



60%

60%

APPENDIX GA36a

LEVEL 4 ASSESSMENT SPECIFICATION

Student name:	IAN BREWIS	Student ID number:	BRE95040179
Programme:	HNC/D IN Mechanical Engineering/Electrical/Electronic Engineering		
Module:	Management, Innovation and Sustainability		
Module code:	M5X01176	Contribution to Overall Module Assessment (%):	50%
Lecturer:	Coral Planas	Internal Verifier:	Dr. R. Kadhim.
Assignment Title:	Engineering Case study	Word count (or equivalent):	1200 min
Submission deadline:	02/05/2019	Return date of provisional marks & written feedback:	23/05/2019
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 40%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

Module Learning Outcomes (from module syllabus)

- 1) Demonstrate the ability to apply appropriate theoretical and practical methods to the analysis and solution of structures and dynamics engineering problems.
- 2) Demonstrate key transferable skills in problem formulation and decision making, interpreting experimental results.

TASK DESCRIPTION

Assignment Brief

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 and legislation.

Assignment Scenario

You have been working as an Engineering Technician for a small to medium sized engineering company manufacturing parts for the aircraft industry. Your duties are to ensure the production process operates efficiently and that all aspects of installation and maintenance are carried out in accordance with recognised procedures and cost effectively.

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 10 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 (a) 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 with clear structure, aims, objectives and outcomes based on your research. This presentation and report can then be delivered and submitted as required as part of the job application process.

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.

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/unsubstantiated/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. 58	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:	IAN BREU	Student P number:	
Programme:	HND ELECTRICAL AND ELECTRONIC ENGINEERING	Year of programme	2018/2019
Assignment Title:	ENGINEERING CASE STUDY		

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	IAN BREU	Date	2 MAY 2019
Student's Signature			

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.			
You have displayed a good understanding of the theory relating to the scenario and in general. Unfortunately there is very little referencing.		30	15
2. Knowledge and Understanding of Subject Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.			
You have included a lot of relevant and useful information which could work well in a real company. Your power point includes a strong balance of relevant facts.		25	15
3. Analysis Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence			
You have included a large amount of information, which is mostly of sufficient detail. However, there are missed opportunities when arguments + judgements could have developed.		15	8
4. Practical Application and Deployment Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve problems.			
You have provided plenty of practical suggestions as to how the company could improve matters. These would work well in a real setting.		15	10
5. Skills for Professional Practice Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.			
A very detailed power point. You provided a balanced argument of what would show success or failure of a company.		15	10
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	
		%	

Course: HND in Electrical & Electronic Engineering

Course Code:

Module: Management, Innovation and Sustainability

Module Code: M5X01176

Name: Ian Richard Brewis

Student ID: BRE95040179

Assignment Title: Management, Innovation and Sustainability

Name of Lecturer: Coral Planas

Assignment number: 1

Length/Format:

Date due: 28/03/2019

Date Submitted: / /

Grade:

Submitted via: email

Contents

Introduction.....	3
Analysis of the organisational (SWOT, Pestle)	4
Falling Sales.....	6
Limited European and International Customer base.....	9
10% reduction in production targets on the previous year.....	10
5% increase in product rejection rates.....	12
Escalating maintenance costs.....	14
Unusually high turnover of staff.....	15
Lost time due to accidents.....	17
Conclusion.....	18
References.....	19

Introduction

I have been working as an Engineering Technician for this organisation for a number of years. Within my role I am responsible for the installation and maintenance of the equipment to ensure that the production operates efficiently. I am putting myself forward for the Engineering Project Managers position that has recently been advertised. ✓

The organisations market is almost exclusively within the UK and it is common knowledge that the organisations sales have been falling in recent years. As an in house employee of the organisation I have witnessed first-hand a drop in moral on the shop floor resulting in experienced employees leaving the organisation. There has also been rise in accidents resulting in loss of productivity. ✓

I see the position of an Engineering Project Manager as one that requires essential skills such as leadership, motivation, communication, influencing, evaluating, planning, appraising, and managing change with a desire to reach the organisational goals. ✓

It is my opinion that the organisations falling sales is due to competition within the UK and having limited European and International market base can be solved. I have written this report to explain how I would address these issues, that are have a significant effect on the organisation. The report outlines the organisations current situation in a SWOT analysis which will help gain a better understanding of the contributing factors to the issues discussed above. The report also highlights short and long term measures that could be implemented to help address the issues, this will include a PESTLE analysis of the organisation.



