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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: ……………………………………………………………………………………………
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Mission of company: ……………………………………………………………………………………………
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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.")

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.

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

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

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

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

vi) Apply quantitative analysis to management decisions and problems.

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

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

ix) Identifies key variables in each situation at hand.

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

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

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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 ..................................................
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:

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

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

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

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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.

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………………………………………………………………………………………………………………
………………………………………………………………………………………………………………

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.
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: ..................................................................................................................
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Management training ..............................................................................................................
..............................................................................................................................................

Vision of department: ............................................................................................................
..............................................................................................................................................
Mission of department: .................................................................................................................................

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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.”)

1. manage according to a specific management approach.

2. This management approach enables me to achieve my results most efficiently.
3. In addition to the specific management approach, also, use other approaches/programmes/interventions.

4. The management approach I apply enables me to computerise my management system.

5. The management approach facilitates my planning.

6. I am trained to apply management principles.

7. I understand my objective in the organisation.

8. I know what results are required from me.

9. I know how to achieve the required results.

10. I have the authority to take the necessary decisions.

11. I accept accountability for the planning of the results required from me.

12. I compile a strategic plan

13. I compile a long-term plan.


15. I compile short-term plans.

16. My planning is initiated by my superior’s request for the results, he requires from me.

17. My planning is also initiated by new business challenges.

18. My planning is also initiated by my own initiatives.

19. I forecast the most probable conditions that can affect the achievement of the required results.

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

22. I formulate the objective for the required results.

23. I develop alternative methods to achieve the results required.

24. I develop each alternative into logical sequences of tasks.

25. I determine the required resources for each alternative.

26. I schedule the period for each alternative.

27. I compile the budget for each alternative.

28. I select the best alternative.

29. I plan for the selected alternative.

30. I computerise the final plan.

31. I control the execution of the plan.

32. I group tasks into posts.

33. I delegate posts with authority to sub-ordinates.

34. I develop my own organizational structure.

35. I take sound decisions.

36. There is an open channel of communication between my supervisor and me.

37. There is an open channel of communication between my subordinates and me.

38. My subordinates are trained to communicate with all relevant people.

39. I motivate my subordinates.
40. My supervisor motivates me.  
41. I select the people that work for me.  
42. I accept accountability for the training of my subordinates.  
43. I exercise fair discipline.  
44. I develop performance standards.  
45. I measure and evaluate performance regularly.  
46. I identify unacceptable deviations from standards.  
47. I correct deviations from the standards.  
48. I set tolerances to facilitate control.  
49. I control the utilisation of company assets.  
50. I control for the adherence to planned standards  

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  

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vi) Apply quantitative analysis to management decisions and problems.

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

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

iv) Identifies key variables in each situation at hand.

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

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


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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.

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<tr>
<th>Work</th>
<th>Percentage (%)</th>
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<tr>
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<td>- Strategic planning</td>
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<td>Technical work</td>
<td></td>
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<td>Total human work</td>
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Thank you for your co-operation in completing this questionnaire. Kindly return it as specified in the cover letter.
RESEARCH INFORMATION FOR PhD. DEGREE: COVER LETTER

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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.

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Yours sincerely

J D Stone.
Prof N van der Merwe,
Supervisor, UP.
Section A: Background Information


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: ..................................................................................................................

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Technical: ..............................................................................................................

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Management: .......................................................................................................

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Vision of mine: .....................................................................................................

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Mission of mine.......................................................................................................

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Section B: Management Work

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

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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”.

Please complete the following:

1. I manage according to a specific management approach.

2. I am trained to apply this management approach.

3. The management approach I apply is based on management principles.
4. This management approach enables me to manage my results efficiently.

