



UNIVERSITY OF WALES

**Trinity Saint David
London**

**Module Title: Workplace Culture and its
impact on Organizational Efficiency**

Module Code: BMSW5105

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Assignment Title: Individual written report

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Executive Summary

This report has provided an overview regarding different environmental factors that create impact on the organisation, Aston Martin, a British independent manufacturer of luxury sports cars and grand tourers. The report has structurally provided the market analysis and competitive evaluation on such organisation. The report has provided an overview regarding the implementation of effective models such as PESTEL and Porter' five forces model. It has also reflected on the workplace culture of Aston Martin, spending on the source and opinions of the consumers and employees in general. Lastly, appropriate and justified solutions were provided for the organisations in terms of ethical layoffs and sourcing of raw materials.

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Task 1: Individual Report

Overview of the Organisation

Aston Martin is a British independent manufacturer of luxury sports cars and grand tourers, which was established and founded in 1913 by Lionel Martin and Robert Bamford. As per the record of 2018, Aston Martin generated revenue of nearly about £1.1 billion, from which 1.01 billion was made through sales of vehicles (Statista, 2020a). In 2019, the company in the UK employed about 80,000 people from different regions of Britain (Wagner, 2022) (*refer to figure*

1). The expected revenue of Aston Martin in 2022 has been projected to be £209.37 million and the unit sales of the company has been expected to reach 1.1 thousand vehicles by 2026 (Statista, 2022b).

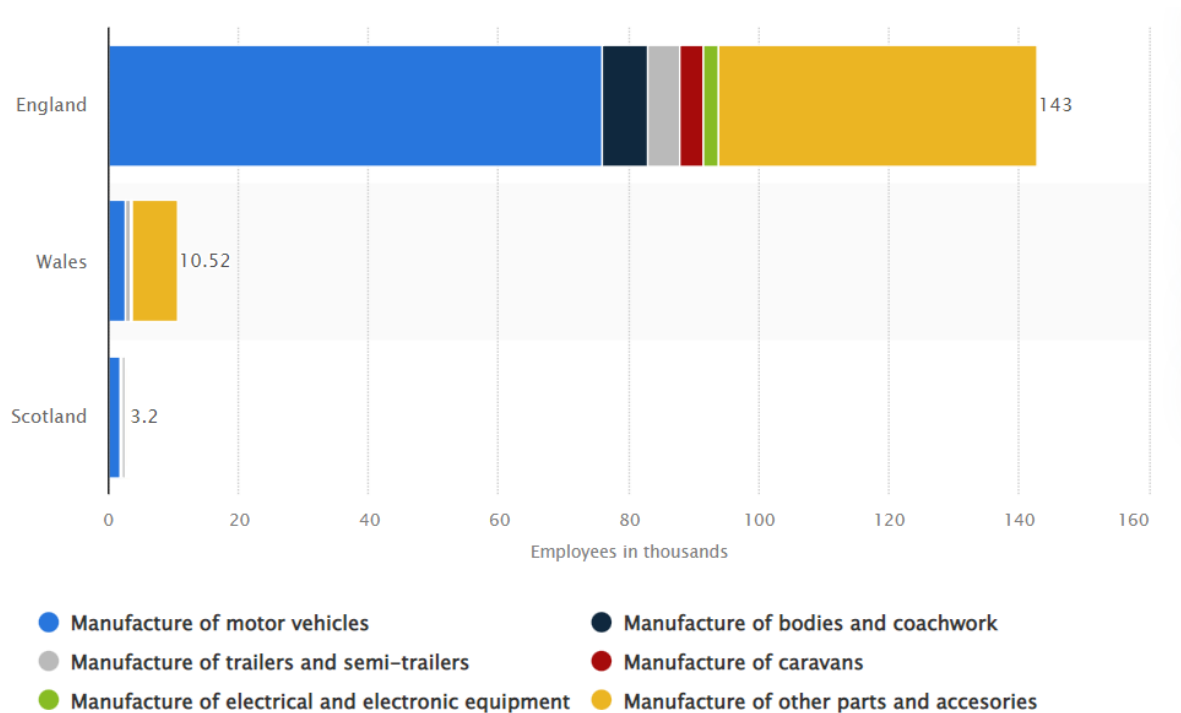


Figure 1: Employment of Aston Martin in the UK

(Source: Wagner, 2022)

Overview of key Business environmental scanning or analytical tools

Business environment is the sum of external and internal factors that includes needs of buyers, employees, supply and demand, clients, owners, innovation in technology, tasks carried out by government, different market trends, etc. By analyzing the business environment, opportunities for further growth is analyzed and this enhances overall performance of an organisation within any specific industry. Business environment is one of the most important aspects of any organisation (Cherunilam, 2021). Since business environment keeps changing and it is highly uncertain, analyzing the impact of different factors that affect core operational, management and administrative processes is essential. Considering nature of business of environment, factors including interdependence, complexity, uncertainty, inter-relatedness, relativity and dynamic aspects affect operational processes to a large extent. In order to analyze the implications of such aspects, some relevant models and frameworks are applied (Cepelet *al.*, 2019).

