine:

.....

Mission of mine.....

.....

Section B: Management Work

Please answer the following questions by making a cross (x) in the relevant blocks provided.

Please note that in this research, the following definitions will apply:

A management approach is a general overall method/style of management, which encompasses all of the functions of management work.

A management programme is a programme, which is directed at the introduction or improvement of a specific management function or skill such as communication skills, negotiation skills, motivation skills etc.

A management intervention is a deliberate effort/input of relative short duration, introduced with the aim to introduce, update or improve specific management performances and techniques such as safety, cost, human relations, zero based budgeting, activity based costing, linear programming etc.

Please use the following scale for assessment:

There are 5 columns indicating the following

Column 0 = No/Not/Never.

Column 1 = Seldom.

Column 2 = Sometimes.

Column 3 = Most of the time.

Column 4 = Yes/Always.

Example:

I give the correct instructions.

You are then saying:” I sometimes give the correct instructions”.

0	1	<input checked="" type="checkbox"/>	3	4
---	---	-------------------------------------	---	---

Please complete the following:

1. I manage according to a specific management approach.

0	1	2	3	4
---	---	---	---	---

2. I am trained to apply this management approach.

0	1	2	3	4
---	---	---	---	---

3. The management approach I apply is based on management principles.

0	1	2	3	4
---	---	---	---	---



4. This management approach enables me to manage my results efficiently.

0	1	2	3	4
---	---	---	---	---
5. This management approach enables me to computerise my total planning

0	1	2	3	4
---	---	---	---	---
6. I am trained to apply management principles.

0	1	2	3	4
---	---	---	---	---
7. I understand my objective in the organisation.

0	1	2	3	4
---	---	---	---	---
8. I know what results are required from me.

0	1	2	3	4
---	---	---	---	---
9. I know how to achieve the required results.

0	1	2	3	4
---	---	---	---	---
10. I have the authority to take the necessary decisions.

0	1	2	3	4
---	---	---	---	---
11. I accept accountability for the planning of my results.

0	1	2	3	4
---	---	---	---	---
12. I compile a strategic plan.

0	1	2	3	4
---	---	---	---	---
13. I compile a long-term plan.

0	1	2	3	4
---	---	---	---	---
14. I compile a medium term plan.

0	1	2	3	4
---	---	---	---	---
15. I compile short term plans.

0	1	2	3	4
---	---	---	---	---
16. I compile project plans.

0	1	2	3	4
---	---	---	---	---
17. I compile contingency plans.

0	1	2	3	4
---	---	---	---	---
18. I identify procedures during planning.

0	1	2	3	4
---	---	---	---	---
19. I compile emergency plans.

0	1	2	3	4
---	---	---	---	---
20. My planning is initiated by the company's performance requirements.

0	1	2	3	4
---	---	---	---	---
21. I forecast the most probable conditions that can affect the achievement of the required results.

0	1	2	3	4
---	---	---	---	---
22. I list the most probable achievable results

0	1	2	3	4
---	---	---	---	---



23. I reach agreement with stakeholders on what results to plan for.

0	1	2	3	4
---	---	---	---	---
24. I formulate the objective for the required results.

0	1	2	3	4
---	---	---	---	---
25. I develop alternative methods to achieve the required results.

0	1	2	3	4
---	---	---	---	---
26. I develop each alternative into a logical sequence of tasks.

0	1	2	3	4
---	---	---	---	---
27. I determine for each alternative the required resources.

0	1	2	3	4
---	---	---	---	---
28. I schedule the time frame for each alternative.

0	1	2	3	4
---	---	---	---	---
29. I compile the budget for each alternative.

0	1	2	3	4
---	---	---	---	---
30. I select the best alternative.

0	1	2	3	4
---	---	---	---	---
31. I plan for the selected alternative.

0	1	2	3	4
---	---	---	---	---
32. I group the tasks into posts.

0	1	2	3	4
---	---	---	---	---
33. I delegate posts to sub-ordinates.

0	1	2	3	4
---	---	---	---	---
34. My superior delegates to me.

0	1	2	3	4
---	---	---	---	---
35. I take sound decisions.

0	1	2	3	4
---	---	---	---	---
36. There is an open channel of communication between me and my supervisor.

0	1	2	3	4
---	---	---	---	---
37. There is an open channel of communication between me and my subordinates.

0	1	2	3	4
---	---	---	---	---
38. My subordinates are trained to communicate with all stakeholders.

0	1	2	3	4
---	---	---	---	---
39. I motivate my subordinates.

0	1	2	3	4
---	---	---	---	---
40. My supervisor motivates me.

0	1	2	3	4
---	---	---	---	---



41. I select the people to work for me.

0	1	2	3	4
---	---	---	---	---
42. I accept full accountability for the training of my subordinates.

0	1	2	3	4
---	---	---	---	---
43. I exercise fair discipline.

0	1	2	3	4
---	---	---	---	---
44. I develop performance standards.

0	1	2	3	4
---	---	---	---	---
45. I receive regular performance reports.

0	1	2	3	4
---	---	---	---	---
46. I measure and evaluate performance against the set standards.

0	1	2	3	4
---	---	---	---	---
47. I correct deviations from the standard.

0	1	2	3	4
---	---	---	---	---
48. I set tolerances to facilitate control.

0	1	2	3	4
---	---	---	---	---
49. I control the utilisation of company assets.

0	1	2	3	4
---	---	---	---	---
50. I control for the adherence to planned standards.

0	1	2	3	4
---	---	---	---	---

Section C: General

Please print, if not e-mailing. Use the previous scale for assessing.

1. Please, indicate to what extend you make use of the following management practices in your management:

0	1	2	3	4
---	---	---	---	---
- i) Build specific procedures and processes into operations.

0	1	2	3	4
---	---	---	---	---
- ii) Use time and method studies in setting detailed procedures.

0	1	2	3	4
---	---	---	---	---
- iii) Relies on rules, a set hierarchy, a clear division of labour and detailed procedures.

0	1	2	3	4
---	---	---	---	---
- iv) Use the functions of planning, organising leading and controlling.

0	1	2	3	4
---	---	---	---	---
- v) Focus on the importance of relationships among people and productivity.

0	1	2	3	4
---	---	---	---	---



vi) Apply quantitative analysis to management decisions and problems.

0	1	2	3	4
---	---	---	---	---

vii) Study and identify management activities that promotes employee effectiveness.

0	1	2	3	4
---	---	---	---	---

viii) View the organisation or any part of it as a system or systems that make up the whole.

0	1	2	3	4
---	---	---	---	---

xi) Identifies key variables in each situation at hand.

