

63% 63%

APPENDIX GA36a

LEVEL 4 ASSESSMENT SPECIFICATION

Student name:	Joshua Hunt	Student ID number:	
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.

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 very well researched write up on the case study. You have used the research well, and in most cases have applied it to the company.	30	20
2. Knowledge and Understanding of Subject Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.		
Your knowledge is detailed and you have used it to really analyse the company, and provide some valid solutions.	25	17
3. Analysis Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence		
You have provided sound and logical suggestions to the issues, backed up by excellent subject knowledge.	15	9
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 explained the concepts well, and a lot of the time have provided creative solutions.	15	9
5. Skills for Professional Practice Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.		
The presentation could have contained a lot more general information.	15	8

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)		63 %
	Up to one-week late		
	Over one week late		

COMMON ASSESSMENT AND MARKING CRITERIA

Assessment Criteria	OUTRIGHT FAIL	UNSATISFACTORY	SATISFACTORY	GOOD	VERY GOOD	EXCELLENT	EXCEPTIONAL
	0-29%	30-39%	40-49%	50-59%	60-69%	70-79%	80-100%
1. Research-informed Literature Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions	Little or no evidence of reading. Views and findings unsupported and non-authoritative. Referencing conventions largely ignored.	Poor evidence of reading and/or of reliance on inappropriate sources, and/or indiscriminate use of sources. Referencing conventions used inconsistently.	References to a limited range of mostly relevant sources. Some omissions and minor errors. Referencing conventions evident though not always applied consistently.	Inclusion of a range of research-informed literature, including sources retrieved independently. Referencing conventions mostly consistently applied.	Inclusion of a wide range of research-informed literature, including sources retrieved independently. Selection of relevant and credible sources. Very good use of referencing conventions, consistently applied.	A comprehensive range of research-informed literature embedded in the work. Excellent selection of relevant and credible sources. High-level referencing skills, consistently applied.	Outstanding knowledge of research-informed literature embedded in the work. Outstanding selection of relevant and credible sources. High-level referencing skills consistently and professionally applied.
2. Knowledge and Understanding of Subject Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.	Major gaps in knowledge and understanding of material at this level. Substantial inaccuracies.	Gaps in knowledge, with only superficial understanding. Some significant inaccuracies.	Evidence of basic knowledge and understanding of the relevant concepts and underlying principles.	Knowledge is accurate with a good understanding of the field of study.	Knowledge is extensive. Exhibits 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.	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:	Joshua Hunt	Student P number:	
Programme:		Year of programme	
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	Joshua Hunt	Date	2 / 5 / 19
Student's Signature	J. Hunt		

Management, Innovation and / sustainability

By Joshua Hunt

*It includes
some applicable
information, but
there is very little
breadth or depth
to this
pursuit.*

HUN16831806



Organisational Success

What Factors lead to a successful organisation?

- Organisation Structure
 - PESTLE and SWOT analysis
 - Leadership & motivation
 - Marketing
 - Efficient production
- 



Organisational Structure

- An organisational structure is a system to direct roles and responsibilities in order to achieve the main goal of the business.
- The organisational structure also determines how information flows between levels of the company, this of course depends on the type of company as there are different types of structures. ✓



Different types of organisational structure

Entrepreneurial Structure

- * Usually this is when someone is working on their own and quick decisions are essential. As they don't really have anyone to consult with and responsibility lies with them, they are able to make rapid decisions without consulting anyone.
- 

Different types of organisational structure

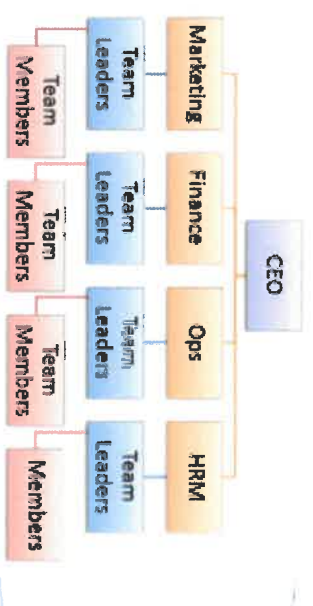
Hierarchical structure

- * This is known as the more traditional structure for medium to large companies and operates in a department type system so each person has their own roles and responsibility