✓
a good
introduction.

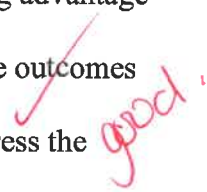
Analysis of the organisation

Below is a SWOT analysis that has been formulated from the information that has been available to me as an employee of the organisation.

	Beneficial	Harmful
	Strengths	Weaknesses
Internal	• Our experience in the industry • The resources we have available • The customers we have • Plant already established • Supply chain	• 10% Reduction in production on previous year • 5% increase in product rejection • Falling sales • High staff turnover • Lost days due to accidents • High maintenance costs
External	Opportunities • New markets in Europe and International • New trends • New products • Use agencies staff • Marketing/advertising • Retraining staff • Investment	Threats • Increased competition from within the UK and overseas • Lack of investment • Dated systems and machinery • Technology obsolete



The SWOT analysis shows that there are numerous issues affecting the company. The weaknesses are internal issues that will need addressing by utilising the strengths of our organisation. The threats are external factors that need to be addressed by taking advantage of the opportunities available to the organisation. This report will expand on the outcomes arising from the SWOT analysis and put forward suggestions that will help address the weaknesses and threats. This will enable the organisation to reach its long term goals.



Pestle analysis

Political	Economic	Social
The unknown outcome of Brexit negotiations	Domestic and foreign economy growth predictions.	Aviation travel now and projections for future.
Elections that may change existing regulations restrictions policy.	Changes to import and export duties.	Maintain the Brand image
Changes to Government policy in incentives for domestic aviation industry.	Availability of Labour force.	Nations attitude towards
Impact of wars, terrorism.	Price of Fuel	Market forces, people using other means of transport.
Global influences	Employment regulation	
Technological	Legal	Environmental
New technological advancement is manufacturing processes.	Products quality must comply to changing regulation requirements	Use Renewable materials
Keep up with new technologies to maintain competition levels.	The sale of products must comply with business regulations	Need to Recycle waste
Logistical advancement makes planning on a global scale.	Marketing of product or service must satisfy regional regulations.	Reduce carbon footprint

The PESTLE analysis will give an indication of factors that may have a profound impact on the organisation. The analysis can be used as a tool to help foresee the changes that may be required at present and in to the future.

Falling Sales

In recent years the annual profits have been steadily declining due to increased competition from within the UK and overseas as a result of globalisation, together with a lack of investment. Increasing sales is a priority for the organisation to survive. ✓

Effective Marketing - Who are our customers and how do we reach them?

Targeted marketing; including trade journal articles, industry networking through industry groups and trade exhibitions, will increase awareness of the company's capabilities if carried out effectively. This will enable the company to attract new customers and to explain how we can meet their needs. ✓ *Good example.*

Use existing customers as leverage

We should use existing customers and suppliers to help market the business through word of mouth and act as ambassadors for our business. This can be achieved by asking for references and testimonials which could be included on the company's website and social media platforms. (Agrawal, 2019) ✓

Improve brand image

Brand image will require a strong mission statement to communicate our commitment to quality and ethical values. A strong brand image with an immediately recognisable logo will demonstrate professionalism and consistency for all our marketing platforms. We need to communicate excellent quality at optimum prices, value for money and meeting delivery deadlines which will be key to improving and sustaining our reputation in the industry. (Thimothy, n.d.) ✓

Establish a competitive advantage

Know the industry and establish a competitive advantage by offering customers a unique selling point and a reason to do business with us. ✓

As an engineering company for the aircraft industry with its established legislation and regulations, the product must be fit for purpose and safe. Therefore, quality is non-negotiable. Our business will depend on forming excellent customer relationships and proving that we are dependable and offer high quality goods. ✓

good, all related to the sector.

