

MARKING CRITERIA AND STUDENT FEEDBACK

This section details the assessment criteria. The *extent* to which these are demonstrated by you determines your mark. The marks available for each criterion are shown. Lecturers will use the space provided to comment on the achievement of the task(s), including those areas in which you have performed well and areas that would benefit from development/improvement.

Common Assessment Criteria Applied		Marks available	Marks awarded
1. Research-informed Literature Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions.			
Some evidence of research but it has not been referenced at all.		30	~~14~~ 2
2. Knowledge and Understanding of Subject Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.			~~12~~ 12
You have demonstrated some knowledge of the theories and concepts, but have not expanded.		25	~~12~~ 12
3. Analysis Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence			
Very little analysis of the company and no real ideas of how to improve are evident.		15	~~8~~ 8
4. Practical Application and Deployment Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve problems.			
a lot of missed opportunities to apply the basic knowledge.		15	~~8~~ 8
5. Skills for Professional Practice Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.			
A good presentation, you have discussed some relevant points.		15	~~9~~ 9

Assignment Mark Overall (Assessment marks are subject to ratification at the Exam Board. These comments and marks are to give feedback on module work and are for guidance only until they are confirmed.)

Late Submission Penalties (tick if appropriate)

Up to one-week late

Over one week late

~~100~~ %



HNC/D MECHANICAL AND ELECTRICAL ENGINEERING ASSIGNMENT SPECIFICATION

Student name:	Emanuele Bonagura			Student P number:	
Programme:	HNC/D Mechanical and Electrical/Electrical Engineering				
Module:	Management, Innovation and Sustainability	Module Level (4, 5, 6):	5		
Module code:	M5X01176	Contribution to Overall Module Assessment (%):	50%		
Lecturer:	Timothy Clark / Coral Planas	Internal Verifier:	Rabya Kadhim		
Assignment Title:	Management, Innovation and Sustainability	Assignment No (x of x):	1 of 1		
Hand Out Date:	9 th November 2017	Submission deadline:	29 th March 2018		

Referencing:	In the main body of your submission you must give credit to authors on whose research your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have read or quoted in order to complete this assignment (e.g. for books: surname of author and initials, year of publication, <u>title of book</u> , edition, publisher: place of publication).		
Disclosure:	I declare that this assignment is all my own work and that I have acknowledged all materials used from the published or unpublished works of other people. All references have been duly cited.		
Student's Signature:	Assignments will not be accepted without a signature here	Date:	
Turnitin:	Lecturer to tick to indicate if an electronic version of the assignment must be submitted to Turnitin. Note: the Turnitin version is the primary submission and acts as a receipt for the student. Both electronic and paper versions MUST be submitted by the same deadline. No marks will be released until both submissions are received. Late submission of either the electronic or paper version will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 40%. Over one week late, Refer. Only Year Tutors and the Programme Director may grant an extension.	YES	/
		NO	

Learning Outcomes tested (from module syllabus)

Show detailed knowledge and understanding of the relationship between an engineering organisation and the industrial, socio-economic and environmental context in which it is found.

Demonstrate subject specific skills and cognitive skills in recognising and evaluating accounting methods, planning, costing and monitoring projects, workforce motivation and team dynamics.

Demonstrate key transferable skills in management, leadership and decision making.

Assessment Criteria To achieve each outcome a student must demonstrate the ability to:

1. Research
2. Evaluate
3. Analyse
4. Reference
5. Layout the Report
6. Structure the Report
7. Create and deliver a PowerPoint presentation

- Please submit the assignment parts in a suitable report folder or stapled– **NOT IN POLYPOCKETS**
- This form (ALL PAGES) MUST be at the front of the paper submission. Assignments will not be accepted without this form as it is a requirement that you sign the disclosure regarding referencing convention.
- DO NOT put this form into Turnitin or it will match many similarities with other students' submissions.

TASK DESCRIPTION

Introduction

This module introduces the student to the social and commercial context of the engineering industry in terms of business environments including:

- Management organisation and administration
- Regulation
- Legislation.

Assignment Scenario

You have been working as a Mechanical Engineering Technician or Electrical Engineering Technician for a small to medium sized engineering company manufacturing parts for the aircraft industry. Your duties include:

- i. CNC machine setting for manufacturing production and systems maintenance and/or
- ii. Electrical systems installation and maintenance.

In recent years the company has seen a steady decline in turnover and profit, mainly resulting from increased competition from within the UK and overseas along with a lack of investment in technologically advanced systems and machinery.

The company has advertised the position of 'Engineering Project Manager' with a good salary, private health insurance and a final salary pension. The position is being advertised internally and externally.

Applicants are required to:

- a. Deliver a 15 minute PowerPoint presentation outlining the key factors that influence organisational success and to balance them against the key factors that could potentially lead to organisational failure and,
- b. Write a structured report (minimum 3000 words) encompassing the factors outlined in part (a) above detailing how those factors can be utilised to address the following issues:
 - Falling Sales
 - Limited European and International customer base
 - 10% reduction in production targets on previous year
 - 5% increase in product rejection rates
 - Escalating maintenance costs
 - Unusually high turnover of staff
 - 3 '7 day' + lost time accidents

Your research should result in a professional report and PowerPoint presentation, the report and the presentation can then be delivered and submitted as required as part of the job application process.

Your report should include;

- A title page
- Table of contents
- Introduction
- Objectives
- Theory / Research
- Methodology
- Results
- Analysis
- Discussion / Evaluation
- Conclusion
- References

Word count: The recommended word count is 3000 words.