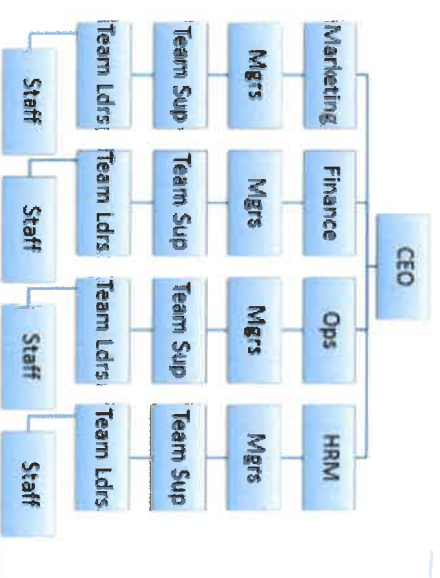


Different types of organisational structure

Hierarchal structure



tutor2u

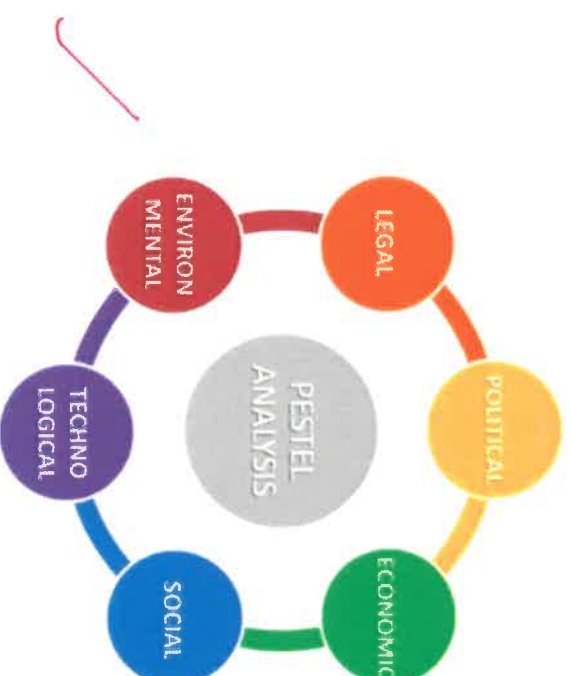


This hierarchy has six levels
= very tall

tutor2u

PESTLE

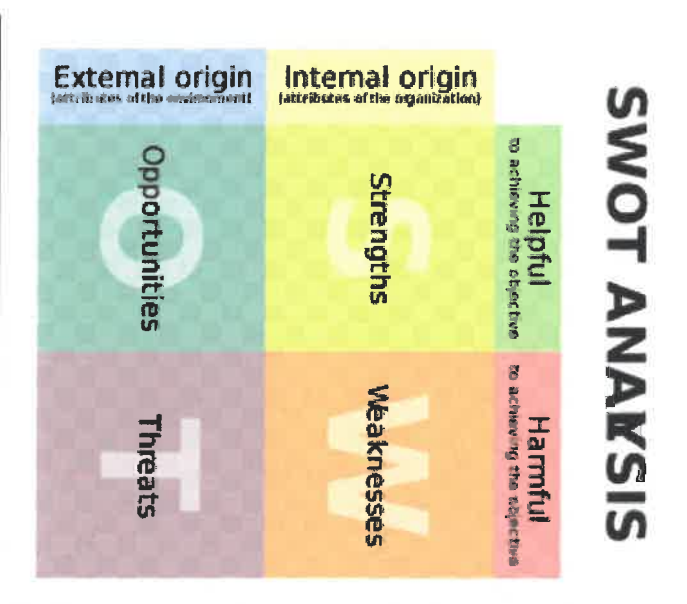
- PESTLE or PESTEL is used to analyse what's going on in the world so your company can react and make the most of it. It is divided into 5 sections.

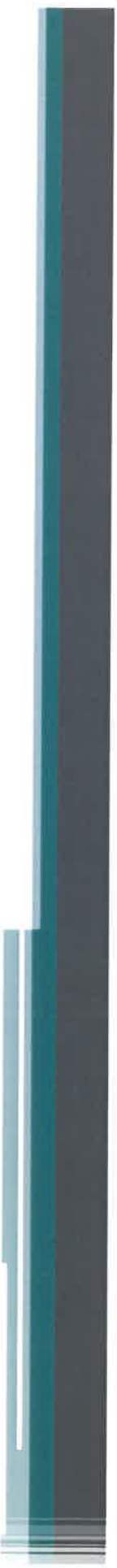


SWOT

- SWOT analysis is used to identify the **STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS** of your company in order to grow and succeed.