0	1	2	3	4
---	---	---	---	---

x) How do you assess the management theory of the Mine Managers' Certificate of Competency's adequacy for the efficient performance of your management work?

0	1	2	3	4
---	---	---	---	---

2. List the most important management practices that you are using/used or were exposed to:

2.1 Management approaches:

i).....

ii).....

iii).....

2.2 Management programmes:

i).....

ii).....

iii).....

2.3 Management interventions:

i).....

ii).....

iii).....

3. In a few sentences can you please describe each of these approaches/programmes/
interventions:

3.1 Management approaches

.....
.....

3.2 Management programmes

.....
.....

3.3 Management interventions

.....
.....
.....

4. Please state the source(s), from which each approach/programme/intervention
originated, e.g. abroad (USA), South Africa, within the company or in-house.

4.1 Management approaches

.....
.....

4.2 Management programmes

.....
.....



4.3 Management interventions.....
.....
.....

5. Can you please state, where available, the:

5.1 Management approaches

- i) acquisition cost of each.....
- ii) implementation cost of each
- iii) maintenance cost of each.....
- iv) contribution (R pay-off or other value) of each
- v) duration or period of application
- vi) organisation level at which utilised

5.2 Management programmes

- i) acquisition cost of each.....
- ii) implementation cost of each
- iii) maintenance cost of each.....
- iv) contribution (R pay-off or other value) of each
- v) duration or period of application.....
- vi) organisation level at which utilised.....

5.3 Management interventions

- i) acquisition cost of each.....
- ii) implementation cost of each

- iii) maintenance cost of each.....
- iv) contribution (R pay-of or other value) of each
- v) duration or period of application.....
- vi) organisation level at which utilised.....

6. Which of these approaches/programmes/interventions are you still using in the group, for what reason(s), period, why and at which management level?

.....

7. List the main shortcomings/limitations (if any) that you have/had with past/existing approaches/programmes/interventions:

.....

8. Please specify your criteria/requirements for the ideal management approach

.....

9. Please indicate whether you do and at what intervals, compile a:

9.1 strategic plan.....

9.2 long-term plan (>5 yrs).....

9.3 medium-term plan (3-5 yrs).....

9.4 short-term plan (1-3 yrs).....

9.5 operational plan (yr).....

9.6 List the steps in your planning process

.....

.....

.....



.....

.....

.....

.....

.....

.....

10. Please indicate how and where the following steps are performed:

10.1 determination of the best achievable results.....

.....

10.2 formulation of objectives.....

.....

10.3 development of alternatives.....

.....

10.4 selection of the best alternative.....

.....

10.5 task and resources analysis.....

.....

10.6 performance standards.....

.....

10.7 cost determination.....

.....



- 10.8 determination of resources.....
.....
- 10.9 assessments of risks.....
.....
- 10.10 determination of posts.....
.....
- 10.11 delegation of accountability.....
.....
- 10.12 determination of the organisation structure.....
.....
- 10.13 determination of lines of authority.....
.....
- 10.14 determination of communication.....
.....
- 10.15 determination of job specifications.....
.....
- 10.16 determination of supervision schedules.....
.....
- 10.17 determination of supervision accountability.....
.....
- 10.18 computerisation of planning.....

11. List the most important threats and or limitations to your mine.

.....
.....

12. On your mine,

i) how do you develop managerial skills?

.....

ii) list the approaches/programmes/interventions and relevant level(s).

.....

13. With regard to your personal management development, please list the most important programmes you have attended and completed successfully:

i) internally

.....

ii) externally.....

.....

14. Do you, on your mine, implement the policies set by your superior?

.....

15. Please, indicate the percentage of time that you spend, on average over the long-term, on a scale of 0% to 100%, on your work as General/Mine Manager:

For completing this section the following definitions will apply:

Human work consists of management and technical work.

Management work refers to the execution of the management functions planning, organising, leading and controlling and their respective activities.

Technical work refers to any other work that the manager performs in carrying out his duties.



Work	Percentage (%)										
	0	10	20	30	40	50	60	70	80	90	100
Planning											
- Strategic planning											
- Long-term planning											
- Medium-term planning											
- Operational planning											
- Budgeting											
Organising											
Leading											
Controlling											
Management work											
Technical work											
Total human work											

Thank you for your co-operation in completing this questionnaire. Kindly return it as specified in the cover letter.

MANAGEMENT: HOD LEVEL

RESEARCH INFORMATION FOR PhD. DEGREE

COVER LETTER

Dear sir/madam

I am currently conducting research into “**The Development Of a Comprehensive, Practical And Integrated Management Method With Specific Reference To The South African Mining Industry,**” as part of my PhD. studies at the University of Pretoria.

To this end I kindly request that you complete the following questionnaire. The completion of this questionnaire should not take more than 30 minutes of your time. Your response is of the utmost importance to me.

As I may need to clarify some of your answers to the questions, I will appreciate it if you will be so kind as to enter your name and contact details in the spaces provided. Your cooperation in this regard is, however, voluntary. All information and personal detail will be treated as confidential.

Kindly e-mail the completed questionnaire to the address stated below not later than 7 November 2004.

Should you have any queries or comments regarding this questionnaire, you are welcome to contact me personally at 072 282 5465. Alternatively, you can e-mail me at jdspims@mweb.co.za or mail a hard copy of the completed questionnaire to P O Box 3703, Witbank, 1035.

Yours sincerely

J D Stone.

Prof. N van der Merwe
Supervisor, UP.



Section A: Background Information

Research: Practical Integrated Management Approach.

When completing this section please print if not e-mailing.

Date: 2004. Mine.....

Name:Tel/Fax.....

Position.....e-mail.....

Educational qualifications: (Highest qualifications achieved at)

School:

College:

Technicon:

University:

Other:

Give a brief description of your training in the following areas:

Practical:

.....

Technical:

.....

Management:

.....

Vision of department:

.....

Mission of department.....
.....
.....

Section B: Management Work

Please answer the following questions by making a cross (x) in the relevant blocks provided.

Please note that in this research, the following definitions will apply:

A management approach is a general overall method/style of management, which encompasses all of the functions of management work.

A management programme is a programme, which is directed at the introduction or improvement of a specific management function or skill such as communication skills, negotiation skills, motivation skills etc.

A management intervention is a deliberate effort/input of relative short duration, introduced with the aim to either introduce, update or improve specific management performances and techniques such as safety, cost human relations, production, zero based budgeting, activity based costing, linear programming etc.

Please use the following scale for assessment:

Column 0 = No/Not/Never.

Column 1 = Seldom.

Column 2 = Sometimes.

Column 3 = Most of the time.