GUIDANCE FOR STUDENTS IN THE COMPLETION OF TASKS

You will need to consider:

- **Business Organisations And The Environment:** types of business organisations; analysis of the organisation and its external environment; the engineering industry in the UK and global economy.
- **Regulation and Legislation:** product liability and contractual obligations, data protection legislation, protection of intellectual property.
- **Business Ethics:** Corporate social responsibility, the engineer's responsibility to society.
- **Management and Group Behaviour:** management and leadership styles; management roles; management decision making and problem solving; management of change; motivation; quality management; group behaviour and dynamics; individual behaviour; personality and perception.
- **Marketing:** the marketing mix; sponsorship funding models; developing a business plan for a Small Business Unit.
- **Project Management:** Project planning techniques, project monitoring, managing risk.
- **Brexit:** Comment on the potential effects (positive or negative) this will have on the economy in general and more significantly the company in which you are employed.

The report must be structured to include a contents page and a page of references which record all sources of information used in the report adhering to the 'Harvard' referencing system. Any quotations or citations within the report must also be referenced using the correct method as detailed in the 'Harvard' referencing system.

MARKING CRITERIA AND STUDENT FEEDBACK

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1. Research-informed Literature Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions.			
		30	
2. Knowledge and Understanding of Subject Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.			
		25	
3. Analysis Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence			
		15	
4. Practical Application and Deployment Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve problems.			
		15	
5. Skills for Professional Practice Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.			
		15	

Assignment Mark Overall (Assessment marks are subject to ratification at the Exam Board. These comments and marks are to give feedback on module work and are for guidance only until they are confirmed.)

Late Submission Penalties (tick if appropriate)

Up to one-week late

Over one week late

%

COMMON ASSESSMENT AND MARKING CRITERIA

Assessment Criteria	OUTRIGHT FAIL	UNSATISFACTORY	SATISFACTORY	GOOD	VERY GOOD	EXCELLENT	EXCEPTIONAL
	0-29%	30-39%*	40-49%	50-59%	60-69%	70-79%	80-100%
1. Research-informed Literature Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions	Little or no evidence of reading. Views and findings unsupported and non-authoritative. Referencing conventions largely ignored.	Poor evidence of reading and/or of reliance on inappropriate sources, and/or indiscriminate use of sources. Referencing conventions used inconsistently.	References to a limited range of mostly relevant sources. Some omissions and minor errors. Referencing conventions evident though not always applied consistently.	Inclusion of a range of research-informed literature, including sources retrieved independently. Referencing conventions mostly consistently applied.	Inclusion of a wide range of research-informed literature, including sources retrieved independently. Selection of relevant and credible sources. Very good use of referencing conventions, consistently applied.	A comprehensive range of research informed literature embedded in the work. Excellent selection of relevant and credible sources. High-level referencing skills, consistently applied.	Outstanding knowledge of research-informed literature embedded in the work. Outstanding selection of relevant and credible sources. High-level referencing skills consistently and professionally applied.
2. Knowledge and Understanding of Subject Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.	Major gaps in knowledge and understanding of material at this level. Substantial inaccuracies.	Gaps in knowledge, with only superficial understanding. Some significant inaccuracies.	Evidence of basic knowledge and understanding of the relevant concepts and underlying principles.	Knowledge is accurate with a good understanding of the field of study.	Knowledge is extensive. Exhibits awareness of the breadth and depth of established views.	Excellent knowledge and understanding of the main concepts and key theories. Clear awareness of challenges to established views and the limitations of the knowledge base.	Highly detailed knowledge and understanding of the main theories/concepts, and a critical awareness of the ambiguities and limitations of knowledge.
3. Analysis Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence	Unsubstantiated generalisations, made without use of any credible evidence. Lack of logic, leading to unsupported/missing conclusions. Lack of any attempt to analyse, synthesise or evaluate.	Some evidence of analytical intellectual skills, but for the most part descriptive. Ideas/findings sometimes illogical and contradictory. Generalised statements made with scant evidence. Conclusions lack relevance.	Evidence of some logical, analytical thinking and some attempts to synthesise, albeit with some weaknesses. Some evidence to support findings/views, but evidence not consistently interpreted. Some relevant conclusions and recommendations, where relevant	Evidence of some logical, analytical thinking and synthesis. Can analyse new and/or abstract data and situations without guidance. An emerging awareness of different stances and ability to use evidence to support the argument. Valid conclusions and recommendations, where relevant	Sound, logical, analytical thinking; synthesis and evaluation. Ability to devise and sustain persuasive arguments, and to review the reliability, validity & significance of evidence. Ability to communicate ideas and evidence accurately and convincingly. Sound, convincing conclusions / recommendations.	Thoroughly logical work, supported by evaluated evidence. High quality analysis, developed independently or through effective collaboration. Ability to investigate contradictory information and identify reasons for contradictions. Strong, persuasive, conclusions, justifiable recommendations.	Exceptional work; judiciously selected and evaluated evidence. Very high quality analysis, developed independently or through effective collaboration. Ability to investigate contradictory information and identify reasons for contradictions. Highly persuasive conclusions
4. Practical Application and Deployment Effective deployment of appropriate methods, materials, tools and techniques; extent of skill demonstrated in the application of concepts to a variety of processes and/or contexts; formulation of innovative and creative solutions to solve problems.	Limited or no use of methods, materials, tools and/or techniques. Little or no appreciation of the context of the application.	Rudimentary application of methods, materials, tools and/or techniques but without consideration and competence. Flawed appreciation of the context of the application.	An adequate awareness and mostly appropriate application of well established methods, materials, tools and/or techniques. Basic appreciation of the context of the application.	A good and appropriate application of standard methods, materials, tools and/or techniques. Good appreciation of the context of the application, with some use of examples, where relevant.	A very good application of a range of methods, materials, tools and/or techniques. Very good consideration of the context of the application, with perceptive use of examples, where relevant. Evidence of some innovation and creativity.	An advanced application of a range of methods, materials, tools and/or techniques. The context of the application is well considered, with extensive use of relevant examples. Application and deployment extend beyond established conventions. Innovation and creativity evident throughout.	Outstanding levels of application and deployment skills. Assimilation and development of cutting edge processes and techniques.
5. Skills for Professional Practice Demonstrates attributes expected in professional practice including: individual initiative and collaborative working; deployment of appropriate media to communicate (including written and oral); clarity and effectiveness in presentation and organisation.	Communication media is inappropriate or misapplied. Little or no evidence of autonomy in the completion of tasks. Work is poorly structured and/or largely incoherent.	Media is poorly designed and/or not suitable for the audience. Poor independent or collaborative initiative. Work lacks structure, organisation, and/or coherence	Can communicate in a suitable format but with some room for improvement. Can work as part of a team, but with limited involvement in group activities. Work lacks coherence in places and could be better structured.	Can communicate effectively in a suitable format, but may have minor errors. Can work effectively as part of a team, with clear contribution to group activities. Mostly coherent work and is in a suitable structure.	Can communicate well, confidently and consistently in a suitable format. Can work very well as part of a team, with very good contribution to group activities. Work is coherent and fluent and is well structured and organised.	Can communicate professionally and, confidently in a suitable format. Can work professionally within a team, showing leadership skills as appropriate, managing conflict and meeting obligations. Work is coherent, very fluent and is presented professionally.	Can communicate with an exceptionally high level of professionalism. Can work exceptionally well and professionally within a team, showing advanced leadership skills. Work is exceptionally coherent, very fluent and is presented professionally.