SWOT ANALYSIS





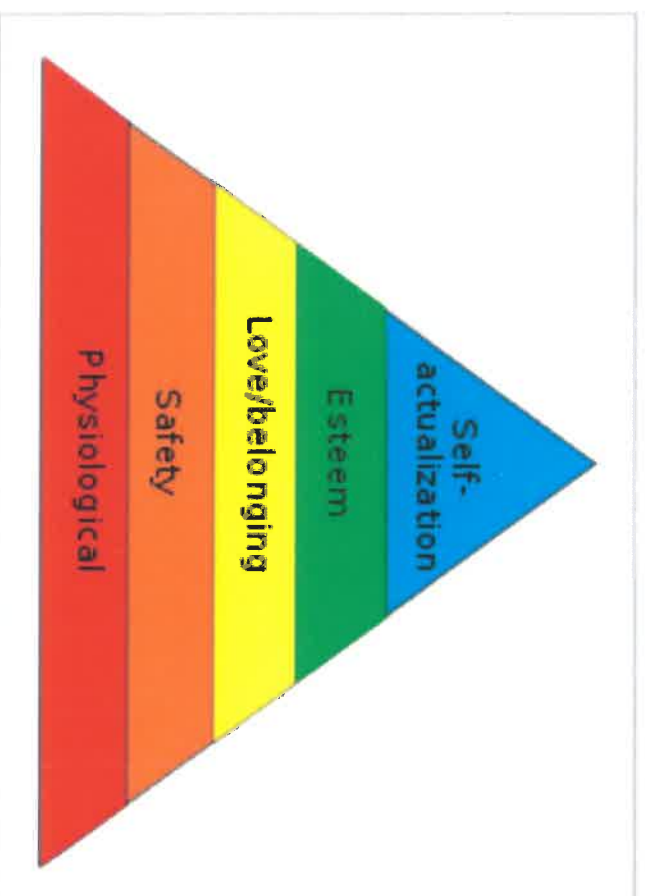
Leadership & Motivation

- Being a leader comes with many responsibilities one of which is motivation and there are different theories on motivation one of which is Maslow's hierarchy of needs.



Leadership & motivation

- **Maslow's hierarchy of needs.** Maslow's theory looks at the natural behaviour of humans, he constructed a pyramid which is divided into five different classes in order which he believes is the pattern human motivation occurs. Below is a pyramid of Maslow's hierarchy of needs, with the more basic needs at the bottom.



zone

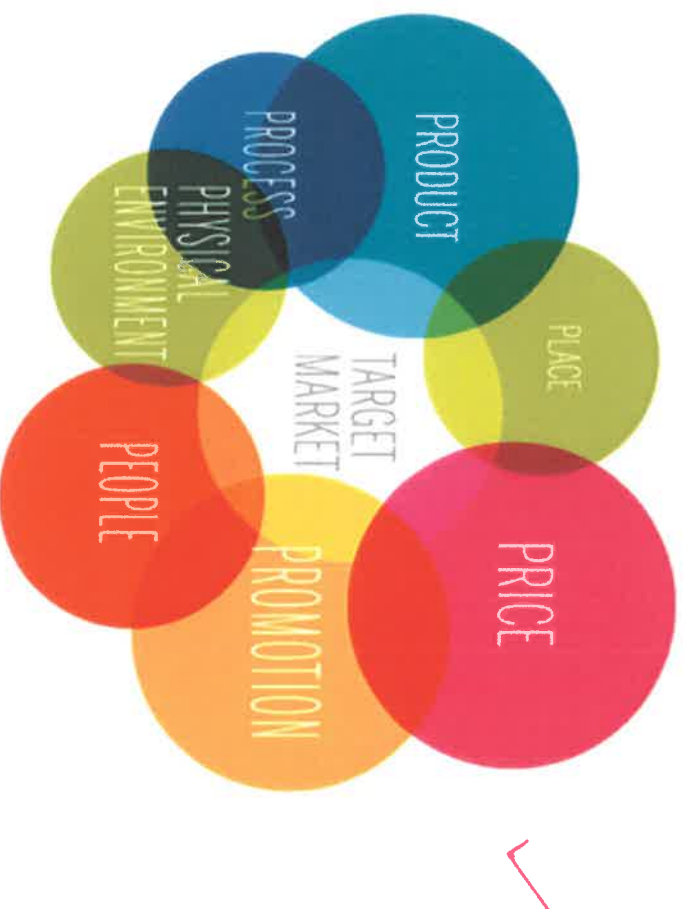


Leadership & motivation

- In order to motivate its team a leader should possess the following qualities.
- A true sense of responsibility
- Communication skills
- Transparency and honesty
- Emotional intelligence
- Creativity and proactively
- Commitment to a clear vision
- Problem solving skills

Marketing

- Marketing is key to any business and a tool used as a base to this is known as the marketing mix which is also known as the 4Ps or 7Ps as you can see below what makes up the mix.