Column 4 = Yes/Always.

Example:

I give the correct instructions.

0	1	<input checked="" type="checkbox"/>	3	4
---	---	-------------------------------------	---	---

You are then saying:” I sometimes give the correct instructions”.

Please complete the following:

1. I manage according to a specific management approach.

0	1	2	3	4
---	---	---	---	---

2. I am trained to apply this management approach.

0	1	2	3	4
---	---	---	---	---



3. The management approach I apply is based on management principles.

0	1	2	3	4
---	---	---	---	---
4. This management approach enables me to manage my results efficiently.

0	1	2	3	4
---	---	---	---	---
5. This management approach enables me to computerize my total planning.

0	1	2	3	4
---	---	---	---	---
6. I am trained to apply management principles.

0	1	2	3	4
---	---	---	---	---
7. I understand my objective in the organisation.

0	1	2	3	4
---	---	---	---	---
8. I know what results are required from me.

0	1	2	3	4
---	---	---	---	---
9. I know how to achieve the required results.

0	1	2	3	4
---	---	---	---	---
10. I have the authority to take the necessary decisions.

0	1	2	3	4
---	---	---	---	---
11. I accept accountability for the planning of my results.

0	1	2	3	4
---	---	---	---	---
12. I compile a strategic plan.

0	1	2	3	4
---	---	---	---	---
13. I compile a long-term plan.

0	1	2	3	4
---	---	---	---	---
14. I compile a medium term plan.

0	1	2	3	4
---	---	---	---	---
15. I compile short term plans.

0	1	2	3	4
---	---	---	---	---
16. I compile project plans.

0	1	2	3	4
---	---	---	---	---
17. I compile contingency plans.

0	1	2	3	4
---	---	---	---	---
18. I identify procedures during planning.

0	1	2	3	4
---	---	---	---	---
19. I compile emergency plans.

0	1	2	3	4
---	---	---	---	---
20. My planning is initiated by the company's performance requirements.

0	1	2	3	4
---	---	---	---	---
21. I forecast the most probable conditions that can affect the achievement of the required results.

0	1	2	3	4
---	---	---	---	---



22. I list the most probable achievable results

0	1	2	3	4
---	---	---	---	---
23. I reach agreement with stakeholders on what results to plan for.

0	1	2	3	4
---	---	---	---	---
24. I formulate the objective for the required results.

0	1	2	3	4
---	---	---	---	---
25. I develop alternative methods to achieve the required results.

0	1	2	3	4
---	---	---	---	---
26. I develop each alternative into a logical sequence of tasks.

0	1	2	3	4
---	---	---	---	---
27. I determine for each alternative the required resources.

0	1	2	3	4
---	---	---	---	---
28. I schedule the time frame for each alternative.

0	1	2	3	4
---	---	---	---	---
29. I compile the budget for each alternative.

0	1	2	3	4
---	---	---	---	---
30. I select the best alternative.

0	1	2	3	4
---	---	---	---	---
31. I plan for the selected alternative.

0	1	2	3	4
---	---	---	---	---
32. I group the tasks into posts.

0	1	2	3	4
---	---	---	---	---
33. I delegate posts to sub-ordinates.

0	1	2	3	4
---	---	---	---	---
34. My superior delegates to me.

0	1	2	3	4
---	---	---	---	---
35. I take sound decisions.

0	1	2	3	4
---	---	---	---	---
36. There is an open channel of communication between me and my supervisor.

0	1	2	3	4
---	---	---	---	---
37. There is an open channel of communication between me and my subordinates.

0	1	2	3	4
---	---	---	---	---
38. My subordinates are trained to communicate with all relevant people.

0	1	2	3	4
---	---	---	---	---
39. I motivate my subordinates.

0	1	2	3	4
---	---	---	---	---
40. My supervisor motivates me.

0	1	2	3	4
---	---	---	---	---



41. I select the people that work for me.

0	1	2	3	4
---	---	---	---	---
42. I accept full accountability for the training of my subordinates.

0	1	2	3	4
---	---	---	---	---
43. I exercise fair discipline.

0	1	2	3	4
---	---	---	---	---
44. I develop performance standards.

0	1	2	3	4
---	---	---	---	---
45. I receive regular performance reports.

0	1	2	3	4
---	---	---	---	---
46. I measure and evaluate performance against the set standards.

0	1	2	3	4
---	---	---	---	---
47. I correct deviations from the standard.

0	1	2	3	4
---	---	---	---	---
48. I set tolerances to facilitate control.

0	1	2	3	4
---	---	---	---	---
49. I control the utilisation of company assets.

0	1	2	3	4
---	---	---	---	---
50. I control for the adherence to planned standards.

0	1	2	3	4
---	---	---	---	---

Section C: General

Please briefly answer the following questions. Please print if not e-mailing.

1. Please indicate to what extent you make use of the following management techniques/methods in your management:

- i) Build specific procedures and processes into operations.

0	1	2	3	4
---	---	---	---	---
- ii) Use time and method studies in setting detailed procedures.

0	1	2	3	4
---	---	---	---	---
- iii) Relies on rules, a set hierarchy, a clear division of labour and detailed procedures.

0	1	2	3	4
---	---	---	---	---
- iv) Use the functions of planning, organising, leading and controlling.

0	1	2	3	4
---	---	---	---	---
- v) Focus on the importance of relationships among people and productivity.

0	1	2	3	4
---	---	---	---	---



vi) Apply quantitative analysis to management decisions and problems.

0	1	2	3	4
---	---	---	---	---

vii) Study and identify management activities that promotes employee effectiveness.

0	1	2	3	4
---	---	---	---	---

iii) View the organisation or any part of it as a system or systems that make up the whole.

0	1	2	3	4
---	---	---	---	---

iv) Identifies key variables in each situation at hand.

0	1	2	3	4
---	---	---	---	---

x) How do you assess the management theory of the Mine Managers' Certificate of Competency's adequacy for the efficient performance of your management work?

0	1	2	3	4
---	---	---	---	---

2. List the most important approaches/programmes or interventions that you are using/used or were exposed to:

2.1. Management approaches:

i).....

ii).....

iii).....

2.2. Management programmes:

i).....

ii).....

iii).....

2.3. Management interventions:

i).....

ii).....

iii).....

3. In a few sentences can you please describe each of these approaches/programmes/
interventions:

3.1. Management approaches

.....
.....

3.2. Management programmes

.....
.....

3.3. Management interventions

.....
.....

4. Please state the source(s), from which each approach/programme/intervention
originated, e.g. abroad (USA), South Africa, group, on mine or interdepartmental.

4.1. Management approaches

.....
.....