Student Self Evaluation Form

Student name:		Student P number:	
Programme:		Year of programme	
Assignment Title:			

This section repeats in brief the common assessment criteria detailed on previous pages. The *extent* to which these are demonstrated by you determines your mark. Using these criteria, tick the box that best indicates the level of achievement you feel you have achieved with regard to each of them.

Common Assessment Criteria Applied	Level of Achievement						
	REFER		3 rd	2:2	2:1	1 st	1 st
	OUTRIGHT FAIL	UNSATISFACTORY	SATISFACTORY	GOOD	VERY GOOD	EXCELLENT	EXCEPTIONAL
1. Research-informed Literature	0-29%	30-39%	40-49%	50-59%	60-69%	70-79%	80-100%
	☐	☐	☐	☐	☐	☐	☐
2. Knowledge and Understanding of Subject	0-29%	30-39%	40-49%	50-59%	60-69%	70-79%	80-100%
	☐	☐	☐	☐	☐	☐	☐
3. Analysis	0-29%	30-39%	40-49%	50-59%	60-69%	70-79%	80-100%
	☐	☐	☐	☐	☐	☐	☐
4. Practical Application and Deployment	0-29%	30-39%	40-49%	50-59%	60-69%	70-79%	80-100%
	☐	☐	☐	☐	☐	☐	☐
5. Skills for Professional Practice	0-29%	30-39%	40-49%	50-59%	60-69%	70-79%	80-100%
	☐	☐	☐	☐	☐	☐	☐

PLEASE COMMENT ON AREAS IN WHICH YOU FEEL THAT YOU HAVE PERFORMED WELL	PLEASE COMMENT ON AREAS YOU FEEL THAT YOU NEED TO DEVELOP

Student's Name		Date	
Student's Signature			



MANAGEMENT, INNOVATION AND SUSTAINABILITY:

Analysis of a small engineering company manufacturing aircraft parts



APRIL 19, 2018
EMANUELE BONAGURA
BON16830111

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1.0 Executive Summary

This report has been written by an Electrical Engineering technician who is working for a small engineering company, based in UK, manufacturing parts for the aircraft industry.

The company has advertised the position of Engineering Project Manager, and for the job application process the candidate needs to do an analysis of the issues that the company experienced during last year.