Efficient production

- There are many elements to efficient production such as a motivated team, another is equipment. Ensuring the equipment is the best is important as not only will this keep the staff happy it will also allow them to carry out their work to the best of their ability.
 - Buy or lease equipment?
- 

Efficient production

- Pros and cons buying ;
- Ownership
 - Able to sell to invest in something else
 - Higher initial expense
 - Getting stuck with old equipment ✓

Efficient production

- Pros and cons of leasing ;
- Less initial expense
- Flexible terms
- Get the newest equipment
- Overall cost usually higher
- You don't own it





Questions?

3/28/2019

Management, Innovation and Sustainability

Module Code: M5X01176



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GOWER COLLEGE SWANSEA

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Introduction

I have been working as an engineering technician for a small to medium sized engineering company manufacturing parts for the aircraft industry. My 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 the hope of changing the trend of the company with its steady decline in turnover and profit and I believe I am the perfect candidate for this role. With my experience in the company as an engineering technician and my knowledge on factors that can lead to organisational failures which will be addressed in this report, I believe I can change the company for the better. Below is a list of issues which I will address in this report:

- 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

Before going into detail about various factors which can improve a company it's important to first understand the company to see where it is failing and how to improve it. A PESTLE and SWOT analysis is a great way to dissect the business to point out such factors. A PESTLE analysis is a tool used by marketers to analyse and monitor the external marketing environment factors that have an impact on an organisation. The result of which can then be used to identify the threats and weaknesses which is used in a SWOT analysis. Below you will find these analyses personalised to this company.

a good introduction

PESTEL ANALYSIS:

Political * Political instability * Aviation policy
Economic * Inflation * slow but stable growth of developed countries * increase in disposable income
Social * Increase in tourism & business travellers * Changing population demographics
Technological * Increasing of technology with focus on <u>smartphone technology</u> * <u>Increasingly fuel-efficient aircraft</u>
Environment * Greenhouse & carbon emissions * Noise pollution
Legal * Health and safety regulations * Rising legal minimum wage * <u>Standards and Regulations within the industry</u>

Political - With the current situation here in the UK regarding Brexit, the uncertainty with global trade is worrying as this would have an effect on airlines and therefore impacting our company in which we manufacture the parts.

Economic – with unemployment rates decreasing and people having more disposable income, airlines are benefitting as airfares are also increasing which has an impact on the parts we produce.

Social- with people living longer there's a larger demographic of over 65's retired and looking to travel which helps growth within the industry.

Technological – the increasing advances with technology and smartphones, its making it easier to book flights with airlines and more people spending money with the airlines will benefit us.

Environmental – As climate change is a big factor in today's society passengers and companies are becoming increasingly active in attempting to reduce their carbon footprint. The industry has responded to this by investing research and development to encourage the production of fuel efficiency and how we produce our parts.

Legal – Heavy machinery and dangerous equipment in the workplace requires the correct procedures and qualified staff to be on hand in regards to the health and safety regulations. As well as procedures for any risks that may occur such as fire.

*good attempt
to link the
PESTEL
model to
the company.*

SWOT ANALYSIS

Strengths • Small to medium sized company meaning better relations and more hands on leadership approach • Been around for a number of years so have great experience and know how to improve • Number of experienced staff so there's a strong base ✓	Weaknesses • Falling sales • Limited European and international customer base • 10% reduction in production targets on previous year • 5% increase in product rejection rates • Unusually high turnover ✓
Opportunities • Opportunity to get new staff with high motivation and drive to better themselves and the company • New engineering project manager so new and fresh ideas • Chance to create new relationships with new suppliers and customers ✓	Threats • Losing out on business due to other companies having more experienced workers • Risk of not gaining new customers due to the fact of not having a long term relationship and trust with them • New manager could lead to an initial slow period in the transition phase from old to new ideas ✓

good.

Falling Sales

One of the main issues that are to blame for the steady decline in turnover and profit is of course the falling of sales. This can be down to many different reasons but with the right approach it can be dealt with. The first step is to identify the factors which can result in the declining of sales.

