

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 relevant research evident, but no referencing throughout & use of correct models.		30	10 <u>10</u>
2. Knowledge and Understanding of Subject Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.			
a basic level of understanding further reading would have allowed you to gain more marks.		25	9 <u>9</u>
3. Analysis Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence			
Some analysis evident, but not developed enough to draw conclusions.		15	~~10~~ 7 <u>7</u>
4. Practical Application and Deployment Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve problems.			
You have attempted to apply your knowledge to the scenario, and have done so quite well at times, but lots of missed opportunities.		15	7 <u>7</u>
5. Skills for Professional Practice Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.			
A set of basic slides used as your visual aid, but you expanded on the important points and delivered an effective presentation.		15	9 <u>9</u>
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	
		42% 100%	



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Trinity Saint David

SWANSEA - ABERTAWE

RESULT

42%

HNC/D MECHANICAL AND ELECTRICAL ENGINEERING ASSIGNMENT SPECIFICATION

Student name:	Sam	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)	Assessment Criteria To achieve each outcome a student must demonstrate the ability to:
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.	1. Research 2. Evaluate 3. Analyse 4. Reference 5. Layout the Report 6. Structure the Report 7. Create and deliver a PowerPoint presentation
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.	

- 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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Common Assessment Criteria Applied		Marks available	Marks awarded
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		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

	OUTRIGHT FAIL	UNSATISFACTORY	SATISFACTORY	GOOD	VERY GOOD	EXCELLENT	EXCEPTIONAL
Assessment Criteria	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 understanding 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			

HND ELECTRICAL AND ELECTRONIC ENGINEERING

Management, Innovation and sustainability assignment

Lecturer; Timothy Clarke & Coral Planas

Module code; M5X01176

Student Code; ken13811838

Table of context

- 1.... Introduction
 - 2.... Table of context
 - 3.... Engineering industry/Falling sales
 - 4.... Product life cycle/5% increase in product rejection rates
 - 5.... Escalating maintenance costs/_Unusually high turnover of staff
 - 6.... Pestle analysis
 - 7.... SWOT analysis
 - 8.... Company restructure
 - 9.... Steps towards change
 - 10.... Conclusion
 - 11... references
- 

The Company Situations of which to improve

The company is struggling to meet targets in the following:

- Limited EU and International customer base
- 10% reduction in production targets on previous year
- 5% increase in rejection rates
- Unusually high turnover of staff
- 3 '7-day' + lost time accidents
- Falling sales
- Escalating maintenance costs

Engineering industry

Brexit's impact on UK engineering

Engineering plays a vital role in the UK's economic and societal wellbeing, providing quality employment on a large scale. Nearly 5.7 million employees work in the engineering industry in the UK, which means just over 19% of the total UK employment in all registered enterprises. As a proportion of total employment, this has remained almost consistent for the past three years.

Limited European and international customer base

The UK has relied on talent from the European Union to fill any gaps in the workforce. With Brexit coming into effect, this source of skills is no longer promised. Furthermore, with the current strength of the Euro, there's risk that UK workers will be tempted to relocate to other markets such as the cutting-edge automotive market in Germany. Germany offers more new and attractive opportunities to engineers from all corners of the world. With Brexit coming into force it may lead to a drop in employment, Forcing UK workers to look elsewhere for engineering employment. This could lead to the breakdown of UK engineering and production and help other countries to thrive in the engineering world due to an increase in UK engineering looking to move.

The UK provides for some massive customers such as Marine, Gas and oil Industries and Aerospace.

Falling sales

Often when manufacturers make many different products, only 10 per cent of them sell and make a profit. The other 90 per cent make little profit and may even make losses. Good sales records make it possible to see changes in sales, to find out why they are happening and, if they are bad, to do something to make them better before it is too late. Good accounts mean that you can see what sales figures mean in terms of money, so that you can see on which products you are making a profit and on which a loss.