4.2. Management programmes

.....
.....

4.3. Management interventions

.....
.....

5. Can you please state, where available, the:

5.1. Management approaches

- i) acquisition cost of each.....
- ii) implementation cost of each
- iii) maintenance cost of each.....
- iv) contribution (R pay-off or other value) of each
- v) duration or period of application.....
- vi) organisation level at which utilised

5.2. Management programmes

- i) acquisition cost of each.....
- ii) implementation cost of each
- iii) maintenance cost of each.....
- iv) contribution (R pay-off or other value) of each
- v) duration or period of application.....
- vi) organisation level at which utilised.....

5.3. Management interventions

- i) acquisition cost of each.....
- ii) implementation cost of each
- iii) maintenance cost of each.....
- iv) contribution (R pay-off or other value) of each.....
- v) duration or period of application.....
- vi) organisation level at which utilised.....

6. Which of these approaches/programmes/interventions are you still using in your department, for what reason(s), period, why and at which management level?

.....
.....

7. List the main shortcomings/limitations (if any) that you have/had with past/existing approaches/programmes/interventions:

.....
.....

8. Please, specify your criteria/requirements for the ideal management approach.

.....

9. Please indicate whether you do and at what intervals, compile a:

9.1. strategic plan.....

9.2. long-term plan (>5 yrs).....

9.3. medium-term plan (3-5 yrs)

9.4. short-term plan (1-3 yrs).....

9.5. operational plan (1 yr).....

9.6. List the steps in your planning process

.....
.....
.....
.....
.....



.....
.....

10. Please indicate how and where the following steps are performed:

10.1. determination of the best achievable results.....

.....

10.2. formulation of objectives.....

.....

10.3. development of alternatives.....

.....

10.4. selection of the best alternative.....

.....

10.5. task and resources analysis.....

.....

10.6. performance standards.....

.....

10.7. cost determination.....

.....

10.8. determination of resources.....

.....

10.9. assessments of risks.....

.....



10.10. determination of posts.....

.....

10.11. delegation of accountability.....

.....

10.12. determination of the organisation structure.....

.....

10.13. determination of lines of authority.....

.....

10.14. determination of communication.....

.....

10.15. determination of job specifications.....

.....

10.16. determination of supervision schedules.....

.....

10.17. computerisation of planning.....

11. List the most important threats/limitations to your department

.....

12. In your department,

i) how do you develop managerial skills?

.....

ii) list the approaches/programmes/interventions and relevant level.

.....

13. With regard to your personal management development, please list the most important programmes you have attended and completed successfully:

i) internally

.....

ii) externally.....

.....

14. Do you, in your department, implement and enforce the policies set by the general manager of the mine?

.....

15. Please, indicate the percentage of time that you spend, on average over the long-term, on a scale of 0% to 100%, on your work as Head of your Department:

For completing this section the following definitions will apply:

Human work consists of management and technical work.

Management work refers to the execution of the management functions (planning, organising, leading and controlling and their respective activities.

Technical work refers to any other work that the manager performs in carrying out his duties.

Work	Percentage (%)										
	0	10	20	30	40	50	60	70	80	90	100
Planning											
- Strategic planning											
- Long-term planning											
- Medium-term planning											
- Operational planning											
- Budgeting											
Organising											
Leading											
Controlling											
Management work											
Technical work											
Total human work											

Thank you for your co-operation in completing this questionnaire. Kindly return it as specified in the cover letter.

MINE OVERSEERS LEVEL

RESEARCH INFORMATION FOR PhD. DEGREE

COVER LETTER

Dear sir/madam

I am currently conducting research into “**The Development Of a Comprehensive, Practical And Integrated Management Method With Specific Reference To The South African Mining Industry,**” as part of my PhD. studies at the University of Pretoria.

To this end I kindly request that you complete the following questionnaire. The completion of this questionnaire should not take more than 30 minutes of your time. Your response will be of the utmost importance to me.

As I may need to clarify some of your answers to the questions, I will appreciate it if you will be so kind as to enter your name and contact details in the spaces provided. Your cooperation in this regard is, however, voluntary. All information and personal detail will be treated as confidential. Kindly submit the completed questionnaire to your superior or e-mail it to the address stated below not later than 1 November 2004.

Should you have any queries or comments regarding this questionnaire, you are welcome to contact me personally at 072 282 5465. Alternatively, you can e-mail me at jdspims@mweb.co.za or mail a hard copy of the completed questionnaire to P O Box 3703, Witbank, 1035.

Yours sincerely

J D Stone.

Prof. N van der Merwe
Supervisor, UP.



Section A: Background Information

Research: Practical Integrated Management Approach.

When completing this section, please print if not e-mailing.

Date: 2004. Company/Mine.....

Name:Tel/Fax.....e-mail.....

Position.....

Educational qualifications: (Highest qualifications achieved at)

School:

College:

Technicon:

University:

Other:

Give a brief description of your training in the following areas:

Practical:

.....

Technical:

.....

.....

Management:

.....

.....

Section B: Management Work

Please answer the following questions by making a cross (x) in the relevant blocks provided.

Please note that in this research, the following definitions will apply:

A management approach is a general overall method/style of management, which encompasses all of the functions of management work.

A management programme is a programme, which is directed at the introduction or improvement of a specific management function or skill such as communication skills, negotiation skills, motivation skills etc.

A management intervention is a deliberate effort/input of relative short duration, introduced with the aim to either introduce, update or improve specific management performances and techniques such as safety improvement, cost reduction, improved human relations, higher productivity, zero based budgeting, activity based costing, linear programming etc.

Please use the following scale for assessment:

There are 5 columns indicating the following

Column 0 = No/Not/Never.

Column 1 = Seldom.

Column 2 = Sometimes.

Column 3 = Most of the time.

Column 4 = Yes/Always.

Example:

I give the correct instructions.

0	1	2	3	4
---	---	--------------	---	---

(You are then saying: " I sometimes give the correct instructions".)

Please complete the following:

1. I manage according to a specific management approach.

0	1	2	3	4
---	---	---	---	---

2. I am trained in the use of this management approach.

0	1	2	3	4
---	---	---	---	---

3. This management approach is based on management principles.

0	1	2	3	4
---	---	---	---	---

4. This management approach is applied on all levels.

0	1	2	3	4
---	---	---	---	---



5. This management approach allows total integrated management.

0	1	2	3	4
---	---	---	---	---
6. I am trained to apply management principles.

0	1	2	3	4
---	---	---	---	---
7. I understand my objective in the organisation.

0	1	2	3	4
---	---	---	---	---
8. I know what results are required from me.