Stay on top of industry trends

We will need to constantly research latest industry innovation and trends. What is coming up in the industry horizon? Who are the big players that are shaping the industry? ✓

Pricing Policy

To attract new business we need to review our pricing strategy. In order to attract new business we will consider using market led pricing strategies such as, PENETRATION PRICING which entails offering a low price until sales increase, and PRICE DISCRIMINATION, selling products at different rates to different customers, for example offer special prices to new customers or to entice customers back who have gone to the competition. ✓

E Commerce

Making sales available through our website, selling directly through the internet, which will make our produces available to European and international customer markets. ✓

Might have been interesting to see the product life cycle and link ideas to that.

Salvage Strategies

A salvage strategy will need to be developed in order to find an alternative source for selling any surplus or redundant material. This will help to reduce losses and maximise profit. Any

surplus is sold through a salvage channel at a reduced rate to retain profit and reach more customers.

Diversify to other industries

We can maximise our markets by diversifying to industries requiring engineering parts that we are able to produce, such as the marine and automotive industries. We could also offer to be subcontractors to companies that have been successful in winning large contracts and look for opportunities to work in partnership with similar organisations. This is especially important in order to compete in a globalised economy.

Tendering opportunities

Ensure we are registered on the list of companies that receive opportunities to tender both private and government contracts.

Create incentives

By offering present and potential business customers incentives such as consultation and production of prototypes and discounts for volume orders.

✓ all ideas
are relevant
and could
help to improve
Notified.

Limited European and International Customer base

Whilst globalisation provides opportunities to reach an international customer base, it also creates increased competition with companies in countries that have lower production costs, especially employment costs. European trade is currently uncertain due to unresolved Brexit negotiations. We, therefore, may need to consider strategies for entering foreign markets to find new opportunities. These could include:

Direct exporting – selling directly to Agents who represent our interests in a specific country.

Licensing – an arrangement whereby we transfer a right to use of a produce to another company.

Partnering – This may be required in order to enter Asian markets, especially where culture language and political environments could be barriers to market entry.

Joint ventures – a form of partnership which creates a third independently managed company.

Buying a company – buying an existing local company which may already have substantial market share in a particular region.

Piggy-backing – finding a company who will buy our products to sell into their markets.

Turnkey projects – this is where a facility is built from the ground up and turn over to the client and ready to go – turn the key and ready to go.

Greenfield investments – This is where we buy the land, build the facility and operate the business on an on-going basis in a foreign market. (Grant, 2019)

some good ideas
included here.

10% reduction in production targets on the previous year

As a business we have seen a steady decrease in our production targets. There are many factors that will contribute to this decrease. Below I have detailed how as a business we can best identify these issues together with ways in which we can improve and develop to increase our productivity.

Invest in new machinery

By investing in new machinery that is up to date it can increase the quality as well and the quantity of production targets. This will ensure an optimum output of product.

Examine the existing workflow

Analyse the people, technology and procedures, communication tools and resources available. Use value mapping to monitor progress this should help identify issues that require change.

Identify workflow issues and implement change

Working with project managers to identify workflow issues and develop improvement plans such as reassigning resources and changes to budgets. Systematic approach to evaluate changes.

Retrain Staff

The new machinery introduced to manufacturing industry introduces new technologies that change certain skills, workers require training with these specialist skills.

Set Realistic targets

Customer expectation, pressure on production and strict deadlines may result in unrealistic goals. Targets need to be attainable without compromising quality of health and safety, if not employees may become dissatisfied. Worker efficiency is boosted with well-defined objectives that ensure a combination of punctuality, high output and safe procedures.