It all begins from the top, management is a key factor to ensuring everything runs smoothly which is why the role of project manager is very important. Ineffective management will have an impact on every member of key staff and may cause a lack of confidence. Although there are many functions of a manager, one key aspect which I will write about for this section is motivation. Motivation amongst workers is very important as not only does it get the best out of them but it also makes them want to come to work which will also reduce the likelihood of members of staff going off work on the 'sick'. ✓

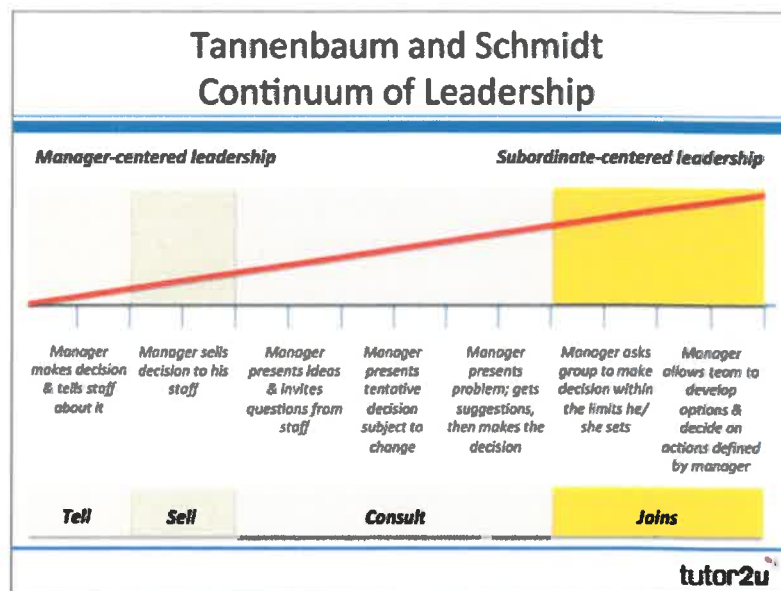
There are a number of motivational theories one of which is McGregor's theory X and theory Y. Theory X managers tend to think that their team members are naturally unmotivated and dislike work which will lead the manager to take on a more authoritarian style of management. This approach is very hands on and usually involves micromanaging peoples work to make sure it is done properly. They also believe to get the best out of team members they should be prompted, rewarded or punished constantly to make sure that they complete their tasks. This is a very

good

• Management, Innovation and Sustainability

outdated method and often ends up demotivating members. However theory Y is when managers believe team members take pride in their work which leads them in taking a more participative style of management to allow staff to take ownership of their work which will spread trust amongst the team. Theory Y has become more popular among organizations, this gives workers the desire for more meaningful careers that provide them with more than just money. (Mindtools, 2016) ✓ good

To get the best out of the workers and to motivate them it all comes down to the **leadership style**. Although there is more than one way to lead a group to the best of its ability and a lot of that depends on the task in hand, having an understanding of the different leadership styles will benefit this company by adapting to the situation. Tannenbaum and Schmidt devised their continuum that illustrated a range of potential leadership and management styles. (Riley, 2017) ✓



The Tannenbaum and Schmidt continuum recognises that the chosen leadership style depends on a variety of factors such as the leader's personality and the ability of its workers. It also allows for factors such as the need for urgency in leadership and decision making.

The continuum represents a range of action related to the:

- Degree of authority used by the leader or manager
 - Area of freedom available to non-managers
- ✓ good.

The four main leadership styles that can be seen in the image above are TELLS, SELLS, CONSULTS AND JOINS.

TELLS – This is a very strict, no leeway style of leadership. Basically whatever the leader says then it's expected that the subordinates comply. Although this may seem narrow minded in certain situation this is the best way to complete a task.

SELLS – This is another example of the leader making the final decision, however with this style the leader will try to persuade others and overcome resistance that this is the best way forward through discussion. ✓

• Management, Innovation and Sustainability

CONSULTS – This is a more diplomatic style of leadership, as the leader will identify problems and present it to the group allowing suggestions and advice before making the final decision.]

JOINS – The leader will define the problem and pass it on to the group to solve and make a decision. Although this may seem lazy, it can also be a very sensible approach depending on the situation, as more often than not the leader can be very out of touch from the work on the floor. Therefore who better to solve a problem than the people who carry out the job day in day out.

Limited European and International customer base

relating this to the company, would have been really interesting.

Another aspect as to why a company may not be hitting the heights it should is the fact they are not reaching a wider audience with its product. Marketing is a very important step in attracting new customers. The goal is to anticipate the needs and wants of potential customers and satisfy them more effectively than competitors. **The marketing mix** is a tool used to promote a product in the market. It's about putting the right item in the ideal spot, at the right cost, at the ideal time, this is also known as the 4Ps in marketing.

The marketing mix is basically a general expression in business used to describe the types of decisions that need to come into consideration when bringing a product to sale which will increase the chances of shifting this product. The 4Ps this tool refers to are Product, Place, Price and Promotion.