0	1	2	3	4
---	---	---	---	---
9. I know how to achieve the required results.

0	1	2	3	4
---	---	---	---	---
10. I have the authority to take the necessary decisions

0	1	2	3	4
---	---	---	---	---
11. I accept accountability for the planning of the required results.

0	1	2	3	4
---	---	---	---	---
12. I compile a long-term plan

0	1	2	3	4
---	---	---	---	---
13. I compile a medium term plan.

0	1	2	3	4
---	---	---	---	---
14. I compile an operational plan.

0	1	2	3	4
---	---	---	---	---
15. I compile contingency plans.

0	1	2	3	4
---	---	---	---	---
16. I compile project plans.

0	1	2	3	4
---	---	---	---	---
17. I compile corrective action plans.

0	1	2	3	4
---	---	---	---	---
18. I compile procedures.

0	1	2	3	4
---	---	---	---	---
19. I compile emergency plans.

0	1	2	3	4
---	---	---	---	---
20. My planning is initiated by my supervisor's request for specific results.

0	1	2	3	4
---	---	---	---	---
21. I determine whether the required results are achievable.

0	1	2	3	4
---	---	---	---	---
22. I list the most achievable results.

0	1	2	3	4
---	---	---	---	---
23. I reach agreement with stakeholders on what results to plan for.

0	1	2	3	4
---	---	---	---	---



24. I formulate the objective for the required results.

0	1	2	3	4
---	---	---	---	---
25. I develop alternative methods to achieve the results required.

0	1	2	3	4
---	---	---	---	---
26. I develop each alternative in a logical sequence of tasks

0	1	2	3	4
---	---	---	---	---
27. I determine the required resources for each alternative.

0	1	2	3	4
---	---	---	---	---
28. I schedule the time frame for each alternative.

0	1	2	3	4
---	---	---	---	---
29. I compile the budget for each alternative.

0	1	2	3	4
---	---	---	---	---
30. I select the best alternative.

0	1	2	3	4
---	---	---	---	---
31. I plan for the selected alternative.

0	1	2	3	4
---	---	---	---	---
32. I group tasks into meaningful posts.

0	1	2	3	4
---	---	---	---	---
33. I delegate posts to sub-ordinates.

0	1	2	3	4
---	---	---	---	---
34. My supervisor delegates work to me.

0	1	2	3	4
---	---	---	---	---
35. I take sound decisions.

0	1	2	3	4
---	---	---	---	---
36. There is an open channel of communication between my supervisor and me.

0	1	2	3	4
---	---	---	---	---
37. There is an open channel of communication between my subordinates and me.

0	1	2	3	4
---	---	---	---	---
38. My subordinates are trained to communicate with all relevant people.

0	1	2	3	4
---	---	---	---	---
39. I motivate my subordinates.

0	1	2	3	4
---	---	---	---	---
40. My supervisor motivates me.

0	1	2	3	4
---	---	---	---	---
41. I have the right to select the people that work for me.

0	1	2	3	4
---	---	---	---	---



42. I accept full accountability for the training of my subordinates.

0	1	2	3	4
---	---	---	---	---
43. I exercise fair discipline.

0	1	2	3	4
---	---	---	---	---
44. I develop performance standards for each task.

0	1	2	3	4
---	---	---	---	---
45. I measure performance regularly.

0	1	2	3	4
---	---	---	---	---
46. I evaluate actual performance against the standards.

0	1	2	3	4
---	---	---	---	---
47. I correct deviations from the standards.

0	1	2	3	4
---	---	---	---	---
48. I control the utilisation of equipment.

0	1	2	3	4
---	---	---	---	---
49. I control the utilisation of company assets.

0	1	2	3	4
---	---	---	---	---
50. I control strictly for the adherence to standards.

0	1	2	3	4
---	---	---	---	---

Section C: General

1 Please indicate to what extend you make use of the following management techniques in your management:

- 1.1 Build specific procedures and processes into operations.

0	1	2	3	4
---	---	---	---	---
- 1.2 Use time and method studies in setting detailed procedures.

0	1	2	3	4
---	---	---	---	---
- 1.3 Make use of planning, organising, leading and controlling.

0	1	2	3	4
---	---	---	---	---
- 1.4 Focus on the importance of relationships among people and productivity.

0	1	2	3	4
---	---	---	---	---

2. List the most important approaches/programmes or interventions that you are using/used or were exposed to:

2.1. Management approaches:

i).....

ii).....



iii).....

2.2. Management programmes:

i).....

ii).....

iii).....

2.3. Management interventions:

i).....

ii).....

iii).....

3. In a few sentences can you please describe each of these approaches/programmes/
interventions:

3.1. Management approaches

.....
.....
.....

3.2. Management programmes

.....
.....

3.3. Management interventions

.....
.....

4. Please, state the source(s), from which each approach/programme/intervention originated, e.g. abroad (USA), South Africa, in-house or departmental.

4.1. Management approaches

.....
.....

4.2. Management programmes

.....
.....

4.3. Management interventions

.....
.....

5. Can you please state, where available, the:

5.1. Management approaches

- i). maintenance cost of each.....
- ii). contribution (R pay-off or other value) of each
- iii). duration or period of application.....
- iv). organisation level at which utilised

5.2. Management programmes

- i). maintenance cost of each.....
- ii). contribution (R pay-off or other value) of each
- iii). duration or period of application.....
- iii). organisation level at which utilised.....



5.3. Management interventions

- i). maintenance cost of each.....
- ii). contribution(R pay-off or other value) of each
- iii). duration or period of application.....
- iv). organisation level at which utilised.....

6. Which of these approaches/programmes/interventions are you still using in your department, for what reason(s), period, why and at which management level?

.....

7. List the main shortcomings/limitations (if any) that you have/had with past/existing approaches/programmes/interventions:

.....

8. Please, specify your requirements for the ideal management approach?

.....

9. Please list the steps in your planning process.

.....

.....

.....

.....

.....

.....

9.1. long-term planning.....

.....



9.2. short-term planning
.....

9.3. operational planning.....
.....

10. What are the most important challenges/opportunities facing your department?
.....

11. List the most important threats to your department
.....

12. In your department,
i) how do you develop managerial skills?
.....
ii) list the approaches/programmes/interventions and relevant level.
.....

13. With regard to your personal management development, please list the most important programmes you have attended and completed successfully:
i). internally
ii). externally.....

14. Do you, in your department, implement and enforce the policies set by your superior?
.....

15. Please, indicate the percentage of time that you spend, on average over the long-term, on a scale of 0% to 100%, on your work as Head of your Area:

For completing this section the following definitions would apply:

Human work consists of management and technical work.