5. This management approach enables me to computerise my total planning.

6. I am trained to apply management principles.

7. I understand my objective in the organisation.

8. I know what results are required from me.

9. I know how to achieve the required results.

10. I have the authority to take the necessary decisions.

11. I accept accountability for the planning of my results.

12. I compile a strategic plan.

13. I compile a long-term plan.


15. I compile short term plans.

16. I compile project plans.

17. I compile contingency plans.

18. I identify procedures during planning.

19. I compile emergency plans.

20. My planning is initiated by the company's performance requirements.

21. I forecast the most probable conditions that can affect the achievement of the required results.

22. I list the most probable achievable results.
23. I reach agreement with stakeholders on what results to plan for.

24. I formulate the objective for the required results.

25. I develop alternative methods to achieve the required results.

26. I develop each alternative into a logical sequence of tasks.

27. I determine for each alternative the required resources.

28. I schedule the time frame for each alternative.

29. I compile the budget for each alternative.

30. I select the best alternative.

31. I plan for the selected alternative.

32. I group the tasks into posts.

33. I delegate posts to subordinates.

34. My superior delegates to me.

35. I take sound decisions.

36. There is an open channel of communication between me and my supervisor.

37. There is an open channel of communication between me and my subordinates.

38. My subordinates are trained to communicate with all stakeholders.

39. I motivate my subordinates.

40. My supervisor motivates me.
41. I select the people to work for me.  

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

43. I exercise fair discipline.  

44. I develop performance standards.  

45. I receive regular performance reports.  

46. I measure and evaluate performance against the set standards.  

47. I correct deviations from the standard.  

48. I set tolerances to facilitate control.  

49. I control the utilisation of company assets.  

50. I control for the adherence to planned standards.  

Section C: General

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

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

   i) Build specific procedures and processes into operations.  

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

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

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

   v) Focus on the importance of relationships among people and productivity.
vi) Apply quantitative analysis to management decisions and problems.

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

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

xi) Identifies key variables in each situation at hand.

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?

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

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

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<td>University</td>
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<tr>
<td>Other</td>
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</table>

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

Practical: .................................................................................................................................

Technical: .................................................................................................................................

Management: ...............................................................................................................................

Vision 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.

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

Please complete the following:

1. I manage according to a specific management approach.

2. I am trained to apply this management approach.
3. The management approach I apply is based on management principles.

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

5. This management approach enables me to computerize my total planning.

6. I am trained to apply management principles.

7. I understand my objective in the organisation.

8. I know what results are required from me.

9. I know how to achieve the required results.

10. I have the authority to take the necessary decisions.

11. I accept accountability for the planning of my results.

12. I compile a strategic plan.

13. I compile a long-term plan.


15. I compile short term plans.

16. I compile project plans.

17. I compile contingency plans.

18. I identify procedures during planning.

19. I compile emergency plans.

20. My planning is initiated by the company’s performance requirements.

21. I forecast the most probable conditions that can affect the achievement of the required results.
22. I list the most probable achievable results.

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

24. I formulate the objective for the required results.

25. I develop alternative methods to achieve the required results.

26. I develop each alternative into a logical sequence of tasks.

27. I determine for each alternative the required resources.

28. I schedule the time frame for each alternative.

29. I compile the budget for each alternative.

30. I select the best alternative.

31. I plan for the selected alternative.

32. I group the tasks into posts.

33. I delegate posts to sub-ordinates.

34. My superior delegates to me.

35. I take sound decisions.

36. There is an open channel of communication between me and my supervisor.

37. There is an open channel of communication between me and my subordinates.

38. My subordinates are trained to communicate with all relevant people.

39. I motivate my subordinates.

40. My supervisor motivates me.
41. I select the people that work for me.  

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

43. I exercise fair discipline.  

44. I develop performance standards.  

45. I receive regular performance reports.  

46. I measure and evaluate performance against the set standards.  

47. I correct deviations from the standard.  

48. I set tolerances to facilitate control.  

49. I control the utilisation of company assets.  

50. I control for the adherence to planned standards.  

Section C: General  
Please briefly answer the following questions. Please print if not e-mailing.  

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

i) Build specific procedures and processes into operations.  

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

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

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

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

部計數業
vi) Apply quantitative analysis to management decisions and problems.

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

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

iv) Identifies key variables in each situation at hand.

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?