Product – This is where we ask ourselves question on the product and what service it should supply. We need the product to fulfil the clients' needs. We also need to show why we are different from our rivals, seeing as the company is one which manufacturers' parts for the aircraft industry I believe our main selling point is safety, so getting across why our products are better quality to our rivals would be a main positive when competing for contracts.

Place – Location is very important in having a positive effect on the sales of this company. Researching where and who will be using our products we can use the business definition of 'Centre of gravity' to identify where the best place for a distribution centre would be, taking into account the best routes ect this will have a positive impact on the logistics side of things and save money which will benefit us and the client.

Price – This is probably the biggest factor to consider as this could be the biggest deal breaker to successfully offload our products, so it's important we do our research to identify the value of our item to the buyer while also being competitive with our rivals. Discounts on bulk buying is another way to seem more appealing and stand out from the rest.

Promotion – Finally we come to promotion, this is where our marketing team need to identify the best way to showcase our product to win more clients. Obviously being a manufacturer for aircraft parts, advertising on television wouldn't be an effective way as most people sitting down watching T.V wouldn't have an aircraft therefor it would be wasted on them. Perhaps a more effective way would be to set up meetings with the appropriate people/business' and also look into how our rivals

to their promotion and consider the good points on how they do it and where we can improve. (mix, 2012)

Reduction in production on previous year

A 10% reduction in production targets on the previous year is totally unacceptable as the main goal with any company is to keep progressing each year. Ensuring the equipment is the best is important as not only will this keep the staff happy it will also allow them to carry out their work to the best of their ability. There's also an escalating maintenance costs issue within this company so to make sure we have the best equipment and that it doesn't have a negative effect on our turnover and profit, research and decisions will be made in terms of buying or leasing the equipment. There are a number of advantages and disadvantages to leasing for example, by leasing you don't have to pay the full cost of the asset up front, you can have access to a higher standard of equipment as it may be too expensive to buy outright and also you pay for the equipment over a period of time which will allow us to budget. On the other side by leasing it may end up being more expensive in the long run, depending on the agreement the company may be locked into a long term contract which can be difficult to terminate so obviously all these factors will have to be considered. However with the best equipment and a happy workforce there's no reason why there should be a reduction in production. By having the best equipment this also reduces the chances of having breakdowns, lost time in breakdowns can cost a lot of money for the company, maybe even more than what it would cost for the best equipment in the long run, the time lost through this we will never get back. Another reason why it's important to have the best and new equipment is that it will be much safer than the older version and if we continue to use old equipment and someone gets hurt then the company will have a huge financial deficit due to these **lost time accidents**. (nibusinessinfo, 2011)

an excellent analysis on equipment

Increase in product rejection rates

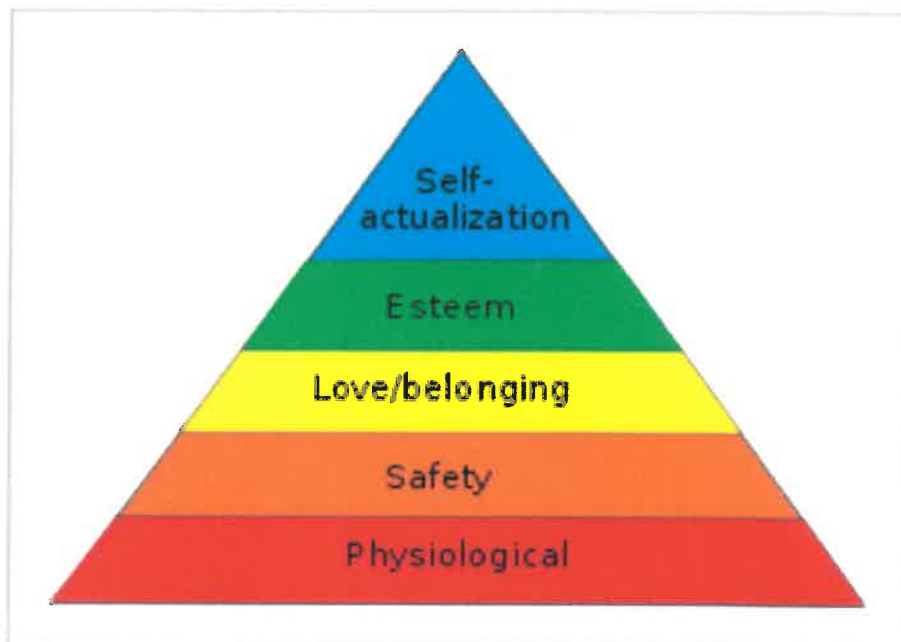
Again, if we as a company want to progress and be the best then it is vital that our product can be trusted and satisfying. With the 5% increase in product rejection rates there's obviously something going wrong. There are many different reasons which could lead to poor product, such as poor equipment, ~~un~~^{de} motivated staff, lack of training and so on. I have already touched on the importance of having the best equipment but having a motivated team is very important. If the people of this company are not happy it can lead to a massive domino effect. Unhappy workforce can lead to staff turnover which means less experienced and more training required, this will undoubtedly lead to a less quality product.