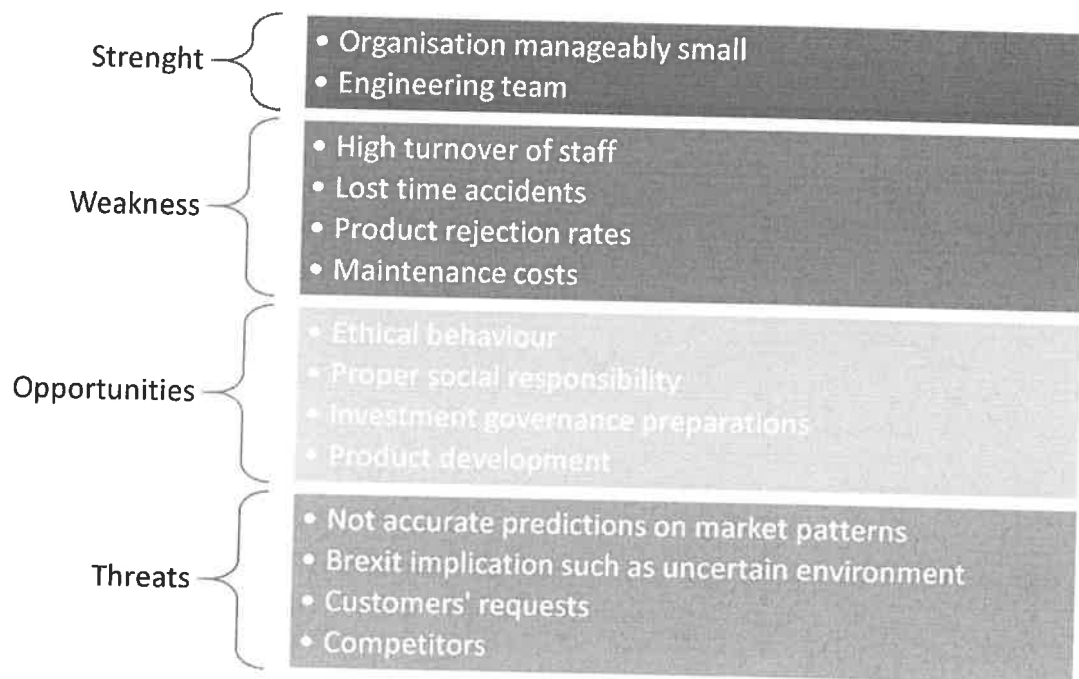
The problems faced by the company are falling sales, limited European and international customer base, 10% reduction in production targets on previous year rates, 5% increase in product rejection rates, escalating maintenance costs, unusually high turnover of staff and lost time accidents.

The report tries to offer solutions to the highlighted issues by pointing out the critical factor that influences organisational success.

2.0 Introduction

The small aircraft assembly company is aiming to provide aviation consumers with goods and services at a profitable cost, but the modern business landscape is very dynamic and quickly changing. This calls for any small company to spend substantial resources on research and development to endure the market.

A SWOT analysis will help to identify the company's current situation:



✓ good.

3.0 Analysis of the Key Factors

The main factor that lead to business success is the interaction between the organisation and its environment. The business environment refers to all outside factors which impact on the business operation. Environmental factors are majorly external factors that are well beyond the command of a single company and its management. The business environment can present challenges to a company while at the same time give enormous prospects for possible market exploitation (Stefan, Erik, Hansen, and Florian, 2015). ✓

It will be useful for our company to do an environment breakdown. We can scann the environment including the overall investigation of all environmental issues and their connections to classify initial of signs of potential environmental change. The environmental analysis also involves monitoring and tracking sequences of events, environmental trends and streams of activities. ✓

A Pestle analysis will help to identify the factor affecting the business of this specific company:

Political • Global economy • Brexit • Diplomatic conflicts • Government instability	Economic • Tax structure • Foreign exchange • Trade • Customs duties	Social • Social responsibility • Customer • Competitors • Ethics
Technological • Technological development • Digitization • IT department • Social network	Legal • Contractual obligations • Data protection legislation • Standards • Intellectual property	Ecological • Enviromental regulations • Recycling • Green energy • Raw material

After the PESTLE analysis, the company needs to develop long-term strategies and firm's policies establishing action models to arrange to scientific advancements and to anticipate the influence of socio-economic changes at the international and domestic heights on the firm's solidity.

for example?

3.1 Falling Sales and Business Plan

It has been identified that the company experienced a falling of sales due an inadequate business plan. Developing a business plan for a small business unit helps the organisation to identify the viability of a new enterprise in an unemotional and objective manner. Moreover, it can help the management team to acquire the appropriate skills and develops financial budgets.

Determining the Company's Competitors is a core factor in the company's marketing plan. The study of our competitors involves knowing their strengths and weaknesses. Preparing a written evaluation

of the difference between the company's products and those available in the airline market will allow you to compare their strengths with your own.

3.1.1 Marketing and Strategies to Increase the Sales

product life cycle ?
9/14

Market Knowledge is a big factor in ensuring business success. Especially in a developed place like UK the market keeps changing according to trending ways and influence from other markets. For a business to stay afloat it has to keep developing its product and improving on its services.

The marketing mix include a set of tools involving place, promotion, product and price.

When planning the marketing for a product, it is very important to obtain a good balance of the 4 Ps.

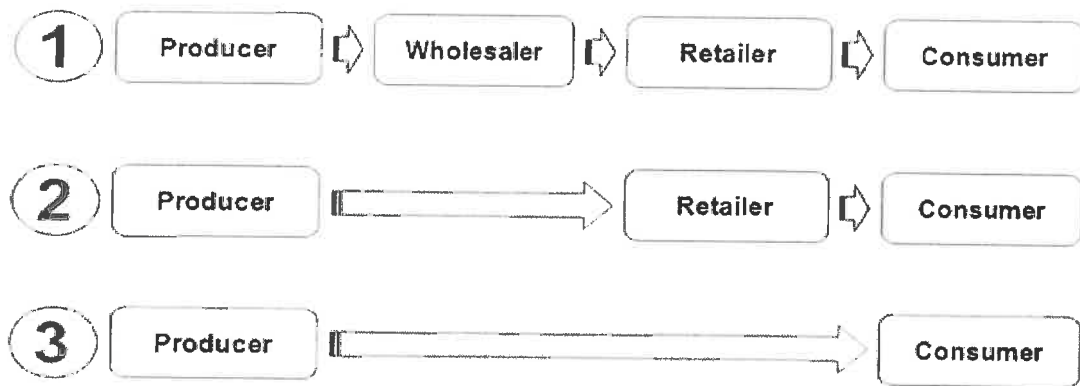
- **Price** is a major factor that affects the buyer's decision.

