

12 Pages

1. Please give the information requested in the boxes below.
2. Enter your name in the space provided to the right, fold over and seal down (using the label provided) to hide your name.
3. The answers must be legibly written. The Examiners can either ignore illegible script or have it typed and the expense of typing charged to the candidate.
4. Write your answers in ink.
5. Begin each answer on a fresh page. Do all rough work in the answer book and cross it through.
6. No part of this book is to be torn out; it must be handed in complete.
7. If more books than one are used, fasten them together using the tags available from the invigilator(s).
8. **Every book must be handed in. In no circumstances may answer books, used or unused, be taken out of the examination venue.**

**Complete, fold and seal
(see note 2 below)**

SURNAME: Stonelake

FORENAME(S): Christopher,
Benjamin

1	Student Number	STO 1708440/1
2	Title of Examination Paper	management Innovation & Sustainability
3	Module Code	EOAC 5004 - 003
4	Date and Time of Examination	14/ May /18 AM
5	Examination Venue	Swansea main hall Games College
6	Seat Number	20
7	Number of Answer Books handed in	1

[illegible]

(Gweler yr ochr arall am y fersiwn Cymraeg)

29- Communication, constant communication is vital people who are more 'informed' tend not to be so resistant to change, as they don't feel like you're hiding information. ✓

Trust + transparency, the more open you are with the workforce and the more transparent, it is likely that the workforce will trust you more in the process of change. i.e. if jobs will be affected, just say so do hide anything be open and honest. ✓

Involvement, include the workforce in the process of change when people have a hand in building something they will be more supportive of the change. ✓

Variation of communication, repeat the change message in a number of different formats e.g. (email, letters, bulliten board, Facebook etc) people are different and take information on in different ways and formats. ✓

Benefits, show and explain the benefits to the workforce, this could be way of saving jobs or re-skilling the workforce to make production more effective, what's in it for the workforce? ✓

6

6

cl

213- Change management programmes often fail due to a number of internal and external factors these factors are as follows but not limited to:

• ~~Competitor competition~~, companies can face an increase number of new competitors within there area which can add pressure to sales targets and selling cost, you may find that new companies will use market penetration tactics to undercut existing business in order to gain a market share.

• workforce resistance to change, this can be due lack of information provided, job security is unclear or resistance from management during the change process.

• Communication, poor communication is a big item if you have not given a clear picture on what is happening or the overall plan/goal. Not given regular updates to the workforce that long periods of time can potentially frustrate the workforce.

• Higher management leadership, if the higher management are not fully behind the change management then this can have a water down effect to the rest of the workforce leadership is key, especially clear and decisive leadership.

• Morale, depending on the change management potentially there could be redundancies so that will lower morale in the workforce and put up barriers resistant to the change.

4B - Logistics companies face a number of pressures these can be:

- **Competitor Competition**, companies can face an increase of new competition in their working area, this can put an added pressure on sales and securing new business or retaining existing, as a new established company to the area are more likely to penetrate the market by undercutting the existing local companies.

- **Staffing**, this can be too weak either under staffed or over staffed. Under staff will put pressure on the company to be able to meet customer demand and also stress onto the work force and will limit company revenue.

Overstaff can be costly to a company as this could run their break even cost higher and significantly reduce the profit margins.

- **economical**, with items such as Brexit things like fuel which we import could become more expensive, so the company can have more increased running cost out of their control.

- **technology** - as businesses such as Amazon are investing / experimenting with drones and self driving vehicles, this technology will make redundant the need for conventional logistic companies.

- **marketing**, its easy for companies to get into a comfort zone, if they are not keeping a fresh image and continuously marketing or branding themselves to potential clients, companies run the risk of missing out on new custom.

2a- A possible scenario where an engineer would experience ethical issues and pressures would be say the engineer was appointed to redesign a backpack and reduce the overall weight, but to design it that is it only last a finite number of uses. so first would be the pressure to re-engineer the backpack in an industry that demands high standards and quick turn around, the engineer would be placed under a lot of stress in order to produce such a product in a small time frame, one course of action would be to provide additional resource to the engineers so the time deadline is the same but the work load is spread out.

Ethical issues for the engineer would be one, designing a product with a preset life span, the engineer may want things he designs to last a long time but his employer want their sales volume to be larger so if components last less then re-sales will be higher.

There is also the time issue, that for a fast turnaround the engineer will have a stress of not being able to go through a rigorous due diligence testing period which he would like to do, again the solution maybe the same as above increase the staff resource during the design stages and try to recoup more time to the product testing stage, so at least the engineer has confidence that what they assumed at the design stage is correct for the completed product.

14

4

d

7B - people can not feel comfortable taking an ethical stand for a number of reasons such as.

- Humiliation, people fear to be humiliated if they speak up for what they believe to be right, so the easiest option would be to stay silent.
- Judgement, even tho their opinion maybe valid, social media and other plat forms make it to easy to enable other people to judge others for their opinions.
- Going against the consensus, it is very easy for people to just go with the crowd even tho they may feel strongly against it, so rather than be different people will just go with the majority.
- management pressure, again from the design prospective you are forced from management to do the opposite to what you believe to be ethical, but you will not want to risk your job in the process.

7C- A list of possible questions can be as follows.