good

High turnover of staff

As stated above one of the main reasons as to why a product may be declining is down to the quality which is ultimately down to the fact the staff are less trained, seeing as our company has an unusually high turnover of staff its quite easy to see the poor results as we have to keep training new staff. **Motivation** is key. Motivation is what gets people out of bed in the morning to attend work in the first place, with the many different techniques which have been studied and are available for research it's important we learn and apply these methods.

I have previously touched on one motivational theory in this report which was McGregor's theory X and Y, another is **Maslow's hierarchy of needs**. Maslow's theory looks at the natural behaviour of humans, he constructed a pyramid which is divided into five different classes in order which he believes is the pattern human motivation occurs. Below is a pyramid of Maslow's hierarchy of needs, with the more basic needs at the bottom.



quite descriptive

Physiological – This is the very basic needs of a human, basically things that are vital to our survival such as food, water and breathing. Very simple.

Security - As you go up the pyramid the requirements start to become a bit more complex. At this level the primary needs are safety and security. Some basic security and safety needs are financial security, health and wellness and safety against accidents and injury. So finding a job that offers a good wage, pension and a health care benefit will motive the security and safety needs.

Love/belonging – At this level, the need for emotional relationships motivates human behaviour. Some of the things that satisfy this need include making friends, having a family, being part of a social group etc. To achieve this in our workplace we can loosen the reins, allow staff make their own decisions within reason, encourage teamwork and allow a sense of accomplishment. Show that we are grateful for their service. *good*

Esteem – This level is the need for appreciation and respect. When the needs of the bottom three levels have been completed, the esteem level begins to play a role in a person's motivation. At this point it becomes important to gain respect and appreciation that you're doing a good job. The need to receive recognition of your accomplishments is vital to this level of motivation. To impose this at our company we can applaud results and perhaps give rewards to show our appreciation and improve the mood.

Self-actualization – Maslow's definition of this level is "what a man can be, he must be" this is the peak level and refers to the need people have to fulfil their full potential. People that have reached this level tend to be concerned with personal growth and less concerned with the opinion of others.

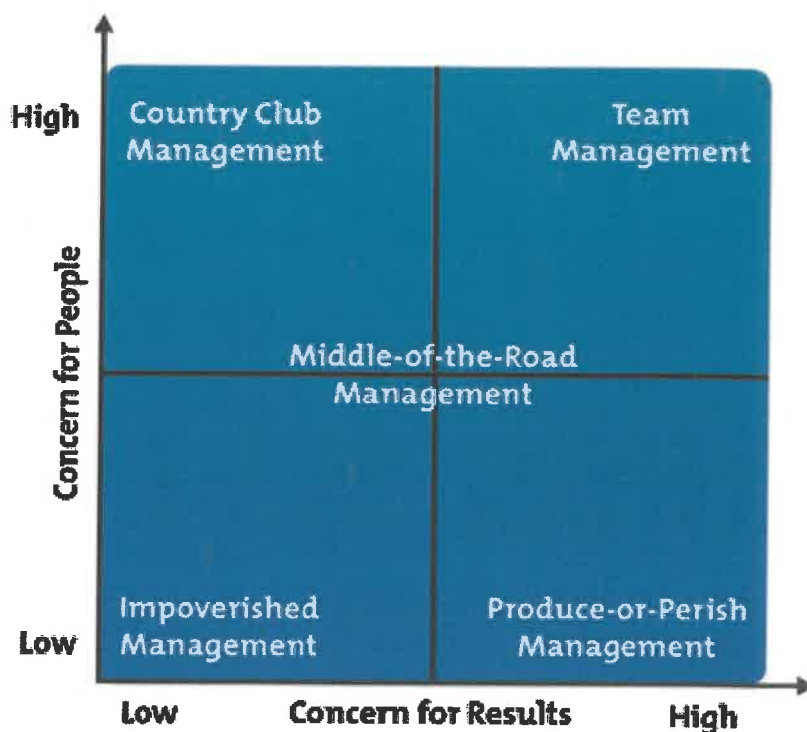
This is just one of many theories out there, I personally find there is not one and only right way to motivate people and make them happy and want to attend work. But having an understanding of the many different theories, even the ones that seem less humane will allow you to have a more open mind and the ability to recognize what motivates different individuals. *good*