Management work refers to the execution of the management functions (planning, organising, leading and controlling and their respective activities.

Technical work refers to any other work that the manager performs in carrying out his duties.

Work	Percentage (%)										
	0	10	20	30	40	50	60	70	80	90	100
Planning											
- Strategic planning											
- Long-term planning											
- Medium-term planning											
- Operational planning											
- Budgeting											
Organising											
Leading											
Controlling											
Management work											
Technical work											
Total human work											

Thank you for your co-operation in completing this questionnaire. Kindly return it as specified in the cover letter.



CHAMBER OF MINES OF SOUTH AFRICA



OPERATING MINING GROUPS AND MINING COMPANIES
MEMBERS OF THE CHAMBER OF MINES OF SOUTH AFRICA

BASE METALS

Anglo American Corporation of SA Ltd

P O Box 61587
2107 Marshalltown
Tel: +27 11 634 9111
Fax: +27 11 638 3221
E-Mail: angloamerican.co.za

Kumba Resources Limited

P O Box 450
0001 Pretoria
Tel: +27 12 674 1000
Fax: +27 12 674 1041
E-Mail: kumbaresources.com

Anglovaal Mining Limited

P O Box 62379
2107 Marshalltown
Tel: +27 634 9111
Fax: +27 11 634 0038
E-Mail: avmin.co.za

Kangra Group (Pty) Limited

P O Box 2465
2000 Johannesburg
Tel: +27 11 643 7371
Fax: +27 11 484 3024
E-Mail: kangra.co.za

Samancor Chrome

P O Box 8186
2000 Johannesburg
Tel: +27 11 376 3158
Fax: +27 11 376 3155
E-Mail: bhpbilliton.co.za

Kuyasa Mining (Pty) Limited

P O Box 4305
1035 Witbank
Tel: +27 13 656 3659
Fax: +27 13 690 3545
E-Mail: global.co.za

COAL MINING

Anglo Operations Limited

P O Box 61587 Marshalltown
Tel: +27 11 638 9111
Fax: +27 11 638 3221
E-Mail: coal.anglo.co.za

DIAMOND MINING

De Beers Consolidated Mines Ltd

P O Box X01
Tel: +27 11 374 7000
Fax: +27 11 374 7700
E-Mail: debeersgroup.com

Duiker Mining Limited

P O Box 1146
2000 Johannesburg
Tel: +27 11 484 8485
Fax: +27 11 484 2882
E-Mail: jhb.diuker.co.za

Trans Hex Group Limited

P O Box 723
Parow
7499 Cape Town
Tel: +27 21 931 1105
Fax: +27 21 939 0711
E-Mail: transhex.co.za

Ingwe Coal Corporation Limited

P O Box 618202107 Marshalltown
Tel: +27 11 276 9111
Fax: +27 11 838 7190
E-Mail: ingwe.co.za
E-Mail: ingwe.co.za

GOLD MINING

African Rainbow Minerals & Exploration (Pty) Limited (ARM)

9th Floor, Office Tower, Sandton City
2146 Sandton
Tel: +27 11 883 5606
Fax: +27 11 883 5609
E-Mail: armgold.com

AngloGold Limited

P O Box 62117
2107 Marshalltown

PLATINUM MINING

Anglo American Platinum Corporation Ltd



Tel: +27 11 637 6000
Fax: +27 11 637 6200/637 6108
E-Mail: anglogold.com

Avgold Limited

P O Box 62379
2107 Marshalltown
Tel: +27 11 634 9111
Fax: +27 11 634 0038
E-Mail: avmin.co.za

Durban Roodepoort Deep Limited

45 Empire Road
2193 Parktown
Tel: +27 11 482 4968
Fax: +27 11 482 1022
E-Mail: potch.lia.net

Gold Fieds Limited

Postnet Suite 252
Private Bag X30500
2041 Houghton
Tel: +27 11 644 2400
Fax: +27 11 644 2401
E-Mail: goldfields.co.za

Harmony Gold Mining Co Limited

Postnet Suite 27
Private Bag x23
2052 Gallo Manor
Tel: +27 11 412 1450
Fax: +21 11 692 3879
E-Mail:

Western Areas Limited

P O Box 590
2000 Johannesburg
Tel: +27 11 688 5000
Fax: +27 11 838 3393
E-Mail: jci.co.za

IRON ORE MINING

Kumba Resources Limited

P O Box 450
0001 Pretoria
Tel: +27 12 674 1000
Fax: +27 12 674 1041
E-Mail: kumbaresources.com

P O Box 590
2000 Johannesburg
Tel: +27 11 373 6111
Fax: +27 11 838 5537 or 373 5111

www.angloplat.com

Barplats Platinum Limited

Crocodile River Mine
P O Box 513
0250 Brits
Tel: +27 1211 530 710

Fax: +27 1211 31812

Impala Platinum Limited

P O Box 61386
2107 Marshalltown
Tel: + 27 11 481 3900
Fax: +27 11 484 0340

E-Mail: implats.co.za

Lonmin Platinum Limited

P O Box 1146
2000 Johannesburg
Tel: +27 11 484 8280
Fax: +27 11 642 9717
E-Mail: lonplats.com

Northam Platinum Limited

P O Box 441
0380 Thabazimbi
Tel: +27 1478 43 000
Fax: +27 1538 50126
E-Mail: eoosthuizen@norplats.co.za

ASBESTOS MINING

African Chrysotile Asbestos Limited
P O B OX 1
1307 Crysbestos
Tel: +27 17 885 0080/5
Fax: +27 13 1482 x X243

INDUSTRIAL MINERALS

G and W Base and Industrial Minerals

P O Box 14052
1422 Wadeville
Tel: +27 11 824 2710
Fax: +27 11 824 2721
E-Mail: julier@gwbase.co.za



OTHER

ASPASA (Aggregate and sand Producers' Association of SA)
3rd floor, Chamber of Mines Building
5 Hollard Street
2001 Johannesburg
Tel: +27 11 498 7265
Fax: +27 11 498 7269
E-Mail: npienaar@bullion.org.za

O'Okiep Copper Co Limited
P O Box 17, Nababeep, 8265
Tel: +27 251 38121
Fax: +27 251 38242

Pegmin (Pty) Limited
Private Bag X3010, Phalaborwa, 1390
Tel: +27 11 618 1410
Fax: +27 11 614 1137

Audax Mining Corporation (Pty) Limited
Private Bag 460, Irene, 0062
Tel: +27 12 667 1919
Fax: +27 12 667 1828
E-Mail: hanlie@line-chem.co.za