Invest in best tools and machines

In manufacturing the worker can only be as productive as his/her tools. Although hi-tech new machines are expensive, this investment can be vital for an organisations long term success and to remain competitive. ✓

Regular maintenance

By applying regular preventative maintenance measures equipment downtime is decreased and the number of major repairs is also reduced. The equipment therefore has a longer life. ✓

Organisation

Working hours can be saved if organised. Making sure tools, equipment and documentation are better organised so employees can work efficiently. Also make the floor set up for maximum efficiency with materials and processes. ✓

what system
could be
implemented?



5% increase in product rejection rates

As a business we have seen an increase in product rejection rates. There are various factors that will contribute towards this. One of the main elements is the quality control of products. Quality control is an essential part of all businesses processes and by eliminating substandard products will decrease product rejection. There are several factors that will be contributing towards the decline in production quality. Below are ways in which these factors can be review and rectified.

Better systems for quality control

To improve quality control new systems can be implemented such as the Six Sigma technique. This set of techniques will improve existing process problems with unknown causes. The five steps are

Define - Define the problem

Measure - Quantify the problem

Analyse - Identify the cause of the problem

Improve - Implement and verify the solution

Control - Maintain the solution

(Keaunui, 2019)

Staff training

Staff need to receive further training and support on all machinery/systems. This will help ensure that all employees are working to the best practices, safety regulations and to the quality standards expected by the company.

Increasing staff motivation

The company's staff are lacking motivation. To help improve this a new management style can be implemented. By using a new management style, such as that of Douglas McGregor Theory X and Theory Y it will enable managers to best understand how staff are motivated. By addressing this it will improve productivity and staff motivation/moral.

Improve machinery

By improving machinery so it is more up to date will help increase the quality of products. Although this will initially be costly short term it will have a long-term financial gain for the business as productivity and quality will increase.

How?
What features
does it have that
would help to
improve
the
values?

✓
this could
have been
expanded on.
Maybe you could
have discussed
the argument
to leasing or
purchasing.
✓

Escalating maintenance costs

It is fundamental that all equipment is kept in good working order to ensure the highest levels of output. However increased maintenance costs need to be reviewed to make sure that this process is conducted in the best way to reduce inefficiency and to ensure that all equipment operates to its best ability.



Equipment Maintenance

When new equipment has been purchased it is essential that it is well maintained. The manufactures details and the maintenance requirements should all be passed on to staff that are responsible for the equipment. Unnecessary maintenance is inefficient and, in some cases, can actually damage and reduces the equipment's life span. It is also necessary that when equipment is serviced and maintained it is logged appropriately and kept up to date in a maintenance record log.



Scheduling Maintenance

A suitable date needs to be agreed by both managers and employees to ensure that the maintenance is taking place at the best times when productivity is at its lowest. This way uptime is maximised.



Support staff to be more efficient

Train production staff so they can perform preventative maintenance assistance such as cleaning, knowing what to look for with specific equipment, recording and informing technicians, this will cut down on the need to employ senior or inspectors.



Develop and implement a maintenance policy

Develop a policy that incorporates preventative, predictive and reactive maintenance. This way costs, will be better controlled and down time minimise.



Unusually high turnover of staff

Staff turnover has been unusually high in recent years and it is important that this is resolved as it is costly to the business in both time and money. It can also cause further demotivation to other employees. Ways in which we can help improve this are:

Create an environment that makes employees feel valued

To create an environment that makes the employees feel valued and not a burden and secure in their job. This can be achieved by greeting employees by name and giving positive feedback through regular supervisions. Ask employees for feedback regarding changes that need to be implemented so they feel part of the process. Encourage the individuals or team to set their goals and think as independently as possible.

Set clear expectations and company goals clear

Employees should have clearly defined job roles, any changes to the role should follow a meeting with management to discuss amendments to the role. Employees should have clear goals and targets so that they know what it is that they need to achieve.