- Is what you are doing industry best practice or not?
 ↳ if not ask your manager why they are deviating away from best practice guided lines.
- Are you responsible for any implications?
 ↳ if no and you are just doing as instructed this maybe fine, but if you could be held responsible then you must voice your opinion in order for things to be changed.
- Is this in the best interest for the client?
 ↳ it would be pointless given a client something they don't need/require, if you can give them what they want you are more likely to retain the client and have repeat business.
- Are you comfortable in doing what has been requested?
 ↳ ultimately no one can force you to do anything so if you don't agree with it and are not comfortable don't do it.
- Can you challenge the ethical dilemma constructively?
 ↳ if yes then this can open up potential other routes to avoid the ethical dilemma, if no then walk away as if it's a one way street they will not appreciate or consider your input to the situation.

4

1209

1a - Straight line method

year 1 30,000 - 25% depreciation value
£22,500.00

year 2 25,000 - 25% depreciation value
£18,750.00

year 3 15,000 - 25% depreciation value
£11,250.00

end of year 3 selling price - £7,500.00 ✓

4

4

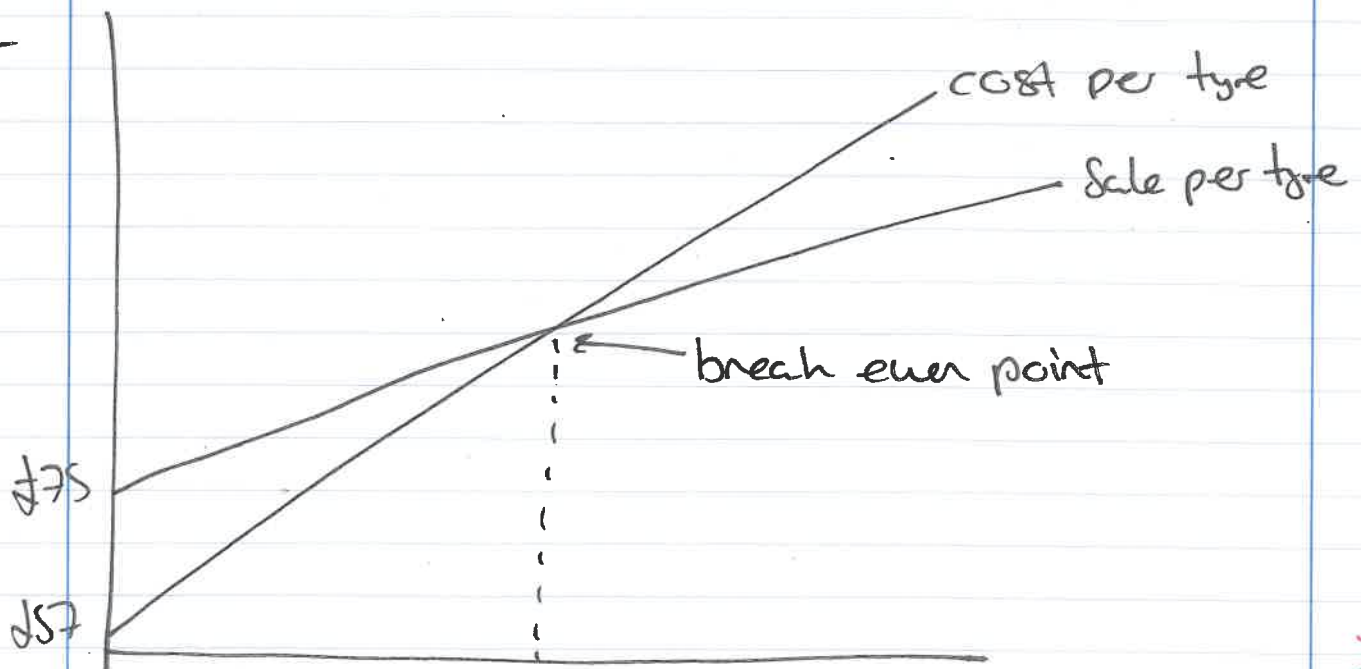
4,284

75

1d - Break even Point - $\frac{238}{57 - 75} = 70$ break even Point

X

1E -



3

3

3a-

$$\text{Direct labour cost } 70,000 \div 6000 \text{ hrs} \\ = \pounds 11.66 \text{ per hr} \quad \times$$

$$\text{each gauge requires 8 hrs direct labour} \\ 8 \times 11.66 = \pounds 93.28 \quad \checkmark$$

$$\text{materials} = \pounds 105 \quad \checkmark$$

$$\text{Combined cost (materials + labour)} = \pounds 198.28$$

$$\pounds 198.28 \times 75 \text{ gauges} = \pounds 14,871.00$$

full manufacturing cost

$$14,871.00 + 2,500 + 4,000 + 6,000 + 4,000 + 17,000 = \underline{\pounds 48,371.00} \quad \times$$

$$3B- \quad 48,371 + 25\% = (48,371 \times 0.25 = 12,092.75)$$

$$(48,371 + 12,092.75) = \underline{\pounds 60,463.75} \text{ Final sale price.} \quad \times$$

3C- Step one - lower their profit margin on the order from 25% to 15% this would give the 10% reduced cost. this would be the most straight forward option for the company

• look at reducing the labour time required for each unit to make and reduce cost thus

• alternative manufacturing for materials are there cheaper alternatives on the market which will service the manufacturing criteria.

50

33