The business environmental scanning or analytical tools that will be incorporated within this report includes PESTEL frameworks and porter's five forces model. PESTEL analysis, which is even termed as PEST analysis, is one of the concepts of marketing principles that is applied for keeping track of the external environmental factors that create impact on an organisation (Perera, 2017). By applying such business analysis tool, marketers and entrepreneurs get the scope of making appropriate decisions through analysis of the political, economic, social, technological, environmental and legal factors. For understanding the implications of the political, economic and social environmental aspects along with legal, technological and environmental aspects, effective data can be used for making any important decisions by Aston Martin. Furthermore, for workforce, management and strategic business planning, this business environmental scanning tool will be effective.

Besides the application of this framework, it has been identified that Porter's five forces model will also help in determining implications of the external environmental factors. Porter's five forces is a framework that helps in analyzing competitive market environment. Through this model, five competitor forces, namely, bargaining power of buyers and suppliers, threat of entrants, threat of substitutes and threat of rivalry, help in determining strengths and weaknesses of a brand within a specific industry(Dobbs, 2014). In this report, such factors will be applied for the organisation, Aston Martin. Based on these factors, it will be easier to measure competition, attractiveness, competition and profitability of the brand in the automotive industry. This will, in turn, benefit the company in assessing attractiveness of the entire brand within the industry. Aston Martin will be able to initiate changes within operational aspects by analyzing implications of such external environmental factors.

Broader Environment Analysis of Aston Martin

PESTEL Analysis of Aston Martin

The application of the PESTEL framework will help in analyzing the external market environment of the organisation, Aston Martin, in the UK. Through this framework, the political, economic, social, technological, environmental and legal factors will be analyzed thoroughly. In the following section, the PESTEL framework has been incorporated:

Political Factors

Political stability within the UK market has led Aston Martin to introduce new designer sports and luxury cars. By maintaining guidelines of the taxation policies, this car manufacturing brand

has been able to increase its profit and utilize such capital for its R&D (research and development) works (Alanzi, 2018). This brand has been following guidelines as per safety regulations for ensuring safety of passengers. However, an important aspect that needs to be considered here that the initiation of the COVID-19 protocols by the government within the nation has created detrimental impact on the sales of Aston Martin in the last two years. Since protocols relating to social distancing and other rules have been imposed for avoiding spread of virus, Aston Martin has faced challenges in carrying out different core operational tasks from manufacturing to supply of cars.

Economic Factors

With growing disposable income of customers, most of them have been spending significant amount of capital for purchasing luxury cars launched by Aston Martin. Moreover, skill level of workforce is high and this will help in utilizing global opportunities by this automotive brand. High skill level of workforce has even helped in improving service quality by Aston Martin (Shtalet *et al.*, 2018). However, the implementation of protocols in the pandemic phase has resulted in lowering workforce base. This has created repercussions for the organisation in maximizing its revenue and profit. Loss of £227m in the first half of 2020 has led Aston Martin to face issues in terms of launching new cars.

Social Factors

Aston Martin highly relies upon changing preferences of buyers. For instance, the changing demand for different luxury cars has led this organisation to launch some new models such as Aston Martin DBX, DB11 and Vantage in the market. Furthermore, by understanding societal norms, this brand has recognized that popularity of driving has resulted in increasing demand for different cars within the industry (Ventura, 2021). Owing to the negative implications of the pandemic, protocols have been implemented by Aston Martin for protecting employees engaged in manufacturing works. Production works are carried out in a way that has led employees to work in alternative shifts.

Technological Factors

The increasing demand for different luxury and sports car has led Aston Martin to incorporate hybrid technology in every model. By combining electric batteries with petrol engines, this brand has focused on fulfilling demand of customers in the global market. Additionally, mobile workstation technology has led in delivering remote collaboration workflows and computing

structure by the organisation (Simkin, 2016). As a result, perfection in design within different car models has helped in attracting customers.