I have spoken about Maslow's hierarchy of needs which focuses on the psychological side of things, another motivational theory is Taylor's motivation theory, and this focuses more on the scientific. In summary Taylor believed a person's motivation was down to one thing, which was money. He argued that workers naturally do not enjoy work therefore needed to be closely watched and controlled to ensure they completed tasks. He would watch the most efficient workers to see how they get their results. Set out exactly how work should be done in the future through having clear-cut, defined instruction the worker must do whether they are right or wrong. Also create a pay scheme where the more efficient workers will be rewarded and the less would be penalised. Although this theory may seem very strict and outdated there are some elements to it which would benefit certain working environments. For example a leader of a police operation may have to make quick decisions and need the workers to follow his instructions exactly. Where as a teacher in school may have their own style of teaching therefor strict instructions from higher members of staff will undoubtedly put them off and there's also no need for it. (Mcloed, 2018) *good*

Finally, as I began this report discussing leadership and seeing as I'm writing this report in response to the position of 'Engineering Project Manager', I will end with what makes a true leader. Everything I have discussed thus far can only be implemented if the leaders deems it fit. From tackling the falling sales, reduction in production, increase in product rejection rates, escalating maintenance costs and the theories to tackle these issues will all mean nothing if the wrong leader is selected and has different ideas. *good*

I have already discussed the Tannenbaum and Schmidt continuum of leadership. Another theory is 'Blake Mouton Managerial Grid'. The Blake Mouton managerial grid is based on two behavioural aspects, **the concern for people** and **the concern for results**. A leader that has a concern for people will look at their needs and interest to develop a plan when looking to accomplish a task where as if a manager has a concern for results, they will emphasize concrete objectives, organizational efficiency and high productivity when deciding how best to accomplish a task. Although it's not great to neglect either one of these factors it can be just as damaging to find the middle ground between the two as this can create an average team that does not wish to better themselves or the company, so it's important to have an understanding of this to develop skills and use in different situations.

Figure 1 – The Blake Mouton Managerial Grid



The Leadership Grid® figure from "Leadership Dilemmas – Grid Solutions," by Robert R. Blake and Anne Adams McCanse (formerly the Managerial Grid by Robert R. Blake and Jane S. Mouton). Houston: Gulf Publishing Company, Copyright 1991 by Grid International, Inc.

Above is The Blake Mouton Managerial Grid and as you can see it has five different sections. The lowest of the low in regards to management style is **Impoverished Management**, this is a lazy style in which the manager has very little concern for people or for the task. This style will inevitably result in disorganization, dissatisfaction and disharmony. **Country club management** has a high concern for people but low concern for the task. They will focus on creating a safe, comfortable working environment with minimal conflict. However this method will more than likely lead to low

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productivity. **Produce or perish management** is a very autocratic style, very much consistent with McGregor's theory X which I've previously discussed. Workers have to complete the task nothing else matters. According to Blake Mouton, **Team Management** is the most effective style of management. This style is consistent with McGregor's theory Y as it reflects a leader who is passionate about not only his work but the concern for the people he works with. Finally **Middle of the road management** tries to balance results and people, although this may sound a very diplomatic way to keep everyone happy while also achieving results it is thought to be the less effective leadership style with the likelihood that the team will deliver only mediocre performances. (Taylor, 2018)

A true leader should also possess a set of essential qualities such as;

A true sense of responsibility – They never look to blame others but instead find a solution to solve the problem at hand.

Communication skills – obviously the leader needs to be understood and able to transfer their thoughts in a clear way.

Transparency and honesty – an honest boss will likely attract loyal followers as they will feel they're working for a fair boss who they can trust.

Emotional Intelligence – they need to be in control of their thoughts and not get carried away with the situation, be able to deal with pressure without taking it out on staff as this will just breed stress amongst the team.

Creativity – if a leader is using is advanced creativity in a proactive manner, the companies going to grow consistently.

Problem solving skills – Finally a true leader embraces daily problems instead of ignoring and denying them. Problems will arise in any work place but a lead who sees them as normality and loves to solve them then the company will continue to be a success.

To conclude I believe I am the best person for the position of engineering project manager as I posses these qualities and have a vast knowledge on the key factors that influence organisational success as I've outlined in this report.

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