Create an open and honest work environment

Really listen to the employee concerns. Give employees performance feedback. Be there for employees when guidance is required. Listen to employee's ideas and take on their problem solving suggestions. Keep employees informed and don't let information get around in the form of rumours.

Invest in training and education throughout the workforce

Inform employees of the education and training schemes that are available to them. Provide regular work related training days. Get to know the employees interests and see what areas in the company may best suit their interests.

Reward employees

It's always nice to be rewarded with money however giving employee's verbal recognition for good work creates loyalty. Being specific and sincere about what is being rewarded is best practice as employees will know the difference. By making employees feel appreciated and respected is a good way to retain staff. Studies show that if employees feel undervalued and underappreciated, they will look at finding other work.

reference?

Effective management styles

Having the right leadership approach is important to get the best out of your staff.

Using Maslow's hierarchy of needs 'A Theory of Human Motivation' it demonstrates the importance of the need for self-fulfilment. It is therefore essential that managers take this theory into consideration when motivating staff. Frequent 121 meetings can be implemented to enable both staff and managers to discuss issues and concerns professionally. These outcomes can then be appropriately actioned.



✓ source?

Lost time due to accidents

An accident is something that happens unintentionally. They can't be avoided 100%. The organisation is losing a lot of time due to a high level of sick leave that is attributed to accidents. To bring the time losses due to accident down the company can: ✓

Promote work place health and safety

The employer's responsibility is to identify hazards and put in place a plan to eliminate or minimize risk. Risk assessment and safety plans identify risks and inform employees what is being done to improve their safety and what is expected of them. Employees should have access to first aid kit. ✓

Regular Inspections the workplace

Equipment and tools should be regularly inspected so that they are safe to use or operate. Regularly inspect workspace for hazards that arise throughout the day. Safe storage for equipment and materials should be designed into the workplace. Instruct employees on what to look for and how to make safe. Employees should be instructed on the fire procedure such as where to exit and gather. ✓

Training

Staff should have appropriate training prior to working in a role that has potential to cause injury. Training should include written instructions as well as safe procedures so employees can check for themselves if unsure in the future. Supervisors should check to ensure that safety procedures are being adhered to. ✓

Engage with employees about safety

Discuss health and safety with staff in meetings and supervisions. Staff should be encouraged to discuss any concerns or issues. ✓

Put safety as a key goal

By making safety a key goal it protects the greatest resource, our employees. ✓

good

Conclusion

The organisation has many issues that need addressing. Changing and developing the organisations policies and working practices is the first step however, the implementation of these changes will require careful planning to ensure its success. All employees that will be affected by change need to be involved in the planning and implementation of the new processes to enable their long term success. Not only will it take hard work to implement these changes but a strong desire from the workforce at every level is essential to champion these changes. The outcomes of these changes will require careful implementation and all change will need to be measured to evaluate outcomes. If the changes are successful and the organisation can attract investment, then the investment should go a long way to solving the underlying issue that has been the catalyst causing the issues.

A well written assignment.
Plenty of evidence of
a variety of research,
which addresses all
issues. It is a shame
that some points weren't
expanded further, in order
to make a more interesting
read.

A lot more referencing
should have been
included.

References

Agrawal, A., 2019. *Forbes*. [Online]

Available at: <https://www.forbes.com/sites/ajagrawal/2016/05/02/how-to-increase-the-value-of-your-existing-customers/#49744d158f9c>

[Accessed 11 March 2019].

Grant, B., 2019. *The Globe and Mail*. [Online]

Available at: <https://www.theglobeandmail.com/report-on-business/small-business/sb-managing/top-10-ways-to-expand-your-customer-base/article4180970/>

[Accessed 15 March 2019].