Environmental Factors

Environmental sustainability is the core component of the wider business strategy of Aston Martin. The employees of this organisation have been following guidelines implemented for protecting environment. With this, reduction in usage of energy, water, and other resources for manufacturing and operation of vehicles has helped in protecting environment. The application of Building Management System (BMS) tool allows analysing, capturing and reviewing energy consumption, water usage and in gathering carbon emission data (Donkin, 2015). Also, by working with Total Waste Management Contractor, this organisation has been able to reduce waste.

Legal Factors

The privacy policy maintained by Aston Martin has resulted in protecting confidential data of buyers. By collecting, processing and managing data, this organisation ensures buyers that no personal information will be utilized inappropriately. Privacy rights of customers are maintained as part of such policies (Bailey, 2017).

Porter's five Forces of Aston Martin

Aston Martin being a renowned British independent manufacturer of different cars has developed a strong position in the automotive industry of the United Kingdom. For analyzing the competitive market environment of Aston Martin, it is important to determine the factors that have helped in development of the business within the concerned industry. In the following, the application of the porter's five forces model has helped in determining such aspects regarding the independent car manufacturing company:

Threat of Substitutes: The threat of substitute products is high for this recognized automotive brand in the UK. For instance, the new designed cars launched by Ferrari, Bentley Motors and McLaren Performance Technologies have increased competition with the automotive industry. New designer sports cars launched by some of these brands have posed threat for Aston Martin (Rothaermel, 2016). In addition to this, Aston Martin has faced challenges in terms of attracting customers from the UK and global market.

Threat of New Entrants: This is low for the concerned organisation since Aston Martin has implemented effective strategies that have led in introducing new designer cars that new brands have failed to introduce (Dälken, 2014). Furthermore, unlike Aston Martin that have turned to different foreign suppliers for supplying cars, new automotive manufacturing companies have failed to do so due to unavailability of adequate capital.

Rivalry among existing Players: The rivalry among the existing players is low for this organisation. In terms of its UK competition, Aston Martin witnesses a high competitive rivalry from Ferrari N.V, Bentley Motors and McLaren Performance Technologies. As per the car pricing strategy, Ferrari secures better residuals than Aston Martin, as the cars of Ferrari are more superior to just higher-performing vehicles unlike the cars of Aston Martin. Being the highest competitor of Aston Martin, the ***Portofino*** of Ferrari brand can jump from 0 to 60 mph in 3.5 seconds and reach to a speed of 200 mph, as compared to Aston's ***Vantage***, which can reach to 60 mph in 3.6 seconds and achieve 195 mph speed (Continental Ferrari, 2022).

Bargaining power of Buyers: As Aston Martin is a customer-centric company and possesses a range of competitors in the UK market, the bargaining power of customers or buyers become moderate. Aston Martin operates in the high quality and expensive luxury sports car industry, the company procures a moderate amount of competitive advantage in the UK market and therefore, the consumers or buyers possess a wide range of other options to choose from during an economic downturn (Fazendeiro, 2020). Therefore, the ultimate power of providing Aston Martin a competitive advantage and successful position of the market thoroughly lies with the customers.

Bargaining Power of Suppliers: The UK automotive company is divided into component and manufacturer segments. Therefore, collectively, both the segments contribute over £4.5 billion value and employ around 115,000 people. Therefore, Aston Martin consists of a wide range of supplier markets, which contributes to a lower bargaining power of the suppliers towards Aston Martin. Both the component and manufacture segment of the company caters to its dominance on the supplier market to retain their strong and competitive hold in the UK market in terms of rivalry and suppliers at large (Kendall, 2020).