Our company has always had a piercing price, it means that the products' price has always been significantly lower than any competitors' prices. I think this strategy not only may yield a low profit but it can even lead the customer to think that the price is linked to a poor quality of the product. Following my analysis, I feel that a competitive price could be a good idea to increase our profit.

- The **place** is the distribution point where clients obtain the goods presented by an organisation.

Selecting the right place is important for an organisation since it allows the customer to acquire products at an open source and at the right time. The position of Place has significantly transformed with the onset on Web Shopping. Therefore, place for an organisation implies product delivery to the customer.

There are 3 models of distribution:



Same?

At present, to distribute its product, the company is using the “Break Bulk” model of distribution (Model 1). A wholesaler buys in bulk from the producer, in this case from our company, then it sells smaller quantities to retailers, who in turn sell to customers.

I think that a different model of distribution, such as model 3, will increase the number of customers as we target to a specialist market. ✓

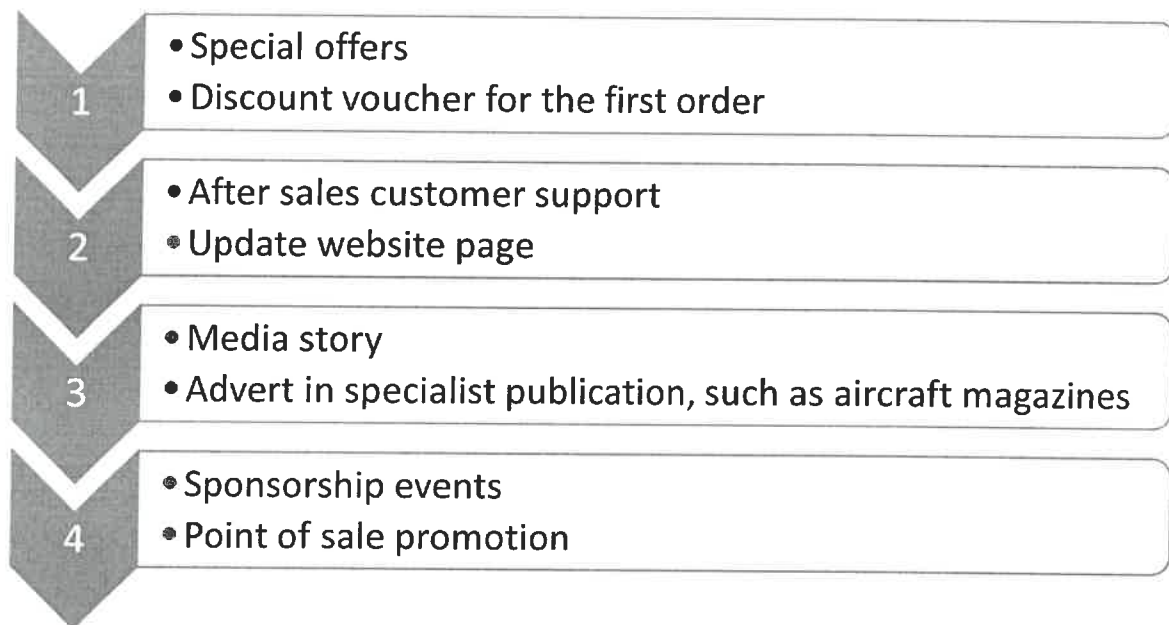
Moreover, the company has not adequately incorporated selling its aircraft spare parts online. In most cases, customers who purchase aircraft parts in- person and on personal relationship basis carry out a research on the product, consultant, or business online before they decide on from which manufacturer to buy from (Attard, 2017). For this reason, the company needs to design a website consisting of the different types of aircraft parts it deals in and their specifications. ✓

- **Promotion** concentrates on employing the most appropriate advertising budget to promote certain goods.

After a detailed breakdown of how our company invest the advertising budget to promote the business, I can confirm that the 20% of the budget is used in general audience mail, and the other 80% in tele-advert. ✓

I think that could be a good idea to develop a plan of promotion, actuating the 4 methods theory:

Lack of referencing and detailed research
TAC



After-sales services, in this case, include upgrades installation, day-to-day maintenance and carrying out inspection, training, offering technical support, equipment reconditioning, consulting as well as conducting repairs.

A media story about our company could be a good idea because of the credibility that it confers on our business. Moreover, we can use our building and surrounding land to put up signs and banners.

In this case, we must focus on images and messages of what we're selling, not of our company's name.

By sponsoring a rugby team or participating in a charity drive with a cheque and a collection jar in the lunch room, we can generate goodwill with customers and prospects.

- **Product** is anything that is capable of satisfying customers' needs.