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

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

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3.2. Management programmes

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3.3. Management interventions

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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

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4.2. Management programmes

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4.3. Management interventions

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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

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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.

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


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: .....................................................................................................................................................

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Management: ..............................................................................................................................................

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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 x 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.

6. I am trained to apply management principles.

7. I understand my objective in the organisation.

8. I know what results are required from me.

9. I know how to achieve the required results.

10. I have the authority to take the necessary decisions.

11. I accept accountability for the planning of the required results.

12. I compile a long-term plan.

13. I compile a medium term plan.


15. I compile contingency plans.

16. I compile project plans.

17. I compile corrective action plans.

18. I compile procedures.

19. I compile emergency plans.

20. My planning is initiated by my supervisor’s request for specific results.

21. I determine whether the required results are achievable.

22. I list the most achievable results.

23. I reach agreement with stakeholders on what results to plan for.
24. I formulate the objective for the required results.

25. I develop alternative methods to achieve the results required.

26. I develop each alternative in a logical sequence of tasks

27. I determine the required resources for each alternative.

28. I schedule the time frame for each alternative.

29. I compile the budget for each alternative.

30. I select the best alternative.

31. I plan for the selected alternative.

32. I group tasks into meaningful posts.

33. I delegate posts to subordinates.

34. My supervisor delegates work to me.

35. I take sound decisions.

36. There is an open channel of communication between my supervisor and me.

37. There is an open channel of communication between my subordinates and me.

38. My subordinates are trained to communicate with all relevant people.

39. I motivate my subordinates.

40. My supervisor motivates me.

41. I have the right to select the people that work for me.
42. I accept full accountability for the training of my subordinates.

43. I exercise fair discipline.

44. I develop performance standards for each task.

45. I measure performance regularly.

46. I evaluate actual performance against the standards.

47. I correct deviations from the standards.

48. I control the utilisation of equipment.

49. I control the utilisation of company assets.

50. I control strictly for the adherence to standards.

Section C: General

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

1.1 Build specific procedures and processes into operations.

1.2 Use time and method studies in setting detailed procedures.

1.3 Make use of planning, organising, leading and controlling.

1.4 Focus on the importance of relationships among people and productivity.

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

2.1. Management approaches:

i)........................................................................................................................................

ii)........................................................................................................................................
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

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

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3.2. Management programmes

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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.

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9.1. long-term planning…………………………………………………………………………………………
9.2. short-term planning .........................................................................................................................

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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.

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Thank you for your co-operation in completing this questionnaire. Kindly return it as specified in the cover letter.
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<td>61587</td>
<td>2107 Marshalltown</td>
<td>+27 11 634 9111</td>
<td>+27 11 638 3221</td>
<td>angloamerican.co.za</td>
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<td>Kumba Resources Limited</td>
<td>P.O. Box 450</td>
<td>450</td>
<td>0001 Pretoria</td>
<td>+27 12 674 1000</td>
<td>+27 12 674 1041</td>
<td>kumbaresources.com</td>
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<td>Anglovaal Mining Limited</td>
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<td>62379</td>
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<tr>
<td>Kangra Group (Pty) Limited</td>
<td>P.O. Box 2465</td>
<td>2465</td>
<td>2000 Johannesburg</td>
<td>+27 11 643 7371</td>
<td>+27 11 484 3024</td>
<td>kangra.co.za</td>
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<tr>
<td>Samancor Chrome</td>
<td>P.O. Box 8186</td>
<td>8186</td>
<td>2000 Johannesburg</td>
<td>+27 11 376 3158</td>
<td>+27 11 376 3155</td>
<td>bhpbilliton.co.za</td>
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<tr>
<td>Kuyasa Mining (Pty) Limited</td>
<td>P.O. Box 4305</td>
<td>4305</td>
<td>1035 Witbank</td>
<td>+27 13 656 3659</td>
<td>+27 13 690 3545</td>
<td>global.co.za</td>
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## COAL MINING