Workplace Culture in Aston Martin

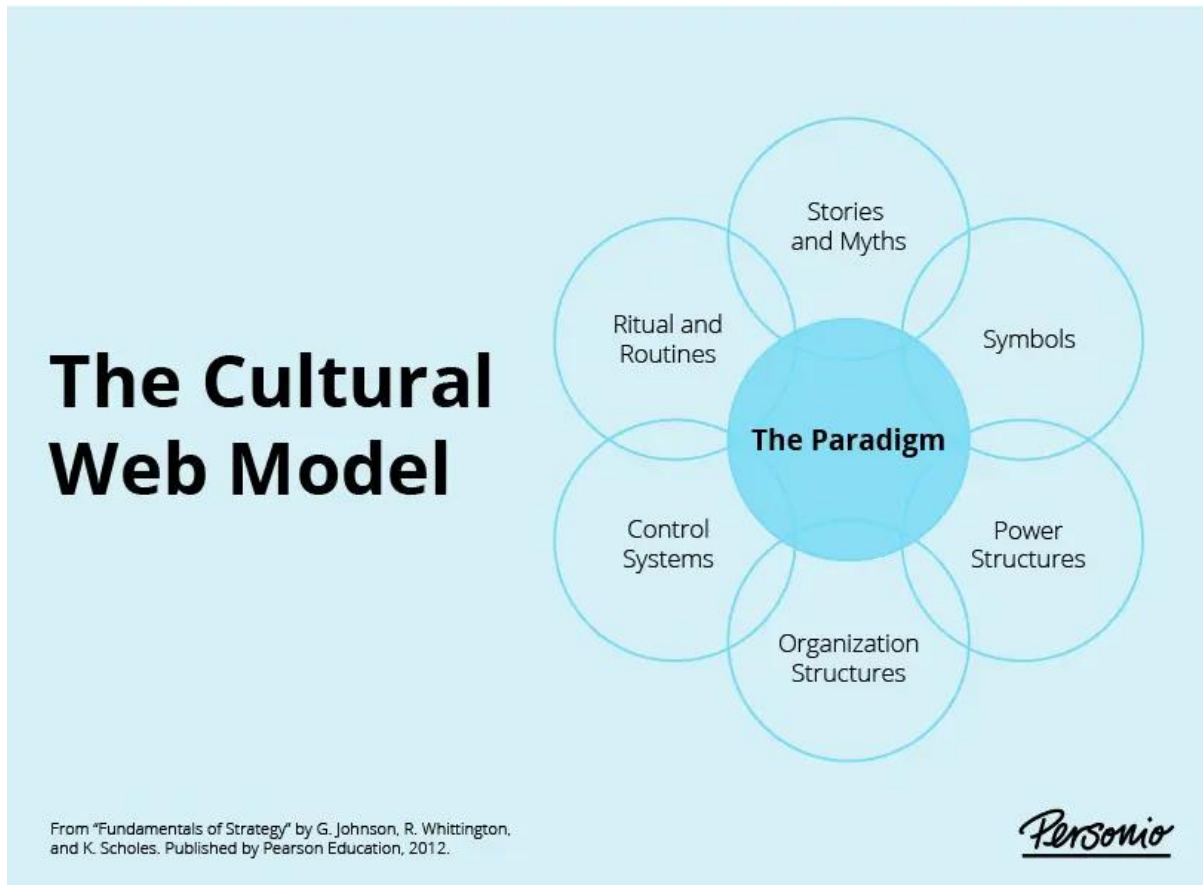


Figure 1: The Cultural Web Elements

(Source: Cooper *et al.*, 2019)

The concept of Cultural Web has been opined in 1992 by Gerry Johnson and Kevan Scholes, through which they have described the reality of working within an organisation amidst the maintenance of proper culture. There have been six identified key elements of the cultural web namely, Stories, Ritual and Routines, Symbols, Organisation Structure, Control System and Power Structures. These elements can further cater to certain questions, which can define the workplace culture of organisations globally (Alexander *et al.*, 2017).

In regard to defining and reflecting on the organisational culture of Aston Martin, UK, certain questions related to the elements of the cultural web have been considered.

Stories: Aston Martin is a globally recognised luxury car brand, who stands to be the leader in the high luxury sports car market. The car brand therefore, represents stories, which are based on their core purpose of exclusivity, elegance, power, beauty, innovation, sophistication,

performance and exceptional standard of design and styling. As per the record of 2018, Aston Martin had sold 1,455 in the United Kingdom along with a majority registration in March and September. As per the historic stories and establishment, Aston Martin had been crafted more than 100 years ago and its stories of evolution signifies a core belief of developing beauty and establishing a position for an internationally admired luxury brand (Astonmartin, 2022). These beliefs of Aston Martin have seen to be extremely pervasive in nature as per the levels of the organisation in terms of its UK operations, in accordance to its success towards its sales and market position. These stories of evolution, strongly relates to strengths and success; however, Aston Martin had also witnessed several failures and weaknesses, amending which the organisation has further grasped empirical triumph throughout the years of its establishment (Astonmartin, 2022).

Rituals and Routines: As Aston Martin is a highly expensive luxury sports car brand; it has a predetermined routine and ritual in terms of its target consumer in the UK as well as the global market. The brand focuses on targeting the elite class people irrespective of men and women; however, they need to possess a higher income status. Aston Martin also aims to target people with sports backgrounds, and plans for the ritualistic delivery of key features to the target customers. Maintaining a ritual and routine throughout, Aston Martin has established its presence in more than 140 locations globally. Therefore, expanding its business has become a habit of the luxury car brand, establishing its ritual and rites as a culture of the company (Collins, 2020).