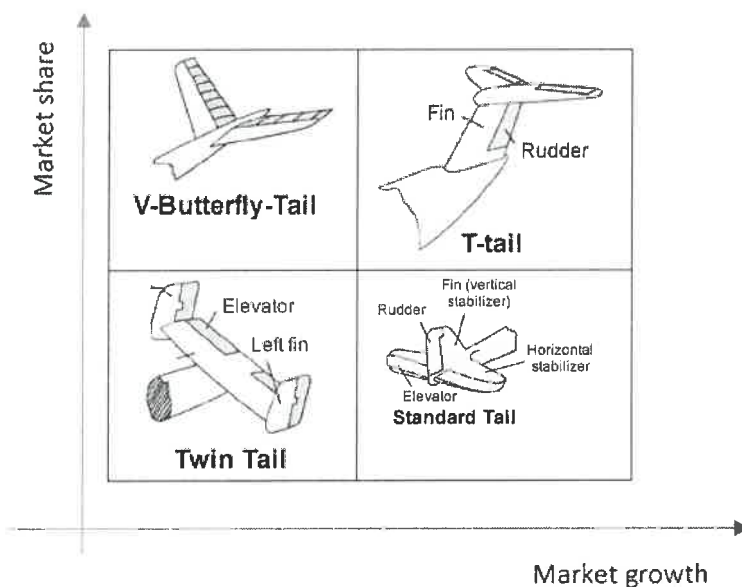
Reinventing a business can be involving, but since the company is small and leaner, shifting gears and moving back to action can be very easy and fast. The company needs to take a closer look at its strengths and weaknesses as well as the possible market for its aircraft spare parts (Attard, 2017).

The company should carry out a research on whether customers are still interested in the organisation's metal parts and if there are any modifications in the aircraft spare parts industry that

Possibly yes,
but there
research
to back
up the
benefits
of this?
TAC

are unknown to the company. The corporation should, therefore, implement the changes into its operations to regain its competitiveness in the industry.

To manage the product lines, the company is currently using the growth-share matrix, also known as the Boston matrix.



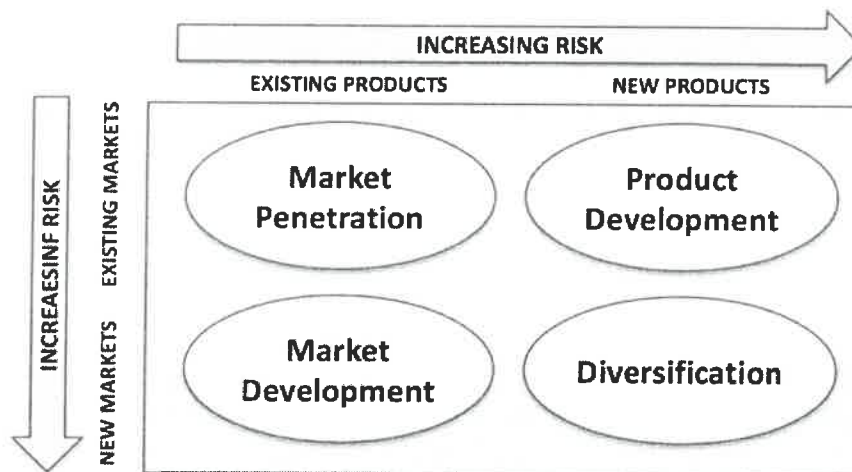
Source ?

The two axes of the matrix are relative market share (or the ability to generate cash) and growth (or the need for cash).

I feel that in a world where markets are increasingly fluid, this type of matrix can blind the company to the bigger picture.

I think that a useful way of looking at growth opportunities is the Ansoff Growth matrix, also known as the Product/Market Expansion Grid, which suggests that there are four main ways in which growth can be achieved through a product strategy:

Some good ideas and examples, but they are somewhat disjointed and don't flow easily for the reader



Following an accurate risk analysis, I think that it could be a good idea to focus our energy on the Product development, introducing a new product into our existing market.

For this process is extremely important the Engineer role.

3.1.2 Engineer's Responsibility

One of the strengths of this company is the engineering team.

Engineers working in the manufacturing business are responsible for the safe and efficient planning, management and maintenance of production methods and processes.

Typical areas of work include:

- **Research:** the Research Engineer explores new concepts and materials for products as well as makes incremental improvements to existing products. He also tries to find the next big thing that will give their organisation the edge in the market, by introducing ideas for an improved product or innovating a new, advanced process.
- **Design:** Our engineers design products with consideration of what the customer wants and the specialist processes needed to manufacture them. They must consider the 'whole life' of the product and review how the product will be disposed of at the end of its life.

Some basic knowledge included.

- Development: the development process involves taking a product design or prototype and making it into a manufacturable product. Our development engineers consider the scale of production (volume), availability of materials (and their cost), production safety, lead times, quality and overall cost.
- Production: The production engineers who work for this company optimise manufacturing processes for safety and efficiency. It involves managing production teams, maintaining schedules, dealing with health, safety and environmental (SHE) hazards and troubleshooting production line issues.
- Quality assurance: Our manufacturing organisation has strict quality controls. Engineers working in this area design and review quality systems, instruct and supervise staff and develop and carry out quality assurance tests on products.

3.2 Maintenance Costs and lost time accidents

In each company, expenditure on maintenance is a normal activity, but escalating maintenance costs are not good for the business. Equipment maintenance is not only useful in the scope of preventing breakdowns, but it can be extremely helpful to the productivity and the entire workflow.

As Engineering Project Manager applicant, I will be proactive and get on a maintenance program, since breakdown repair is one of the major issues that the company is experiencing. Moreover, regular check will help us to monitor the working order of the equipment.

Moreover, improper maintenance can lead to unhealthy and dangerous situations in the work environment, with high financial cost.