Some reasons for falling sales may include;

- one of your competitors may be making a special drive for sales meaning your company is missing out on crucial sales as a result of customers choosing one of the competitors.

lack of referencing throughout

- Your products might not be up to standards with other competitors resulting in customers choosing a competing company.
- You may have a bad sales representative cursing you to lose sales. For example the sales representative may not be selling the product to its full potential.
- Customers may be unhappy with your quality (low quality) and your deliveries (late, not in the right quantities).

another issue that could result in falling sales could be a pricing problem, this could be fixed by first reviewing a list of suppliers and check that the company are getting the best value for the money their spending. Our next step can be to explore the market we deal in, in order to find new and useful potential suppliers who can compete on our price. After that the last step would be to either look at new contracts, or re-negotiating prices with the current suppliers we use. Given the relatively very low value of the UK currency in some of the UK engineering markets. Following these steps could bring in a new profit and help the company move forward.

Product Life Cycle

The product life cycle is an important concept in the marketing world. It describes the stages a product goes through from when it was first thought of until it finally is removed from the market. Not all products reach this final stage. Some continue to grow and others rise and fall.

What are the main stages of the product life cycle?

The main stages of the product life cycle are:

diagram would have enhanced this factor.

Introduction – researching, developing and then launching the product ready to be sold and used.

Growth – when sales are increasing at their fastest rate after release.

Maturity – sales are near their highest but the rate of growth is slowing down, for example new competitors in the market or saturation

Decline – final stage of the cycle, when sales begin to fall

In the introduction and growth stages sales tend to rise. In the maturity stage the revenues tend to slowly flatten out.

You have not related this to the scenario

10% reduction in production targets on previous years

reasons for this could simply be that employees are not happy with they're working environment meaning that they aren't reaching targets on time. Reasons could involve employees feeling as if they are not treated in a way that they should be resulting in a lack of motivation and effort. Ways of solving this could be to sit down with employees one on one and discuss how the working environment can be improved and also talk about any concerns they might have in an attempt to boost staff moral.

motivational theory?

Another reason for this could be poorly maintained machines and tools resulting in a lack of production. If employees don't have correctly working tools then it can prove difficult to meet targets. A way of overcoming this would be to look over all machines and tools making a list of what needs to be fixed and then servicing them when convenient. This would make working conditions

Sam Kenny

better, perhaps resulting in targets being met and bettered than previous years. Taking care of employees should always be a number one concern for management in any work place if the company want to succeed.

you really need to develop these factors more by using theory for research.

5% increase in product rejection rates

there are many different reasons as to why a customer may reject a product, Some reasons may include;

Failure to Understand Consumer Needs and Wants. This can happen if a manufacturing company don't listen to what the customer wants resulting in the product not meeting the customers' requirements. This can be fixed by making sure that the customer is listened to and that high levels of communication are kept between both company's

Targeting the Wrong Market, the product being produced may not be exactly right for the consumer, In order to make sales the company must make sure they are targeting the right people which would result in a loyal customers who would continue to use your company.

Incorrect Pricing, there may be other company's producing the same product at a lower price and of better quality. To overcome this the company must use competitive pricing and maintain a high level of quality. This would result in the company building a good reputation resulting in customers using your product over others.

Weak Team, if a team don't get along with each other it can prove difficult to work well together. There could be unresolved issues in the working area which could be making it difficult for employees to work well together. Intruding new management into the working area may help this as it could be made an objective to find the issue and resolve it resulting in a better working team of employees.

Escalating maintenance costs

The maintenance costs escalating could be related to old machinery resulting in higher maintenance costs due to it breaking down more often, old machinery tends to break down more because of its age and usage meaning it needs to be shut down to be serviced more often than new machinery, This will then slow down production rates which leads to less product being made and sold, Resulting in a lack of profit of which would be used to cover maintenance costs.

Introducing new machinery to the work area would cut future maintenance costs and boost production rates in the future. New machinery would run smoother and cost less to service per year resulting in higher profit margins in the future making it easier to cover maintenance costs later on.

more detail would have made this longer as a factor

Unusually high turnover of staff

When used in a business terms, the saying high turnover rate can take on one of two meanings. In employee terms, employee turnover refers to the rate at that employees leave jobs in a company and are replaced by new staff.

While turnover rates vary by what industry is in question, high turnover usually suggests a problem

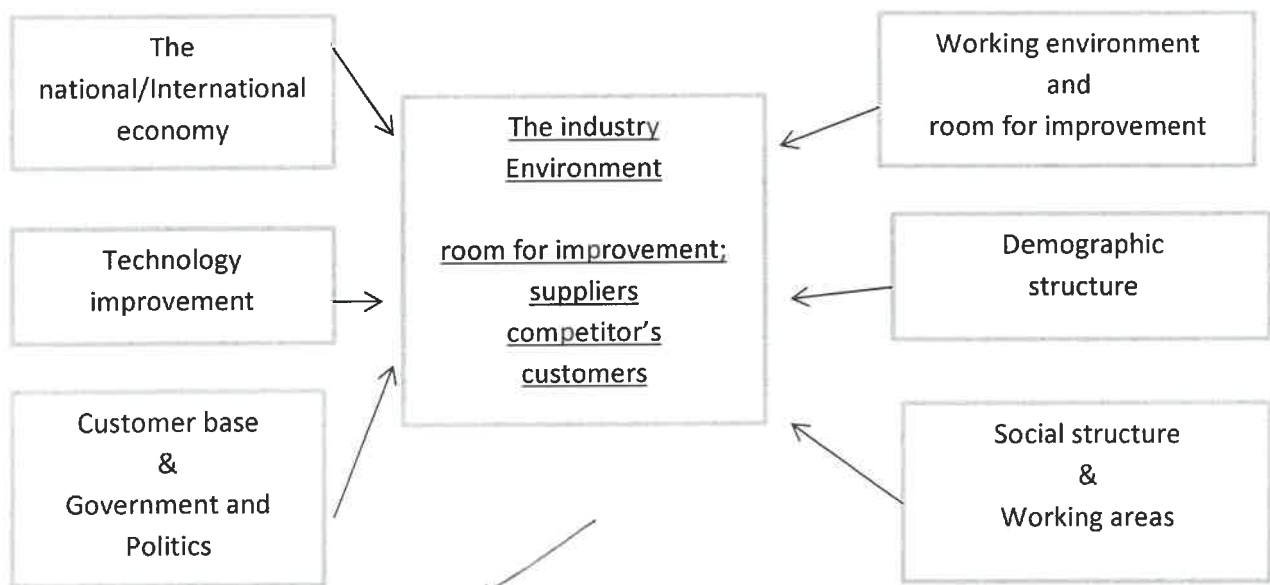
APC

with the employee work area or management. Employee turnover is not always considered a bad thing and losing the lowest performers in your business might be a good thing. A turnover rate of approximately 10% is considered normal and healthy in most businesses. Employee replacement isn't always a bad sign. For small companies it can help a business evolve and grow resulting in more benefits than costs, although it's generally said that high staff turnover is a bad thing for larger businesses.

✓
no evidence
of repening
at all.
Tim

Pestle Analysis

Pestle analysis of political, economic, social, technological and environmental factors.



Social

The UK is losing skilled manufacturing expertise and skilled employees as employment practices and the structural nature of the engineering industry changes. Vocational subjects have fallen in favour

How do these external factors impact on the company?

of more academic skill paths. In recent times there has been a change back towards the trades side of things. Workforces are more able to move and more able to apply their skills where their skills offer them a higher pay margin also businesses are able to move to areas where labour costs less leading to a save in labour costs.

Legal

Health & Safety legislation and other work place laws pose a number pf questions towards our work place environment, our duty of care must be given several recent and serious 7day+ lost time accidents. The current guidance relating to engineering is currently going under review by the Health & Safety Executive and it could be of use for our Safety Manager to be fully compliant with developments in this area and to ensure current high standards of health and safety are met.

Political

The biggest obstacle faced by businesses is the uncertainty and worrying topic surrounding the process of Brexit. Engineering success is based on people – the best and brightest at all levels – and the UK has a world-class research base and world-renowned engineers across all sectors. However, the UK is already experiencing a serious engineering skills crisis and the impact on this of leaving the EU needs to be carefully managed..

In the longer term before Brexit, the government will be looking at conducting new and interesting trade deals with growing economies from all around the globe, and we should prepare a strategy for both dealing with the short term uncertainty and building foundations to exploit long term opportunities.

Economic

At this particular time, economic and political factors have become far more involved than they usually would. In the short term interest rates look like they are locked in at their low levels which will push for borrowing but this could change the given rising inflation (due to the very low value of sterling) which will encourage the Banks to increase interest rates in the future.

Strengthening economies abroad present opportunities for us to explore new markets, particularly in Asia

Technological

In a linked world and global trade links mean that trade and communication are not always limited by time zones or the distance. The internet allows everyone access to our suite of products and services from anywhere in the world, and even language barriers can be overcome with online translation programs. Social media can be a massive step forward in marketing allowing advertisement to reach all corners of the world at a single click.

Materials technology and advanced composite materials could offer novel ways of changing our products or indeed lead to the development of new products.

3 '7 day' + lost time accidents

if the company are losing work time due to accidents it may be worth looking at what the could be

causing the problem and how it could be fixed. A simple way of doing this would be to observe the work area and identify what the problems are. Sometimes it can be the simple things such as a messy work area, an easy way to fix this would be to enforce a working rule of all tools and machinery to be returned to the correct place after use, resulting in a tidier working area.

B.I.T.
interesting
but could
have
been
expanded
fine

Another cause could be the working group behaviour or mis~~use~~ use of the work area, if employees have been wrongly behaving in the work place it can lead to higher accident rates and lower product production rates all round lowering the standard the company hope to work to. A way of overcoming this could be to introduce a supervisor into the work place allowing management to focus on the problem and get to the root of the problem. ✓

SWOT Analysis

Using the SWOT analysis technique we can work out what we do well and where we do and don't need change. We can build up a more specific picture of the threats we face and the new opportunities we can work on ✓

Strengths

- Workforce strength
- Market, few direct competitors
- Established product production capability
- Former reputation may still ruin company's strength. ✓

Weaknesses

- falling reputation with customers
- High staff turnover – losing of experienced workers
- low standards of manufacturing and quality control standards and targets not being met
- Lack of investment in factory assets
- Old machinery causing high maintenance costs ✓
- Health & Safety issues and low workplace morale levels leading to staff absence and bad group behaviour and management

Opportunities

- keeping staff with experience, training opportunities for new staff to build skills
- Investment in factory upgrades in machinery across the board to increase product quality
- Expanding range of products
- Shift in management structure and working environment could both be improved ✓

Threats

- More competitors at home and abroad working at a higher standard
- Brexit, tariffs and loss of customers customs
- Weak value of Stirling making imported materials more expensive ✓

Company restructure

Employers and employees usually want different things not just out of the workplace but in the way the company works and whether it suits them or not. Most management advice tends to downplay those differences rather than build bridges between them. But it doesn't always have to be that way.

Anyone who's worked to bring change to a team or organization will know the sorts of dangers that changes to a company can bring. Change that's good for a company is always good for the employees or what they want and fear of the uncertainty can cause everything to go wrong.

Some useful steps to change are as follows;

Align Business Leaders

When business managers support and agree with the need for change, project success increases and certain steps may even be skipped. Maintain frequent communication with business leaders on ongoing developments and the project's status.

Create a Plan for Change

Devise a plan with a timeline that includes activities, milestones and deliverables that implement the desired business change and move the company into a new enhanced end state.

Communicate Value of Change

The analysis of key stakeholders determines what departments and employees need to know and the best way to communicate with them. Communications should keep stakeholders informed of the value being created by the business change.

Identify Early Change Adopters

Early adopters tend to be the first employees to understand and adopt the business change and can also provide training to other stakeholders. Early adopters can assist in maintaining communication channels open and obtaining stakeholders' support as the change is underway.

Create Support System

A support system needs to be present to implement the change and train employees on new systems and processes. The different stakeholders must have their needs met in ways that are relevant to them; for example, administrative employees can be trained through an online webinar, while production workers may need a more hands-on approach.

whose model is this?

✓ referencing?

TAC

Establish Rules

Rules and standards governing the business change help ensure that quality standards are met and the business change plan put into place is accomplishing its objectives. Rules should define how decisions are made and stakeholders' roles and responsibilities during the implementation.

Increase Business Alignment

To fully realize a business change, the entire business should support and contribute to its value. People, processes, technology and systems should reflect and carry out the business' new strategies and priorities.

Evaluate Risk

Diagnose the risk involved in the business change and determine how to manage it. Conduct stakeholder surveys to identify key risks and possible solutions that can be implemented and accepted by stakeholders.

limited customer base

Conclusion

This company can achieve success like it has in the past and it can get to that level of success again and keep striving forward. The last couple of years have seen our reputation fall as well as our high standards we used to keep along with sales and staff morale but these are all problems that can be fixed with the right attitude and determination along with the right plan and the correct staff and management. By working out what I think could be the main cause of the fall in standards, I have attempted to show how change can be achieved by using proven techniques, methods and theories, my idea for the future success of the company. By instituting a motivated and all round fair approach to change for the company, by investing in new technology, machinery and employees by exploring new ideas and new research opportunities, we can all work together and push for a brighter future that this company deserves.

a lot of missed opportunities
of developing
this assignment
into what could
have been, a very
interesting and
effective analysis.

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✓
clear
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of
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(TR)

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Management, Innovation and sustainability

By Sam Kenny

Management Skills

- Management skills are necessary in the working world to deal with issues such as problem-solving, decision-making, planning, delegation, communication, and time management. A good manager will often be a good leader.

Management Skills

Communication

One of the most important skills for managers is to have great communication skills. Good communication and effective leadership typically go hand-in-hand.

Time Management

The skill to manage time and prioritize tasks is essential for project managers. Workers may respond better to managers who are able to stay on task, avoid procrastination and get work done on time.

Organizational Awareness

There are several different types of organizational structure in project management and all have an impact on management style. In businesses with a functional organizational structure, a traditional business hierarchy tasks senior executives with overall project quality.

Problem Solving

Problem solving is a must when taking on a management role. To be able to problem solve is the difference between a team falling apart or striving through a task simply by working on problems a team may have.

Leadership

Strong leadership skills are crucial for project managers. This trait combines strong communication skills with a calm temperament and a positive, can-do approach to any task at hand.

Change Management

Change management is a systematic approach to dealing with the change or transformation of an organization's. The purpose of change management is to implement strategies for effecting change into a company, controlling change and helping people to adapt to change.

Change management

ADKAR: this is a popular way to explain how change should work. It consists of five steps:

- Awareness of the need for change
- Desire to participate in and support the change
- Knowledge about how to change
- Ability to implement change and behaviour's
- Reinforcement to sustain the change

Leadership Styles

Being a leader in the management role is very important, to be a leader you must have the following skills.

Leadership involves:

establishing a clear vision
sharing that vision with others so that they will follow willingly,
providing the information, knowledge and methods to realize that vision, and
coordinating and balancing the conflicting interests of all team members.

Leadership Styles

Authoritarian Leadership (Autocratic)

Authoritarian leaders, also known as autocratic leaders, provide clear expectations for what needs to be done when it should be done, and how it should be done.

Participative Leadership (Democratic)

Lewin's study found that participative leadership, also known as democratic leadership, is typically the most effective leadership style. Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members.

Delegative Leadership (Laissez-Faire)

Delegative leaders offer little to no guidance to group members and leave decision-making purely up to the group members. While this style can be useful in situations involving highly qualified team members, it often leads to poorly defined roles and a lack of motivation within the group.