Keaunui, D., 2019. *Lean Six Sigma: Step by Step (DMAIC Infographic)*. [Online]

Available at: <https://goleansixsigma.com/lean-six-sigma-step-by-step/>

[Accessed 16 March 2019].

Thimothy, S., n.d. <https://www.forbes.com/sites/forbesagencycouncil/2016/10/31/why-brand-image-matters-more-than-you-think/>. [Online]

Available at: <https://www.forbes.com/sites/forbesagencycouncil/2016/10/31/why-brand-image-matters-more-than-you-think/>

[Accessed 12 March 2019].



The Key Factors that Lead to Organisational Success or Failure



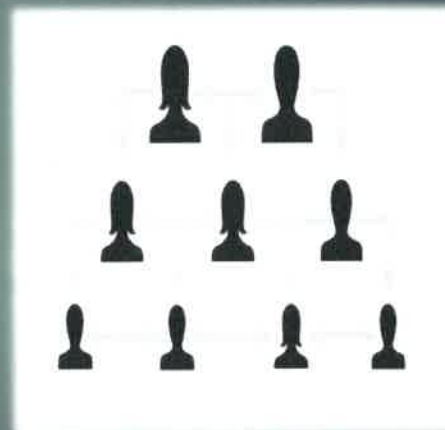
The Key Factors

- ▶ Organisational structure
- ▶ Motivation
- ▶ Leadership
- ▶ Management
- ▶ Marketing



Organisational structure

- ▶ Purpose of an organisational Structure
- ▶ Good organisation's structures lead to....
- ▶ Lack of organisation's structures leads to....



Motivation

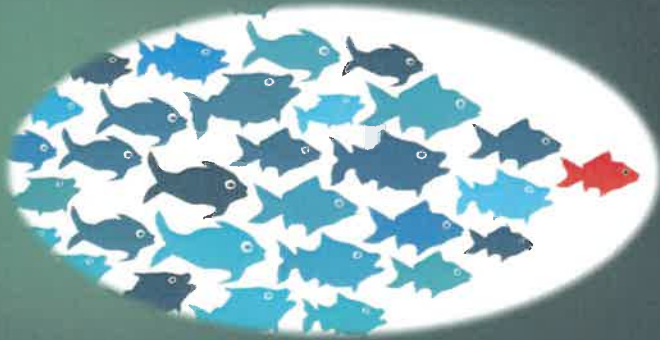


- ▶ What is motivation?
- ▶ Why it is important to have motivation in business
- ▶ What are the consequences of a business lacking motivation



Leadership

- ▶ What is leadership?
- ▶ How strong leadership effects organisations
- ▶ How weak leadership effects organisations



Management

- ▶ How an organisation's success benefits from good management
- ▶ Effects of poor management



Marketing



- ▶ What is marketing?
- ▶ Why effective marketing leads to organisational success
- ▶ How ineffective marketing leads to organisational failure



Questions?

The Key Factors that Lead to Organisational Success or Failure



This is a power point presentation on the key factors that lead to business success and explains how, if not implemented correctly, organisational failure can occur.

The Key Factors

- ▶ Organisational structure
- ▶ Motivation
- ▶ Leadership
- ▶ Management
- ▶ Marketing



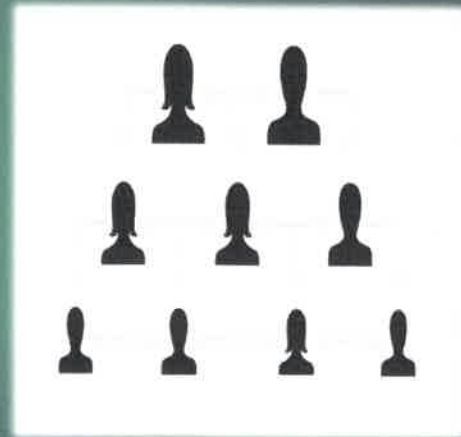
The key Factors are:

- **Organisational structure**
- **Motivation**
- **Leadership**
- **Management**
- **Marketing**



Organisational structure

- ▶ Purpose of an organisational Structure
- ▶ Good organisation's structures lead to....
- ▶ Lack of organisation's structures leads to....