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address 1</th>
<th>P.O. Box</th>
<th>Address 2</th>
<th>Telephone</th>
<th>Fax</th>
<th>E-Mail</th>
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<tbody>
<tr>
<td>Anglo Operations Limited</td>
<td>P.O. Box 61587</td>
<td>61587</td>
<td>2107 Marshalltown</td>
<td>+27 11 638 9111</td>
<td>+27 11 638 3221</td>
<td>coal.anglo.co.za</td>
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<tr>
<td>Duiker Mining Limited</td>
<td>P.O. Box 1146</td>
<td>1146</td>
<td>2000 Johannesburg</td>
<td>+27 11 484 8485</td>
<td>+27 11 484 2882</td>
<td>diuker.co.za</td>
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## DIAMOND MINING

<table>
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<tr>
<th>Company Name</th>
<th>Address 1</th>
<th>P.O. Box</th>
<th>Address 2</th>
<th>Telephone</th>
<th>Fax</th>
<th>E-Mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anglo Gold Limited</td>
<td>P.O. Box 62117</td>
<td>62117</td>
<td>2107 Marshalltown</td>
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## GOLD MINING

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<th>Address 2</th>
<th>Telephone</th>
<th>Fax</th>
<th>E-Mail</th>
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<tr>
<td>African Rainbow Minerals &amp; Exploration (Pty) Limited (ARM)</td>
<td>P.O. Box 618202107 Marshalltown</td>
<td>618202107</td>
<td>2107 Marshalltown</td>
<td>+27 11 276 9111</td>
<td>+27 11 838 7190</td>
<td>ingwe.co.za</td>
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## PLATINUM MINING

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<th>Telephone</th>
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<tr>
<td>Anglo American Platinum Corporation Ltd</td>
<td></td>
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</table>
Avgold Limited
P O Box 62379
2107 Marshalltown
Tel: +27 11 634 9111
Fax: +27 11 634 0038
E-Mail: avmin.co.za

Barplats Platinum Limited
Crocodile River Mine
P O Box 513
0250 Brits
Tel: +27 12 111 530 710
Fax: +27 12 111 318 12

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

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

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

Lonmin Platinum Limited
P O Box 1146
2000 Johannesburg
Tel: +27 11 642 9717
E-Mail: ionplats.com

Harmony Gold Mining Co Limited
Postnet Suite 27
Private Bag x23
2052 Gallo Manor
Tel: +27 11 692 3879
E-Mail: eoosthuizen@norplats.co.za

Northam Platinum Limited
P O Box 441
0380 Thabazimbi
Tel: +27 14 785 0080/5
Fax: +27 13 1482 x X243

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

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

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

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  
E-Mail: randgold.co.za

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

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  
E-Mail: shaftsinkers.co.za

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

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
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?

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

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

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

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

Thank you for completing this questionnaire.
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 fulfill 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 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. 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?  
11. develop the necessary policies and procedures?  
12. computerise your total plan?  
13. determine the job specifications or requirements?  
14. develop the necessary posts?  
15. delegate accountability to each post?  
16. develop the best organizational structure?  
17. determine the lines of authority?  
18. determine communication lines?  
19. create the necessary relationships among posts?  
20. affect proper coordination?  
21. determine supervisory schedules?  
22. determine supervisory accountabilities?  
23. select the most competent people available?  
24 develop realistic training and management development schedules?  
25 develop the necessary performance standards for each task?  
26. measure work in progress and completed?  
27. evaluate performance?  
28. correct deviations from standards?
29. To your judgement, what are the main shortcomings, if any, of this management theory?

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

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

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

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

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

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

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

Thank you for completing this questionnaire.
**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.

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<thead>
<tr>
<th>Work</th>
<th>Percentage time (%)</th>
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<tbody>
<tr>
<td></td>
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<tr>
<td>Planning</td>
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<td>- Strategic planning</td>
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<td>- Long- term planning</td>
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<td>- Operational planning</td>
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<td>- Budgeting</td>
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<tr>
<td>Technical Work</td>
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<tr>
<td>Total time</td>
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The total normal shift time (eight hours) per day cannot be more or less than 100 per cent per day.

Completed by: ......................................................... Date: .............................................