A lost time accident is described as a recordable incident where the employee involved cannot return to work or even failed to have work assigned on the day or the shift that followed the incident. Most of the lost time accident that happened in our company during last year, are a result of an avoidable proper observation of work practices.

You have suggested making a new product, but have not considered equip.

How would you do this? 1 pc

Lost time accidents can be minimised by following the regulations and safety precautions that come attached to the job, for instance, wearing protective clothing in the workshop. Regular training about health and safety at work will help the workers to understand the risk.

✓ good points included.

3.3 Increase in Product Rejection Rates and Social Responsibility

The company has experienced an increase in product rejection rates.

The rejection of aircraft products only occurs when the company does not deliver products assembled to the customer specification. In fact, the company should target its market.

If the customer engagement is unique, it will isolate the company from competition.

A good way to gain a better understanding of our customers is to conduct a survey about our products or services, by creating a short questionnaire and recruiting existing and prospective customers to participate.

no evidence of research. where has all this information come from?

Often, an increase in product rejection rates is associated with improper social responsibility. All decisions taken by an entrepreneur must have their social implications as social responsibility is concerned about how a company responds to the expectations and needs of the society.

For instance, the managers should anticipate, respond and address the concerned groups that affect the effectiveness of a company and its operations.

who are these.

Ethics help the company to become value credible with the public and a business perceived by the public as socially and morally receptive is respected and honoured by the community.

The company can improve its social responsiveness by contributing to civic and charitable projects, helping in fundraising campaigns for social voluntary.

This doesn't relate to 3.3.

3.3 Reduction in Production Targets and Standards



the

none of this is related to the scenario.

The number of aircraft parts demanded by customers should not be presumed, but an analysis should be conducted on the existing sales as well as interviewing the customers.

Our manager carries out constant analysis and systematic collection of data to follow the development of program's implementation using objectives and pre-set targets. Marketing

performance metrics are important since they assist the company to detect the area of the marketing strategy which requires some improvements for optimal results.

Adhering to standards can help to increase our target since it requires that the company clearly define, document and monitor the business processes. Moreover, standards help access to new markets as many standards are recognized worldwide and can increase our credibility with customers in international markets.

Where is the evidence from your credible sources?

relevance to scenario?

where is evidence to back this up?

lack of referencing to backup your points.

THC

3.4 High Turnover of Staff

Turnover is a burning issue for any organisations. For the steady productivity of an organization it is essential to maintain its skilled workforce, but most of the times it is very difficult to control the turnover rate within organizations. Employee turnover can have negative impact on an organisation's performance as every time an employee quits, a replacement must be recruited, selected, trained, and permitted time on the job to gain experience.

There are so many factors that affect turnover.

Following the analysis of our company, I do not think that money is the driving factor that makes people working more efficiently as indicated by Taylor Theory. (date).

(date)
According to Maslow's theory, people start by meeting the physiological needs. Once they have sorted those needs, they can move on to the next one. For this reason, safety plays an important role within turnover. Then, next steps are Social, Esteem and Self-actualisation.

One of the major reasons why people are leaving our company is because they feel that they have stopped learning and developing personally or professionally. As confirmed by Herzberg motivation theory, providing opportunities to advance in the company through internal promotions, giving to the workers new challenging task and offering regular training will encourage them not to leave the company.

The employer obviously has a key role to play to ensure that its employees are faced with new challenging tasks and equipped with the skills necessary to deal with their work.

I think that Mayo motivation theory should be applied. Personality inspires the employee performance and how they react to job situations. Each personality is suited for a specific job position; hence it is important for the small business manager to acknowledge the personal qualities and matching them with the tasks that best fit the personalities. This leads to job satisfaction and increased productivity facilitating the organisation to turn more efficiently.

Moreover, if workers feel part of the business they perform better. Organisation with strong communication systems enjoyed lower turnover of staff. Employees feel comfortable to stay longer, in positions where they are involved in some level of the decision-making process. For this reason, I propose to encourage group activities, company social events and involve the employees within the business decisions.

3.4.1 Leadership theory

After an analysis, I can confirm that our Leader has not a theory X mindset. In fact, he does not believe that workers are only interested in good wages and job security. For this reason, he does not keep tight controls on them.

Our Leader, instead, has a theory Y mindset. In fact, he believes that people seek responsibility, challenge and self-direction.

evidence

(date)

(date)

relevant
and
can be
enforced
into the
workforce

expand?

(name theory + date?)

examples?

So how
would you
suggest
implementing
this?

1/2

(date)

According to Paul Hersey and Kenneth Blanchard table, our manager has high relationship but low directive behaviour. In fact, he shares with the workers problem solving and decision making.

	Description	Style Focus	Behaviour	Example
Style 1	High directive/low relationship	The task at hand	Telling	I'll decide
Style 2	High directive/high relationship	Both task and relationships with team members	Explaining	We'll talk, I'll decide
Style 3	High relationship/low directive behaviour	Supporting and helping team members	Participating, coaching, encouraging	We'll talk, we'll decide
Style 4	Low relationship/low directive behaviour	Monitoring tasks and relationships	Delegating	You decide, I'll be available

I think that a high relationship and high behaviour will be a good approach to face the financial crisis that the company is experiencing. Useful tools are setting objectives and developing plans.

Source?

expansion?
examples?

3.5 Brexit and International Customer Base

The Brexit creates protracted uncertainty and volatility due to change of environment with significant ambiguity concerning the economic effect on the European, UK and global economy.

Although the implications have not been modelled yet, I think that it will affect our business.