The Purpose of an Organisational Structure- To provide a Structured system that outlines the way activities are directed in the business to reach their goals. ✓

Good organizational structures lead to-

- Provision of guidance and clarity with managerial authority such as human resources
- Having an organisational structure gives employees guidance regarding reporting and workflows that govern the organisation.
- A structured organisation can make adding new positions easier, thus making the organisations growth easier to manage.
- It defines employees with a role and job title as well as putting responsibility and accountability level in their role.
- Employees focus more on work and less on the organisational politics.
- There is more of a belief that doing a good job, achieving targets, treating others well leads to recognition or promotion. Less time is spent fighting the organisational policies and procedures.
- Routine task are carried out more efficiently by following internal processes.
- Employees feel more empowered thus more responsible for their role. ✓

Source ? ✓

Lack of organizational structures leads to-

- Employees focus more on politics.
 - Routine tasks not carried out effectively and efficiently partly due to not knowing who they report to regarding different issues.
 - Due to the lack of internal processes much time and resources are wasted
 - The internal processes are so broken that this becomes a vortex into which seemingly all energy is sucked.
 - Almost all projects are “successful” because there is no clear definition beforehand of what success looks like.
- 

Motivation



- ▶ What is motivation?
- ▶ Why it is important to have motivation in business
- ▶ What are the consequences of a business lacking motivation

What is motivation?- Motivation is not an emotion, it is a purpose of all emotions. This means that emotions motivate us to perform actions. Emotions give us energy to act thus the reason we act is motivation.

Why it is important to have motivation in business-

- By having a well-motivated workforce the business benefits from many advantages such as, better productivity that brings down the cost of production and enables the business to sell the product or service at a lower price.
- The product or service is of better quality when motivated individuals or teams work on a product or service.
- Less absenteeism because workers happier with work/life, this also attributes to the retention of workers that brings down the training and recruitment costs.
- The relationship with company and trade unions is better due to workers being more content, this also improves the reputation of the company making attracting/recruiting better workers.

What is the consequences of a business lacking motivation-

- Lower productivity and performance that keeps products and services at higher cost.
- Businesses tend to have higher unexplained sick leave lowering productivity,

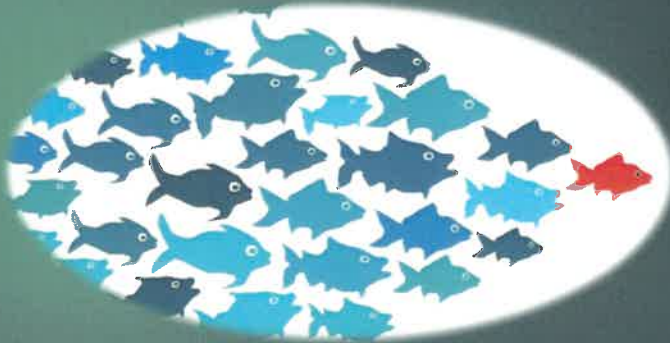
Source?

lowering profit.

- The quality of the product and service is of poorer quality leading to higher rejection rate of product and dissatisfied customers.
 - The atmosphere at work becomes strained leading to teams not functioning to their potential.
- 

Leadership

- ▶ What is leadership?
- ▶ How strong leadership effects organisations
- ▶ How weak leadership effects organisations



What is Leadership- Its main role is influence. It can be described in industry as the process of influencing other's behaviour to reach a common goal.

Why do organisations need strong leadership-

- Strong leadership will lead to workers feeling needed and valued at all levels throughout the organisation, this will also promote a positive attitude within the organisation.
- Leadership will use all the resources that an organisation has in the pursuit of its goals.
- Physical presence of leadership helps promote team building where workers share ideas and goal, it also creates good communication with less confusion in the roles of the organisational structure.