Randgold and Exploration Limited
P O Box 82291
2135 Southdale
Tel: +27 11 837 0706
Fax: +27 11 837 1068

BHP Billiton (SA) Limited
6 Hollard Street, Johannesburg, 2001
Tel: +27 11 376 3157
Fax: +27 11 376 2348
E-Mail: bhpbilliton.co.za

E-Mail: randgold.co.za

RUC Holdings Limited
P O Box 56, Albrton, 1450
Tel: +27 11 861 0700
Fax: +27 11 907 8396

Cementation (Africa Contracts) (Pty) Limited
P O Box 82027
2135 Southdale
Tel: +27 11 493 3400
Fax: +27 11 493 8293
E-Mail: cementation.co.za

E-Mail: ruc.co.za

Savuka Mining
P O Box 2838, Klerksdorp, 2570
Tel: +27 18 484 1181
Fax: +27 18 484 1179
E-Mail: savuka_m@yahoo.com

Century Carbon Mining Limited
P O Box 4257, RIVONIA, 2128
Tel: +27 11 234 1736
Fax: +27 11 234 1753
E-Mail: centurycarbon.co.za

Shaft Sinkers (Pty) Limited
P O Box 783501
2146 Sandton
Tel: +27 11 444 5600
Fax: +27 11 444 4410

Hanover Mining Holdings (Pty) Limited
P O Box 1142
1716 Florida Hills
Tel: +27 11 339 5458
Fax: +27 11 339 3722
E-Mail: gefco@netlab.co.za

E-Mail: shaftsinkers.co.za

Vametco Minerals Corporation
P O Box 595, Brits, 0250
Tel: +27 12 318 3200
Fax: +27 12 318 3201
E-Mail: vam.stratcor.com

JCI Gold Limited
Consolidated Building, Corner Fox and Harrison Streets, Johannesburg, 2001
Tel: +27 11 373 9111
Fax: +27 11 836 5724
E-Mail: jci.co.za



Mineralco (Pty) Ltd

P O Box 32086

Braamfontein, 2017

Tel: +27 11 403 0561

Fax: +27 11 403 6431

E-Mail: mineralco@sfco.co.za

RCB January 2003

RESEARCH INFORMATION FOR PhD. DEGREE

COVER LETTER

Dear sir/madam

I am currently conducting research into **“The Development Of a Comprehensive, Practical And Integrated Management Method With Specific Reference To The South African Mining Industry,”** as part of my PhD. studies at the University of Pretoria. To this end I kindly request that you complete the following questionnaire. The completion of this questionnaire should not take more than 20 minutes of your time. Your response will be of the utmost importance to the Mining Industry and to this study.

Personally, I have been in a managerial position in the Mining Industry for more than 30 years. My experience, until retirement, was that the available and legally required management approaches were inadequate to enable management to manage on a comprehensive, realistic and practical basis. Therefore, management had to introduce expensive short-term management development programs and interventions on a regular basis sometimes with limited and questionable results. I have researched for many years into the practicality of existing management approaches and concluded that there exists no single approach that will fulfil in management’s needs on a long-term comprehensive basis. I am convinced that I have eventually developed a management approach that will fulfil completely in management’s legitimate needs.

As I may need to clarify some of your answers to the questions, I will appreciate it if you will be so kind as to enter your name and contact details in the spaces provided. Your cooperation in this regard is, however, voluntary. All information and personal detail will be treated most confidentially at all times. Should you have any queries or comments regarding this questionnaire, you are welcome to contact me personally at 072 282 5465. Alternatively, you can e-mail me at jdspims@mweb.co.za. Kindly e-mail your completed questionnaire directly to me to the address below as soon as possible but not later than.....Please enter your contact details in the spaces below:

Name:.....Mine:.....Position: e-mail:.....
Tel/fax:..... Postal address:

Yours sincerely
J D Stone.

Prof N van der Merwe,
Supervisor, UP.

In answering the questions, below, please use the following assessment scale.

Please use the following assessment scale:

Column 0 = No/Not/Never, Column 1 = Seldom, Column 2 = Sometimes

Column 3 = Most of the time, Column 4 = Yes/Always.

Example:

I give the correct instructions.

0	1	2	3	4
---	---	--------------	---	---

You are then saying:” I sometimes give the correct instructions”.

The Mine Managers’ Certificate of Competency (the well-known Government Ticket) is a legal requirement for a mine manager to be appointed in an accountable position. To what extent does the management theory of this certificate, enable you to:

1. forecast the most probable results?

0	1	2	3	4
---	---	---	---	---

2. state the most probable achievable results?

0	1	2	3	4
---	---	---	---	---

3. formulate the realisable objectives?

0	1	2	3	4
---	---	---	---	---

4. develop alternative methods?

0	1	2	3	4
---	---	---	---	---

5. develop the work flow for each alternative method?

0	1	2	3	4
---	---	---	---	---

6. determine the tasks and resources for each alternative?

0	1	2	3	4
---	---	---	---	---

7. schedule the work flow for each alternative method?

0	1	2	3	4
---	---	---	---	---

8. compile the budget for each alternative method?

0	1	2	3	4
---	---	---	---	---

9. select the best method?

0	1	2	3	4
---	---	---	---	---

10. determine and assess all risks?

0	1	2	3	4
---	---	---	---	---

11. develop the necessary policies and procedures?

0	1	2	3	4
---	---	---	---	---

12. computerise your total plan?

0	1	2	3	4
---	---	---	---	---

13. determine the job specifications or requirements?

0	1	2	3	4
---	---	---	---	---



14. develop the necessary posts?

0	1	2	3	4
---	---	---	---	---

15. delegate accountability to each post?

0	1	2	3	4
---	---	---	---	---

16. develop the best organizational structure?

0	1	2	3	4
---	---	---	---	---

17. determine the lines of authority?

0	1	2	3	4
---	---	---	---	---

18. determine communication lines?

0	1	2	3	4
---	---	---	---	---

19. create the necessary relationships among posts?

0	1	2	3	4
---	---	---	---	---

20. affect proper coordination?

0	1	2	3	4
---	---	---	---	---

21. determine supervisory schedules?

0	1	2	3	4
---	---	---	---	---

22. determine supervisory accountabilities?

0	1	2	3	4
---	---	---	---	---

23 select the most competent people available?

0	1	2	3	4
---	---	---	---	---

24 develop realistic training and management development schedules?

0	1	2	3	4
---	---	---	---	---

25 develop the necessary performance standards for each task?

0	1	2	3	4
---	---	---	---	---

26. measure work in progress and completed?

0	1	2	3	4
---	---	---	---	---

27. evaluate performance?