Some of the main issue that our company could have are decrease of high specialised workers from EU country, increase of cost due exchange rates and not freedom of trade, influence of EU regulation toward non-EU country.

For example, when selling a service abroad you may have to physically cross the border to meet the customer, so our representatives may need temporary business visitor visa, may need to bring a letter to the border detailing the nature of our business and how long they'll be staying there.

To overcome these, it is necessary for the business to have investment governance preparations.

Moreover, it's not always clear how your exports should be categorized and taxed. A fiscal expert can help our company to determine how exporting your services will affect your taxes and which category your export falls into. ✓

A good idea could be moving a secondary site to an EU country to avoid a customs duty hit on margins. ✓

4.0 Outcome

Business organisations and the Environment - Every company exists within an environment.

Therefore, it is vital for the organisation to interact as well as transact with the environment since they are in a direct relationship. The effectiveness with which the organisations interact with the environment determines whether an organisation will fail or succeed. It is imperative that our company identify its environment and come up with policies that relate to the forces in its environment. ✓

Project management - Companies always have projects running and they determine whether a company will move to the next phase or not. When a project is not managed properly the company loses or waste its irreplaceable resources causing the collapse of the company. Our company needs to manage risks such as crises in the organisation. Crises in an organisation often call for change in not only the management but also for the system. Most companies face financial crises that end up threatening their existence in the industry which eventually leads to their failure. ✓

Management and Group Behaviour - In some other instances, organisations may fail to succeed as a result of ineffective management and leadership styles. Humans are the basic building block of an organisation and are known to have a sense of recognizing and responding to bad leadership. The outcomes of such leadership styles are stress, turnover, employee health, and the overall

expand.
evidence of research? no referencing! 

organisational performance. Therefore, the ability of the organisation to provide a management and leadership that motivates employees to work efficiently has an impact on individual decisions, organisational cultures, and performance. The organisation should, therefore, provide a platform where employees are provided with practical applications to manage stress.

expand with practical example
TRC

Business ethics refers to the ability of a company manager to abide by the principles or rules defined in the business plan. Could be a good idea for our company to write some formal document describing ethical rules and primary values that employees are expected to follow. In fact, a code is essential in upholding employees' ethical behaviour. Ethical exercise also allows administrators to integrate worker behaviour in moral perspective, together with company goals.

Companies that are value driven have assured long-term success.

Brexit - The effect of Brexit is the increased rate of tariffs. The organisation that deals with exports and has a small pool of resources has a high risk to collapse because of the increase in exportation prices. It is very important that our company respond to the market volatility with update policies.

Legislation - There is a high level of political intervention, as a result has a major impact on the sales of the aircraft. This is because the global aviation industry operates in an environment where passenger safety is paramount. Staying aware of policy changes could make a difference on whether a business fails or succeeds as a company can quickly come up with policies in order to comply with the proposed legislation changes. They could also develop strategies that are in line with the changes and gain a competitive edge over their competitors.

5.0 Conclusion

Sustainability is the main and developing force behind business changes. Sustainability offers clear suggestions for innovation in a world where small businesses are constantly working to provide consumer products in an ever-broadening economic gap. To gain profits, small companies need to change products, and the marketing methods underlying business models. The focus of the report was to develop a system of new methods towards innovation management. The report handled several factors affecting emerging opportunities and growing pressures that can be related to the UK's sustainability agenda. Particularly, the report drew on the scenario of an Electrical Engineering company from the UK to help explore viable alternatives regarding company sustainability. The report was intended as a contribution to the ongoing sustainable development theory and oriented innovation to act as an initial guidance model for small companies' sustainability. The author has integrated diverse empirical literature bodies to develop a synthesised theoretical frame onto which systems of innovation processes and practices can be planned. Sustainability-focused innovation comprises of all the deliberate actions performed by a small company to modify the company values, products and philosophy practices or processes that serve to create and realize environmental, social cost and economic revenues.

?
o
relevant

you?

not evident.

There were parts that were relevant and could be implemented, but this was not backed up by theories and research taken from extensive ~~research~~ ready.

The

Good Feedback

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MANAGEMENT, INNOVATION AND SUSTAINABILITY:

Analysis of a growing, thriving company from its various stakeholders



Emanuel Bonagum
8041683011
20th March 2018

Current Situation:

Strengths	Weaknesses	Opportunities	Threats
Organisation manageably small	High turnover of staff	Ethical behaviour	Not accurate predictions on market patterns
Engineering team	Last time accidents	Proper social responsibility	Brexit
Leader's "hero" mindset	Product rejection rates	Investment governance preparation	Customer requests
Existing customers	Maintenance costs	Product development	Competition

PESTLE ANALYSIS:

Political	Economic	Prosa
- Global economy - Brexit - Diplomatic conflicts - Government instability	- Tax structure - Foreign exchange - Trade - Customs duties	- Social responsibility - Customer - Competitors - Ethics
Technological	Legal	Environmental
- Technological development - Digitalisation - IT department - Social network	- Contractual obligations - Data protection legislation - Standards - Intellectual property	- Environmental regulations - Recycling - Green energy - Raw material

ISSUES TO BE ADDRESSED:

Falling Sales	Marketing mix
United European and International customer base	Brexit
10% reduction in production targets	Standards adherence
2% increase in production rates	Social responsiveness
Exceeding maintenance costs	Maintenance program
Unusually turnover of staff	Motivation theory, Leadership theory
Last time accidents	Health and safety compliance