How weak leadership effect organisations-

- Weak leadership leads to issues being left unresolved, employees lacking guidance or direction to perform their role. This can be because the leader doesn't understand the direction the organisation should be heading.
- High turnover of personal can be contributed to weak leadership due to micromanaging employees and them feeling lack off opportunity thus leaving and the organisation losing good talent.

good reasons provided, but you have not saved anything.

- The cost to the organisation through weak leadership comes from hours correcting mistakes and unproductive performance.
 - Misinterpreting the truth, resulting in a feeling of lack of transparency in the organisation, leading to lack of respect for the leaders.
- 

Management

- ▶ How an organisation's success benefits from good management
- ▶ Effects of poor management



What is management- It's the process of dealing with or controlling things or people. Manager's role is to plan, organize and coordinate.

How a organisations success benefits from management-

- By having good management qualities such as interpersonal skills, mentoring abilities, employees in the organisation benefit from guidance and training.
- Management will be able to delegate work or share work load and responsibility throughout the department or team effectively.
- Motivation of the team and people by understanding what motivates the team and individuals to get them to reach their potential.
- Conflicts and discipline are dealt with promptly before negativity impacts on team or customers.
- Management make sure that communication is good throughout the team and organisation to improve efficiency and achieve goals and make employees know they are valued by giving feedback on accomplishments.
- A good manager has the ability to make future plans that involve the team problem solving, where creativity and collaboration thrive.

Effects of poor management

- If an organisation is managed poorly its effects are felt throughout the

organisation.

- Employees moral is lowered, that results in poor quality work due to lack of incentive to perform better due to efforts being recognised by managers.
- The employees are the face of the organisation and customers will see that there is little enthusiasm about the product or service.
- If employees are unhappy they create a negative image of the organisation that becomes a unpleasant place to work.
- Employees will leave the organisation resulting in high turnover that costs the money re training new employees.
- If management is not organised and good at planning the organisation can lose money through unnecessary planning and mistakes.

✓
No
Marginal
theory
referred to.

Marketing



- ▶ What is marketing?
- ▶ Why effective marketing leads to organisational success
- ▶ How ineffective marketing leads to organisational failure

What is marketing?-The marketing umbrella covers advertising, public relations, promotions and sales.

Why effective marketing leads to organisation success

- Effective marketing **informs** the existing and potential customers of the product or service that is being offered. It provides details of the core product and additional details customers may need to know, by doing this it helps with brand awareness as it expresses informative advertising.
- Marketing helps to **understand the customer**. During the first stage of the product life cycle market research is carried out to identify the market segment, then the product or service can be directed more effectively.
- **Sales can be gained** by using different ways to promote the product or service. These can be **mediums** such as social media, point of sales, promotions, TV or radio, website, word or mouth, and using them in combination will positively impact sales and organisation profitability.
- Marketing keeps customers informed and some mediums actively **engage** customers, such as marketing surveys that reward customers with products or discounts.
- **Healthy competition** is created based on the pricing of products and services among competitors giving opportunity for other companies to exist.

good

- The organisation's **brand** can be established. A good brand reputation in the market through good marketing will lead to the organisation ~~being~~ affiliated with certain standards, this will increase sales.

How ineffective marketing leads to organisation failure

- Ineffective marketing fails to inform customers of products and services or fails to give details that customers need to know. This leads to loss of sales and lowers the brand's image.
 - By failing to conduct effective customer research there can be a lack of understanding to where the organisation market segment is so marketing campaigns may be less ineffective in generating sales or investment.
 - By not promoting the product or service through various mediums the organisation's sales will not reach their true potential.
 - If customers are not engaged this will result in customers leaving and going to other organisations, leading to doing less business, resulting in falling sales.
 - An organisation that has developed a **weak brand image** may suffer from poor customer awareness, lack of repeat business and inability to leverage product or service price.
- 