0	1	2	3	4
---	---	---	---	---

28. correct deviations from standards?

0	1	2	3	4
---	---	---	---	---

29. To your judgement, what are the main shortcomings, if any, of this management theory?

.....

.....

.....

.....

.....



.....

30. List any suggestions to improve this theory and to eliminate the shortcomings:

.....

.....

.....

.....

.....

.....

.....

.....

.....

Thank you for completing this questionnaire.

RESEARCH INFORMATION FOR PhD. DEGREE: COVER LETTER

Dear sir/madam

I am currently conducting research into “**The Development Of a Comprehensive, Practical And Integrated Management Method With Specific Reference To The South African Mining Industry,**” as part of my PhD. studies at the University of Pretoria. To this end I kindly and urgently request you to complete the following short questionnaire, which should not take more than 20 minutes of your valuable time. Your response will be of the utmost importance to the Mining Industry and to this study and will be highly appreciated by me. Personally, I have been in a managerial position in the Mining Industry for more than 30 years. My experience, until retirement, was that the available and legally required management approaches were inadequate to enable management to manage on a realistic comprehensive, integrated and practical basis. Therefore, management utilised and is still using expensive short-term management development programs and interventions. These are used on a regular basis sometimes with limited and questionable results. I have researched for many years into the practicality of existing management approaches and concluded that there exists no single approach that will fulfil in management’s needs on a long-term comprehensive basis. I am convinced that I have eventually developed a management approach that will comply completely with management’s legitimate requirements.

As I may need to clarify some of your answers to the questions, I will appreciate it if you will be so kind as to enter your name and contact details in the spaces provided. Your cooperation in this regard, however, is voluntary. All information and personal detail will be treated most confidentially at all times. Kindly e-mail your completed questionnaire directly to me to the address below as soon as possible but not later thanShould you have any queries or comments regarding this questionnaire, you are welcome to contact me personally at 072 282 5465. Alternatively, you can e-mail me at jdspims@mweb.co.za. mail a hard copy of the completed questionnaire to P O Box 3703, Witbank, 1035 or fax the completed questionnaire to 013 656 1071. I would like to request that you complete this questionnaire. Please enter your contact details in the spaces below:

Name:.....Position/Title:Mine/Group:.....
Minerals/mined.....e-mail.....
Tel/fax.....Postal/address:.....

Yours sincerely

J D Stone.

Prof N van der Merwe, Supervisor, UP.

QUESTIONNAIRE

1. Does the management approach that you and the mine utilise mainly consist of the management functions of planning, organising, leading and controlling (PLOC)?
.....Yes/No

2. Should you not use the above management approach, please briefly specify and describe the approach you do use:

.....

.....

Please use the following assessment scale:

Column 0 = No/Not/Never, Column 1 = Seldom, Column 2 = Sometimes

Column 3 = Most of the time, Column 4 = Yes/Always

Example:

I give the correct instructions.

0	1	2	3	4
---	---	--------------	---	---

You are then saying:” I sometimes give the correct instructions”.

To what extent does the management theory of the management approach that you use, enable you to?:

1. forecast the most probable results?

0	1	2	3	4
---	---	---	---	---

2. state the most probable achievable results?

0	1	2	3	4
---	---	---	---	---

3. formulate the realisable objectives?

0	1	2	3	4
---	---	---	---	---

4. develop alternative methods?

0	1	2	3	4
---	---	---	---	---

5. develop the work flow for each alternative method?

0	1	2	3	4
---	---	---	---	---

6. determine the tasks and resources for each alternative?

0	1	2	3	4
---	---	---	---	---

7. schedule the work flow for each alternative method?

0	1	2	3	4
---	---	---	---	---

8. compile the budget for each alternative method?

0	1	2	3	4
---	---	---	---	---

9. select the best method?

0	1	2	3	4
---	---	---	---	---



- 10. determine and assess all risks?

0	1	2	3	4
---	---	---	---	---

- 11. develop the necessary policies and procedures?

0	1	2	3	4
---	---	---	---	---

- 12. computerise your total plan?

0	1	2	3	4
---	---	---	---	---

- 13. determine the job specifications or requirements?

0	1	2	3	4
---	---	---	---	---

- 14. develop the necessary posts?

0	1	2	3	4
---	---	---	---	---

- 15. delegate accountability to each post?

0	1	2	3	4
---	---	---	---	---

- 16. develop the best organizational structure?

0	1	2	3	4
---	---	---	---	---

- 17. determine the lines of authority?

0	1	2	3	4
---	---	---	---	---

- 18. determine communication lines?

0	1	2	3	4
---	---	---	---	---

- 19. create the necessary relationships among posts?

0	1	2	3	4
---	---	---	---	---

- 20. affect proper coordination?

0	1	2	3	4
---	---	---	---	---

- 21. determine supervisory schedules?

0	1	2	3	4
---	---	---	---	---

- 22. determine supervisory accountabilities?

0	1	2	3	4
---	---	---	---	---

- 23. select the most competent people available?

0	1	2	3	4
---	---	---	---	---

- 24. develop realistic training and management development schedules?

0	1	2	3	4
---	---	---	---	---

- 25. develop the necessary performance standards for each task?

0	1	2	3	4
---	---	---	---	---

- 26. measure work in progress and completed?

0	1	2	3	4
---	---	---	---	---

- 27. evaluate performance?

0	1	2	3	4
---	---	---	---	---

- 28. correct deviations from standards?

0	1	2	3	4
---	---	---	---	---



29. To your judgement, what are the main shortcomings, if any, of this management theory?

.....

.....

.....

.....

.....

.....

.....

.....

30. List any suggestions to improve this theory and to eliminate the shortcomings:

.....

.....

.....

.....

.....

.....

.....

.....

Thank you for completing this questionnaire.

QUESTIONNAIRE

Appendix 9

TIME UTILISATION DURING PLANNING AND NORMAL TIMES: Nov. 2004 – June 2005

Completed by the researcher after the scheduled discussions in order to assess the percentage time spent by management respondents on the management functions. In this questionnaire the following definitions are applicable:

Management work refers to the execution of the management functions (planning, organising, leading and controlling and their respective activities.

Technical work refers to any other work that the manager performs in carrying out his duties.

Work refers to the total (management plus technical) work per day that the manager performs in order to achieve the results required from him

Work	Percentage time (%)	
	Normal time	Planning period
Planning		
- Strategic planning		
- Long- term planning		
- Operational planning		
- Budgeting		
Organising		
Leading		
Controlling		
Management work total		
Technical Work		
Total time		

The total normal shift time (eight hours) per day cannot be more or less than 100 per cent per day.

Completed by: Date: