

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.		
A have clearly read you notes and additional material, but you have not extended it further. Little conventional referencing used.	30	15 <u>15</u>
2. Knowledge and Understanding of Subject Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.		
A good Knowledge and a basic understanding evident. Further expansion would have made interesting reading.	25	15 <u>15</u>
3. Analysis Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence		
Basic analysis techniques used, as this is mostly descriptive. Opportunities missed for elaboration e.g. Marketing mix.	15	9 <u>9</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.		
a good appreciation of the theory required for the assignment, but you have missed a few opportunities for further application.	15	10 <u>10</u>
5. Skills for Professional Practice Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.		
A very good presentation Shaun, where you have included the main facts and made them interesting.	15	11 <u>11</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

60%



HNC/D MECHANICAL AND ELECTRICAL ENGINEERING ASSIGNMENT SPECIFICATION

Student name:	Shawn Farthing	Student P number:	FAROS070297
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:	18 th April 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:	19-04-18	
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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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 readings. 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 unsupportable/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, 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:	Shawn Farthing	Student P number:	FAR05070297
Programme:	MSX01176	Year of programme	2017 / 2018
Assignment Title:	Management, Innovation and Sustainability		

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.

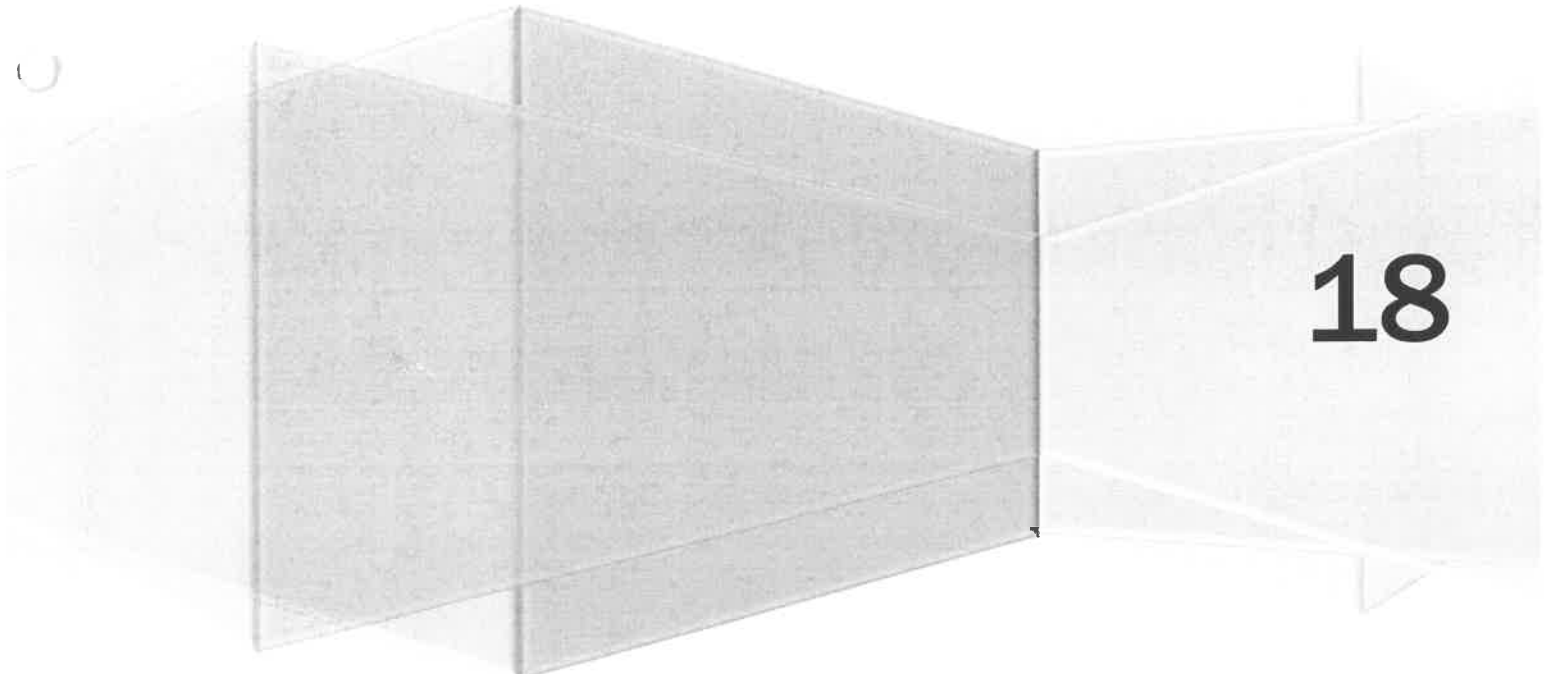
Common Assessment Criteria Applied	Level of Achievement						
	REFER		3 rd	2:2	2:1	1 st	1 st
	OUTRIGHT FAIL	UNSATISFACTORY	SATISFACTORY	GOOD	VERY GOOD	EXCELLENT	EXCEPTIONAL
1. Research-informed Literature	0-29%	30-39%	40-49%	50-59%	60-69%	70-79%	80-100%
	☐	☐	☐	☐	☐	☐	☐
2. Knowledge and Understanding of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

Shaun Farthing



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Introduction

My name is Shaun Farthing. For the last 10 years I have been working as an Electrical Engineering Technician responsible for installing and maintaining the electrical systems on site. In recent years, we have seen a steady decrease in production and profit; there are many factors that have had an impact on this. In recent times, with additional competition from overseas companies, there is added pressure to have competitive prices, high quality products and effective and efficient product delivery times. This report is going to outline the potential reasons and causes of this issue and measures that could be put in place to address the problems. To start, below is a SWOT analysis of the current company situation, this analysis has been carried out to identify the Strengths, Weaknesses, Opportunities and Threats that need to be addressed to improve the company profits and turnover.

✓ a good introduction.

SWOT analysis

Strengths	Weaknesses
Some existing customers	Falling sales
Existing experience	Limited European and international customer base
Existing manufacturing equipment	10% reduction in production targets on last year
Good rates of pay	5% increase in product rejection rates
Good benefits (health care)	Escalating maintenance costs
Attractive pension options	Multiple 7+ day lost time accidents
Established company	High turnover of staff
Existing suppliers	Damaged reputation
Premises	Lack of investment
Own brand	Decline in staff morale
Opportunities	Threats
Finding new markets	Increased competition
Invest in new technology/ machinery	Shift in market requirements
Train workforce	Competitors with New technology
Brexit opportunities	International trade barriers/ restrictions
Management change	Weakening exchange rates
Change of leadership style	Unknown future economy
Improve marketing	Larger companies buying power

✓ an excellent starting point for the scenario.



Future growth and improvement

Below is a PESTEL analysis of the company, this outlines key factors that need to be thought of when trying to develop, expand and maintain a thriving business.

Political	Economic	Social
Competition from overseas companies where labour rates are not so stringent.	The effects of Brexit and the strength of the £.	Brand image – damage through product quality. Delivery.
The unknown effect of Brexit and trade policies with regard to EU trade.	Overseas and home economy situation – growth or recession.	Ethic and religious factors – the company needs to be diverse.
Government grants – Grants for business investments (GBI) – to help modernise, expand and diversify.	Taxation – import/export, VAT, NI.	Consumer attitude – product quality over cost.
Wars and conflict – bad reputation due to war and conflict.	Inflation rates – the UK rates in comparison the rest of the world. Product price increases or decreases.	
✓	Employment rates – Labour force. Amount of people employed and amount of people available for work. UK has a relatively small labour force. ✓	✓
Technological	Legal	Environmental
Technological developments – competition to use the most advanced technology to achieve best quality and delivery times.	Standards – components and installations must meet the required regulations.	Disposal of waste – through the correct and approved channels.
Research and development – invest into finding the best components and materials.	Accreditations – the company must be affiliated with the correct governing bodies.	Material – renewable products.
Transportation – developments in transport means products can be shipped globally, easily. ✓	Sales of goods – products must be fit for purpose.	Energy efficiency – manufacturing process should be as environmentally friendly and green as possible.
	✓ Markings – products must have the correct conformity marks i.e CE.	Carbon footprint should be minimised.
		Reduce packaging and waste material.

a very good and well thought out analysis.

TPC

Falling Sales

Sales are a key factor in any business. In recent years, there has been a steady decline in sales. Potential reasons for this are discussed below.

Increased competition from other companies within the UK and overseas sometimes make sales targets difficult to achieve. Businesses must be competitive and produce products that are more superior to the competition. This is not always a simple task, as the business operates in a dynamic and challenging environment. The business must focus on what cost it is buying raw material and what profit margins they are aiming for, in comparison to the competition. A lack of motivation from the staff within the company can also contribute to a decline in sales. When people are not motivated, they tend to be less productive and therefore resulting in a decline in sales. I feel that using a 'Mayo' ^(year) type approach to employee morale and motivation would have the best impact in improving the motivation in the staff. I feel that doing team bonding days and doing more social activities outside of work will help management and employees bond and therefore build better relationships in the working environment. It is also very important to research and continue to monitor the competition within the market. There may be other companies that have developed improved products or have better sales campaigns, that we must react effectively too in order to continue to compete. Poor training of staff will also contribute to declining sales. Staff need to understand how to effectively carry out their tasks, there has to be suitable training that is focused on the most productive way to carry out the tasks. Management style within the company ultimately impacts on sales, the issues discussed above are a direct result of management style and choice. (McConnachie, 2017)

— maybe you could have used a Mayo quote here. which part of Mayo's model does this demonstrate?
 TAC

To increase sales within the company, management must be heavily involved, as there will need to be a number of decisions made to impact the increase in sales. There are many different management and leadership styles that can be introduced to the company. Kurt ^(year) Lewin ^{and studies} did experiments to determine the most effective style of leadership, in those experiments it was found that the most effective leadership style is democratic. A democratic style of leadership will encourage employees' opinions and suggestions. This could prove invaluable to pinpoint some of the reasons behind the decrease in sales. I feel that a manager should engage in discussions or weekly/ monthly workshops where

to involve the workforce in decision making.
 TAC

management and employees could meet and interact to discuss processes within the company and put forward their opinions that they think could improve the way the company is being operated. I feel that this could be a very effective way of finding out employee's thoughts and ideas. Although, if the workforce is not motivated a democratic leadership style may not be most suitable. The management may need to be more authoritarian. The workforce may need to be told what to do and how to do to maximise efficiency in the short term. There has to be a fine balance between the authoritarian and democratic leadership styles to maximise productivity.

There are missed opportunities here, where you could have referred to motivational theories.

Tpc

Being more democratic would actually improve motivation, as the workforce would feel a sense of pride and ownership.

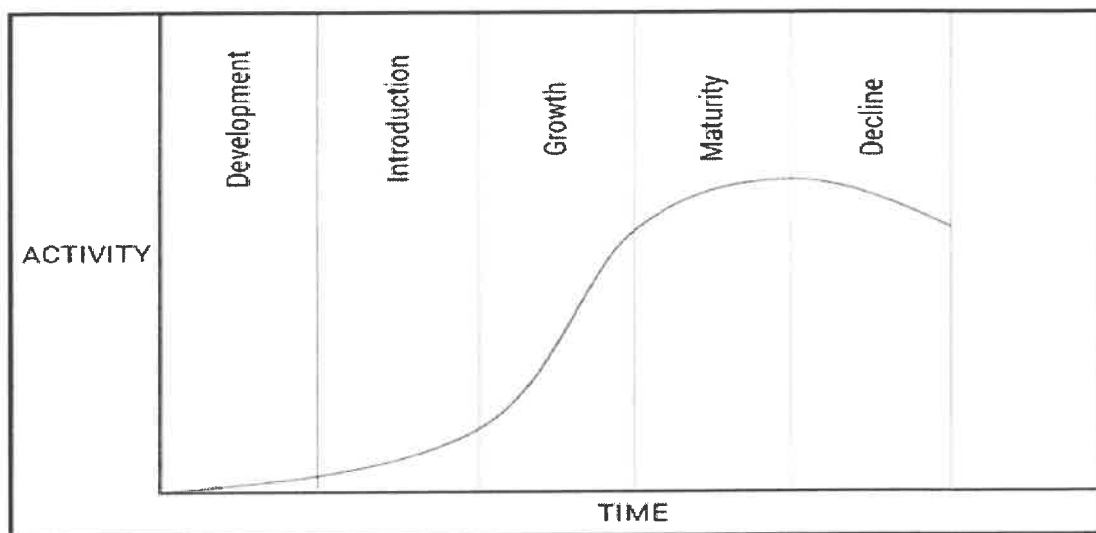
Maslow + Herzberg.

Marketing

When there is a reduction in sales within a business, marketing is an area that can be focused on to increase sales and ultimately profit. The '4 P's' of marketing are,

- Price
- Product
- Promotion
- Place

The sigmoid curve below shows the stages of a product/ service lifecycle.



I feel that the company is in the decline stage of the above life cycle. I feel that the company needs to invest in new manufacturing equipment and also look into developing the products by using different material to produce the components.

With this in mind, I feel that the most important part of the marketing strategy should be the product. I think that the company should invest heavily in new service/ manufacturing equipment and invest in R&D to develop the latest advances in component material. This could catapult the company into becoming the market leader in aircraft product manufacturing.

Decisions on what to change and implementing change with regard to these factors will be dependent on the findings highlighted during market research.

Why? Maybe this would improve the product?
reduce prod cost?
Get it out to the customer faster?
Improve the reputation?

But would require a huge marketing campaign.
Would price be altered?

TSC

Price

The main pricing strategies are

- Competitive pricing
- Cost-plus pricing
- Penetration pricing
- Price skimming
- Destroyer pricing
- Price discrimination

Competitive pricing is where there is so much competition in the area and on the market, suppliers have to set their prices close to their competitors. Taking into consideration the quality comparison and unique selling points.

I feel that within this company we need to price the products competitively to attract new custom but not price really low as destroyer pricing or penetration pricing as I feel that this is quite a risky way for product sales. I don't feel that it is sustainable to price the products so low as to lose money or break even. I feel that a fair competitive price for a quality and reliable product is the best option in this market. I think that although in recent years the company has been through tough times, it still has a reputation as an established manufacturing company, with products priced competitively and the company's legacy I feel that this will improve sales and customer base.

Product

A product is anything that is capable of satisfying customer needs. Products should be of good quality and durable with its own style and branding. Within the aircraft industry, component weight is essential along with its durability. I feel that we should be introducing products that are lighter than previous models so that they will improve aircraft fuel consumption. Also, if they are more durable with a longer life cycle, it could minimise downtime and maintenance on the aircraft, this could be an attractive option to customers. Products need to be supported during installation but also have a good after sales department that are contactable and able to supply knowledge to provide technical support of the products features. Warranties and guarantees including support should also be hassle free and simple to use. The company should also ensure that their product line is developed and improved where possible to meet customers changing requirements. Portfolio planning is the process of managing the company's product ranges. I feel that using the Boston

(always date when you quote someone's matrix or model)

growth matrix will contribute to ensure products are being correctly marketed in the most effective way. I would also use the Ansoff matrix to help implement change, expansion and diversification of product ranges. I think that to be a market leading company we have to be ahead of our competitors and using these theories I feel that we would achieve that. (mind tools content team, 2015) (Professional academy, 2017)

Place

Product placement is the process of ensuring the product is on the market for potential purchasers/ customers to buy. There are ^{three} 3 common models that most distributors would use to distribute their product. These are models A, B and C. Model A is the most traditional way of distribution. It involves a wholesaler buying in bulk, they then sell to retailers and then they sell to customer. Model B is when large retailers buy in bulk and act as the wholesaler, they then sell to customers. Model C is when the producer sells directly to the customer. I feel that the most effective way for this company to distribute products is to use the model C approach. I feel that because the aerospace industry is so specialist, it would be better to deal with the customer direct. This way would also limit the mark up by third parties. The company may benefit from having an overseas operation within the European market where we are trying to gain a larger customer base. If there is a local office near an international customer it may build better relationships with them and in turn increase sales in that area. It will give us better flexibility and more control of products in that area. If this approach was to be successful, the company could target other areas in the same manner and try to gain a larger share of the market.

Promotion

Product promotion is to inform potential customers of the product, to show the benefits of the product and to try and persuade customers to buy the product. A business may promote a product to increase the market share, enter a new market or to extend the life of a product. There are many methods of product promotion, they range from catalogues and brochures to web sites and emails. I feel that the main promotion that would suit this company is catalogues. I think that this would allow us to display pictures, technical information and relative industry standards. I think that all product promotion should be consistent and must suit the target market. The company must start promoting more effectively to win back custom it may have lost due to the lack of investment and product rejection in recent years. There needs to be an emphasis on the future and investment in new technology, the company must re-generate its image and how it is perceived by customers. Not only will this focus re-gain interest from previous customers it will attract interest from potential new customers.

Before a marketing strategy is put in a place, I think that it would be beneficial to carry out a PESTLE analysis to highlight areas of importance.

*which you already
have*

TH

Limited European and International customer base

Britain's vote to leave the European Union has thrown the countries trading relationship with Europe into doubt. This opens up serious questions on the stability of the UK economy as the UK sends almost half of its exports to Europe.

Access to the single market requires acceptance of all four EU freedoms; movement of goods, capital, services and people. The single market is built on the belief that these four freedoms drive prosperity. The EU is a customs union, its members impose common tariffs on imports from non – EU countries and can trade freely with each other. Members of the EU would benefit from trade deals that the EU make with other countries but they cannot set their own tariffs, this is so that one country cannot gain competitive advantages by getting rid of regulations. All countries that are members of the EU must promise and commit to the implementation of the common rules and must recognise each other's standards. This then means that all countries within the trade bloc can sell their services/ products throughout the EU easily. The policies are put in place to reduce trade costs and open up markets.

Trading within the EU pre Brexit would give the company a level playing field with other companies within the EU with regard to having the same costs for trading outside of the EU and the same regulations for trading within the EU. Although, the UK should be able to negotiate a free trade deal with the EU post Brexit for goods trading as it already complies with current regulations.

An important part of preferential trade deals is complying with the rules of origin. These rules are designed to prevent products from countries that are not covered by the deal from entering the trading bloc. If only some of the UK exports are covered by the free trade deal we will have to ensure that our goods are compliant.

Post Brexit, EU and UK rules could potentially differ. If the company wants to trade within the EU, it will have to comply with regulations implemented by the EU and the UK. This could prove costly and make trading within the EU difficult.

Other issues that could cause difficulty trading within the EU post Brexit is border inspections. Essentially, without the full membership of the single market and mutual recognition of standards, the company will face border inspections. In an era of just in time delivery, hold ups at border crossings could cause problems. This is another factor that could make trading with the EU more difficult and costly. (Emily Cadman, 2017) ✓

Although there are many draw backs to Brexit, there are some potentially positive outcomes also. There could be more opportunities in more vibrant markets. Brexit could liberate the UK government to sign fresh trade deals in other markets outside of the EU. The powerhouses of China and India have strong growth rates despite recent slowdowns, this could be an area to build a trade relationship with. Switzerland, Norway and Iceland are part of the European Free Trade Association (EFTA), they have the benefits of the EU's internal market, and Britain could also try and become part of the EFTA so they could still trade easily within Europe. The UK could also benefit from being able to attract highly talented personnel from wider afield as they would not be governed by the freedom of movement obligations. (Thornley, 2017) ✓ good

Reduction in production targets

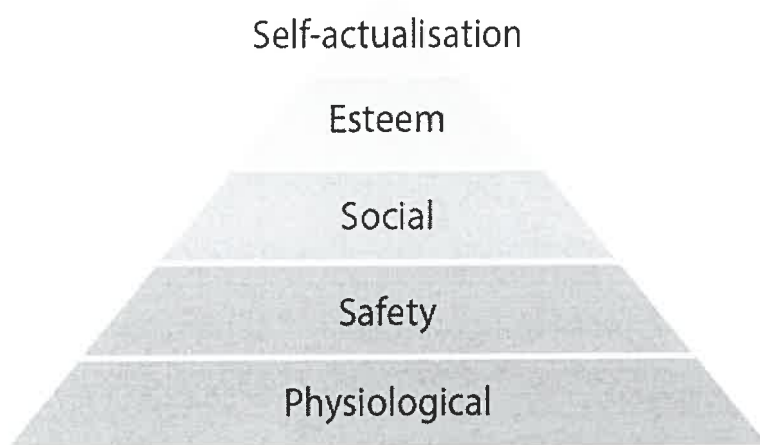
Production targets have decreased by 10% since last year. There are many factors that will affect this. A key factor that will influence this is a lack of investment in equipment and machinery. If the existing manufacturing equipment is not up to date, not capable of producing the quantity as well as the quality of products required then production targets will not be increasing. Investment in equipment as well as investment in staff training so that they are aware of how best to operate the equipment in a manner that creates optimum output and efficiency is key. When investing in new machinery and equipment is required to increase production targets, there are elements that should be considered before the investment is made. These include, payback period, this is the time it will take to recoup the cost of the investment, running costs, the new equipment may use a lot more energy or fuel to work, this could significantly affect the payback period. Growth plans, consideration needs to be given to the amount of use the equipment will have, how many orders are there to justify the investment in new equipment and if there are any external economic influences that may affect future orders and workloads. After the decision has been made to invest in new equipment, the most cost effective way to purchase or hire the equipment has to be decided. Purchasing equipment enables the business to own the equipment as soon as the transaction is made. The company will authorise the cost of the equipment over the life span. Leasing the equipment for a specified period of time can make the payments lower than if the company was to purchase the equipment but the company will not own the equipment. To purchase the equipment the company will have to wait until the end of the lease contract, at that time the cost of the equipment will be less than the initial price at the start of the agreement, but with the lease payments it may well work out more costly spread out over the term of the lease. Although, depending on the structure of the lease, the lease payments may be included as part of your operating costs. Renting a machine or equipment is suitable for short term projects, renting long term will be more costly and at the end of the term the company will still not own the equipment and it will not be a fixed asset, this said, it is convenient as it allows the company to quickly exchange or return the product with minimal costs. (BDC, 2017)

Increase in product rejection rates

The company has experienced a 5% increase in product rejection in the past few years. There are many potential contributing factors why this is happening. One of the key elements is quality control. Quality control is the process that ensures that customers receive a product that is free from defects and meets their needs. There are operations such as Statistical Process Control (SPC) which monitors and controls quality by helping managers identify and solve problems before products leave the facility, and, Six Sigma which comprises of 5 key principles; focusing on customers' requirements, using extensive measurement and statistical analysis to understand how work gets done and to identify root causes of any problems, being proactive in eliminating issues and improving processes, involving people and being thorough and flexible, if management is prepared to use these tools this will contribute to ensuring products meets customers' needs and have zero defects. The benefits of effective quality control are; increase customer loyalty, gain repeat business, gain new customers from referrals, maintain or improve the company's position within the market, improve safety, reduce liability risks and it contributes to a more positive branding of the product. Manufacturers with good quality control measures in place are less likely to face product recalls and rejections. In order for quality control to be effective, management and all employees must work together. As well as ensuring the final product is up to standard, operators must monitor the manufacturing process to ensure there is little variation, and engineers must routinely measure the product design for issues. If issues are found they must be fixed immediately. By monitoring the product at all stages, the company can solve problems efficiently, saving time and money. (Bradbury, 2012)

Turnover of staff

Staff turnover has been unusually high in recent years. The company needs to try and keep a low level of staff turnover to maintain consistency of the workforce and to develop a more skilled and experienced team. Ultimately a high turnover of staff indicates that the staff are not satisfied within their roles. There are many contributory factors that could influence these feelings. I feel that taking Maslow's hierarchy of needs into consideration may help identify where the issues for staff may lie.



Maslow's hierarchy of needs.

Maslow says that people have to meet the needs at the bottom of the pyramid, once these have been met, they can move up to the needs of the next level. Physiological needs, these are the physical needs for human survival. If these are not met then the human body cannot survive. Safety; I feel that this tier of the pyramid is a key marker with regards to turnover of staff. Staff may not feel like they have job security and therefore financial security. If the company is not investing and products are being rejected, staff may not feel that the company is looking to grow and to remain established, this may encourage staff to look for work elsewhere. This feeling of unease could then manifest and staff may consider other feelings of discomfort and uncertainty with regards to pay grades, sick pay, pensions and other benefits. These factors could influence staff to seek work elsewhere.

Key factors for business success and failure

Management and leadership

Management and leadership is a critical part of a business as this is where all decisions regarding the company and its daily running are made. To be a good manager there are certain skills that the individual needs to have, creative thinking to provide vision and solve problems, be calm under pressure and have good communication skills, have desire and drive to excel and achieve great things, be well informed and knowledgeable on matters relating to the business and also possess an air of authority. There are three main leadership styles, autocratic, paternalistic and democratic. Autocratic management style derives from Taylors' view of how to motivate workers relates to MacGregor's theory X of workers, it takes all control of decisions without involving the workers, this style is good for quick decision making and allows the company to employ a lower skilled workforce, this style though does create a 'them and us' environment in the work place which may not raise morale amongst the workforce. Paternalistic management style is linked closely with Mayos' human relation view of motivation and Maslows' social needs, this style includes the workforce opinion but management makes the decisions in the best interest of the workforce, this style uses better communication so makes the workforce feel included and boosts morale, although this does slow up decision making as things will have to be discussed. Lastly, a democratic style of management, this style is closely linked with Herzbergs' motivators, Maslows' hierarchy of needs and also McGregors' theory Y view of workers, this style leaves the decision making up to the workers, this can be useful when decisions need to be made that are complex and more specialist, and it also motivates staff greatly. The main drawback is that mistakes can be easily made if the workers are not experienced or skilled. I feel that the management style that I would adopt and implement within the business is a paternalistic style, I feel that this is the best balance to keep the workforce morale and efficiency in order and allow decisions to be made quickly and effectively. (Cliffnotes, 2017)

(year)
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why?
very descriptive but little application to scenario
TRC

When changes in company management are being implemented, it is key to ensure that employees are well informed. There are 7 stages to implement change, 1. Think it through,

2. Create a common vision, 3. Communicate, 4. Address people's concerns, 5. Develop a clear action plan, 6. Create a climate of certainty, 7. Follow up. People generally don't like change as it takes people out of their comfort zones and out of what they know, that is why people tend to resist change. Therefore it is key to ensure people are aware of the big picture, information is relayed clearly and directly to the workforce to ensure that they don't fill in the blanks themselves and focus is projected on the positives of the changes and the benefits that the change will bring. Although, nothing should be sugar coated, all aspects of change need to be delivered directly and precisely. Communication should be clear and enthusiastic but include all information. (Content team, 2012)

Regulation and legislation

Another key element in a successful business organisation is the quality of the product and its conformity to industry standards. The company has an obligation to its customers that the product will be fit for purpose and safe. They will also have to fulfil any contractual agreements with regard to warranty and replacing any faulty components. By law the company must warn customers about potential risks, provide information to help customers understand the risks, monitor the safety of the product and take action if a safety problem is found. Ideally, a product will never fail and always work to its required purpose, but products naturally deteriorate over time, it is a successful company that reacts well and supports these breakdowns that will remain successful. (product-liability-and-safety-law, 2012)

Business ethics and responsibility

Business ethics simply put is doing what is right or wrong. Its means to do what is right or wrong in regard to the effects of products and services and in relationships with employees. A bad business ethic can damage the company image. Businesses with good ethics will tend to have a workforce with better morale that is more effective. It is important that leaders and managers have a strong and clear moral compass. (businessethics, 2017)

Conclusion

I feel that to be the next Engineering Manager, I would need to be adaptable, strict but understanding. I would get to know the workforce and how the company is run at the moment. I feel that I would need to gain the trust of the workforce and management before implementing any changes. A good understanding of the positives and the negatives of the business at the moment is required before investments and changes are introduced. I would focus on the interaction between management and staff, promote discussions and team bonding. I feel that this would remove any defensive barriers and help all employees become more comfortable in expressing any concerns and also any recommendations that they have to create a more efficient business. I would also invest heavily in new technology, I feel that the company needs to have the cutting edge manufacturing equipment to compete in an industry where there is continual development and change. I think that there is risk in heavy financial investments, but I feel that this is the most effective way to re-gain previous customers and expand into the wider market via this investment. It would also show staff that the company is investing and that there is a future. I think this will give employees more confidence in the company and therefore boost morale.

yes a very good conclusion with some clear ideas described.

TAC

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**BUSINESS ORGANISATIONS
SUCCESS & FAILURE** | Key factors contributing to the potential rise and falls within business

This presentation is going to focus on the key factors that influence organisational success and also the key factors that potentially lead to organisational failure.

I am going to focus on:

- Management style and structure
- Staff – factors that influence the workforce morale and their level of satisfaction
- Marketing – ways to increase customer base and promote products
- Quality policy – ensure high standards and traceability
- Technological advances – utilising new technology to improve products and supply efficiency



MANAGEMENT | Style & Structure /

MANAGEMENT STYLES

Autocratic – takes control of decision making without involving the workforce.

Allows for quicker decision making and allows the employer to employ a lower skilled workforce.
McGregor's theory X – dislike for work/ led by others/ avoid responsibility
Taylor's view – motivated by pay/ don't enjoy work.

Paternalistic – Includes workforce in decisions, management makes decisions in the best interests of the workforce.

Closely related to Maslow's social needs/ hierarchy of needs. Physiological to self actualisation.
Jung's human relations view. Attention/ reward rather than monetary gain. Job satisfaction.
Workforce feel included/ job satisfaction/ increased morale.

Democratic – allows the workforce to make decisions.

Relates to Herzberg's motivation: Satisfaction – Achievement, responsibility, growth, recognition. Dis-satisfaction – company policies, supervision, salaries, relationships with peers.
Helps with complex decisions and specialist areas.
Activities can be made with less experienced staff.



STAFF

High turnover of staff

Maslow's hierarchy of needs to be considered.

Maslow says that's people have to achieve the needs at the bottom of the pyramid in order to progress and meet the needs of the next level.

Physiological – air, water, food, shelter, sleep, clothing, reproduction.

Safety – personal security, employment, resources, health, property.

Love and belonging – friendship, intimacy, family, sense of belonging.

Esteem – respect, self – esteem, status, recognition, strength, freedom.

Self – actualisation – desire to become the most that one can be.



4 P'S

The 4 P's of marketing are Price, Product, Promotion, Place.

Price –

The main pricing strategies are

- Competitive pricing – prices set close to competitors, for same quality, standard of product.
- Cost-plus pricing – price covers cost of product plus the desired profit.
- Penetration pricing – price set lower than the rest of the competition to capture the market. Then increase.
- Price skimming – priced high for a new product with lots of demand. Price falls when demand drops.
- Destroyer pricing – priced so low competitors can't compete. Causes competition to lose customers allowing us to capture the market. Price rises when competition has subsided.
- Price discrimination – prices are different depending on customer. Prices may differ due to quantity or quality of product.

4 P'S - PRODUCT

Products are anything capable of satisfying customer needs.

Products should be of good quality, durable and with its own branding.

Products should be supported during installation and after the sale. There should be suitable technical support and sufficient knowledge to assist customers with any issues.

Products should constantly be reviewed to ensure that they are the best they could be.

Products should be developed and improved to meet customers needs.

4 P'S - PLACE

Product placement is the process of ensuring the product is on the market for potential customers to buy.

The 3 common methods to distribute products are 'Model A, Model B and Model C'

Model A – most traditional, a wholesaler buys in bulk, they sell to retailers and then they sell to customers.

Model B – large retailers buy in bulk so act also as the wholesaler, they then sell to customers.

Model C – the producer sells direct to the customers.

4 P'S - PROMOTION

Product promotion is to inform potential customers of the product range that the company has to offer.

Promotion helps a company increase a market share, enter a new market or extend the life of a product.

There are many methods of product promotion, they range from catalogues and brochures to websites and emails.

Before promotional strategies are put in place, a PESTLE analysis should be carried out to assess the marketplace and areas that need focus during the sales promotions.

QUALITY | Quality policy/ Quality control

TOTAL QUALITY MANAGEMENT

Total Quality Management is a management approach to long term success through customer satisfaction. In a TQM effort, all members of an organisation participate in improving processes, products, services and the culture in which they work.

Total Quality Management can be summarised as a management system for a customer focused organisation that involves all employees in a continual improvement. It uses strategy, data and effective communications to integrate the quality discipline into the culture and activities of the organisation.

There are 8 key elements to Total Quality Management

TOTAL QUALITY MANAGEMENT

Customer focused -

The customer ultimately determines the level of quality that needs to be achieved/maintained. Quality improvement can be achieved through a number of ways from training employees, integrating quality into the design process or investing in the best equipment to ensure standards are met. But, the customer requirements ultimately determines whether the efforts and costs are worthwhile.

Total Employee Involvement

All employees must participate in working towards common goals. Total employee commitment can only be obtained after fear has been driven from the workplace, when employee empowerment (self managed) has been achieved and the management team has provided a suitable environment. Highly performing working environments integrates continuous improvement within the normal operating systems.

TOTAL QUALITY MANAGEMENT

Process centred -

A key element of TQM is focusing on process thinking.

The process is made up of steps, inputs from internal and external sources and transforming them into outputs, to customers. These steps that are required to complete the process must be defined, and continually monitored to try and pre-empt on unexpected variation.

Integrated system

Organisations often consist of multiple different elements/ departments. An integrated system ensures that all aspects of the organisational processes have interconnections, this is the focus of TQM. Everyone within the organisation understands the vision and goals of the company as well as its policies and objectives.

TOTAL QUALITY MANAGEMENT

Strategic and systematic approach -

Strategic planning and management - this process includes a strategy that integrates quality as a core component of the manufacturing process. This in turn contributes to achieving the organisations mission and goals.

Continual Improvement -

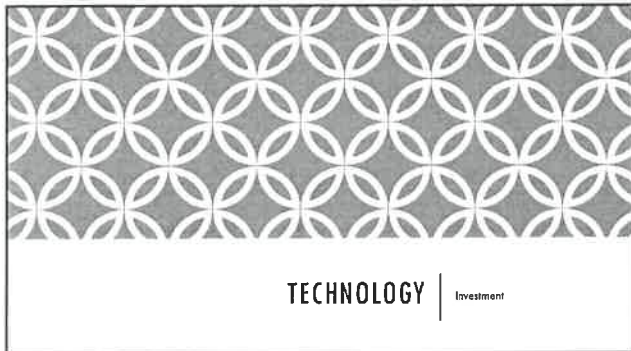
Continual improvement is a major part of the TQM process. It drives an organisation to analyse the market and become more creative to find ways to be more competitive and effective in meeting customers needs.

Fact based decision making -

In order to determine how well the company is performing, the company must analyse its performance. Continual data gathering and analysis must be carried out and then changes must be applied to make the relevant improvements.

Communications -

Communication must be regular and effective between employees and management within the company.



TECHNOLOGY

Investment in new production equipment is extremely costly and a financial burden on a company, but, below are positives that would be created through new equipment. Not only would the product be improved and the relationship with existing and new customers be enhanced, also, employees morale would be increased as they would see the company is investing and that they have a future.

- Increased amount of output of product
- Better quality of product produced – less recalls, less dissatisfied customers
- Re-branding the company image as a market leader
- Less downtime due to maintenance and breakdown