Organisational Structure: Aston Martin UK has skilfully aimed to own all the aspects of employee's life and provide them a better work life balance in general. The company emphasises on the provision of respectful and interactive workplace environment, satisfying and motivating the overall employee base. As per the organisational structure, Aston Martin follows a well embedded and synchronised hierarchical structure in the workplace including, the CEO, chairman and Directors at the top as the board members and the employees of the functional units at the bottom (Loveys, 2015).

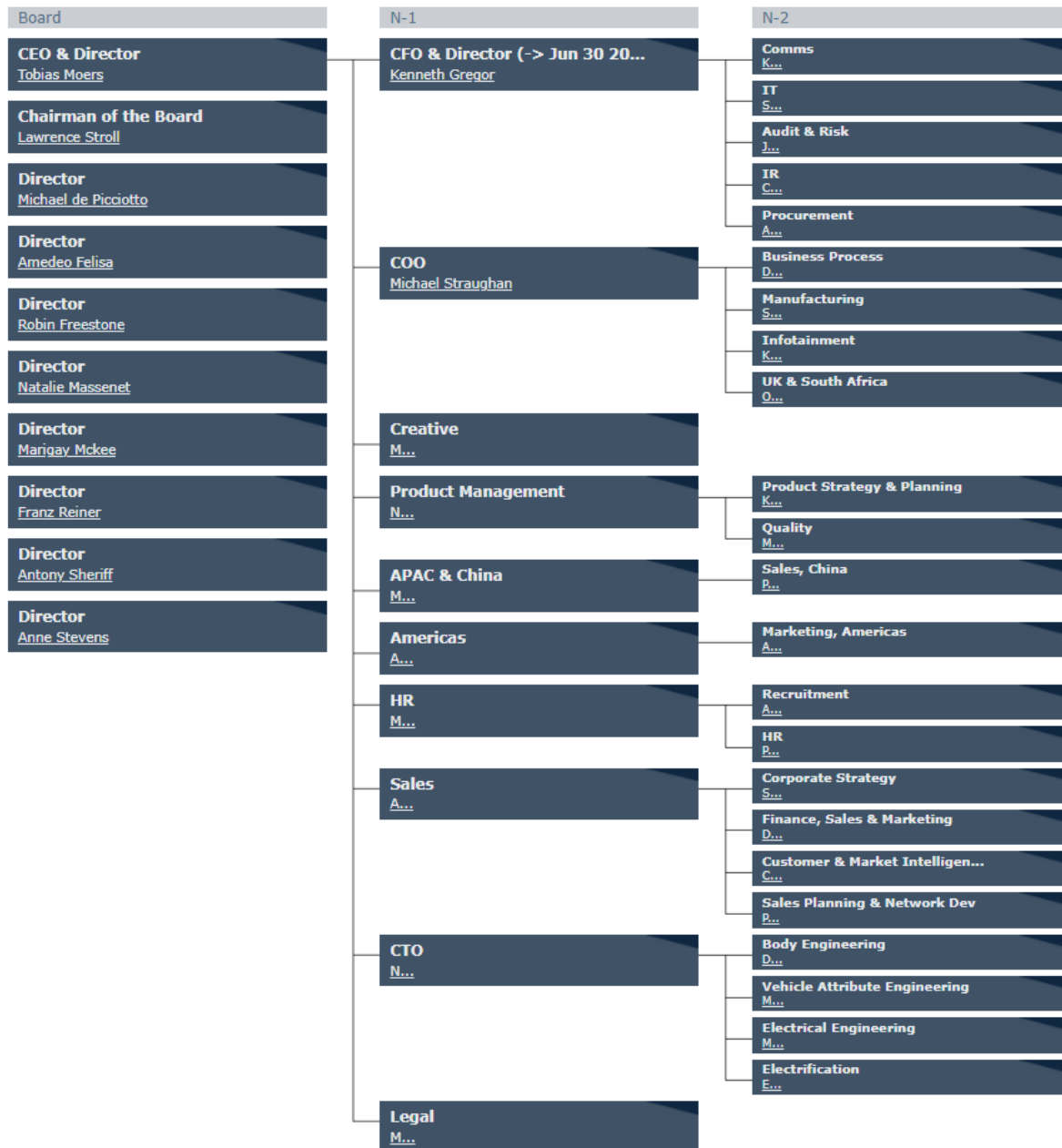


Figure 2: Hierarchical Organisational Structure of Aston Martin
(Source: The Official Board, 2021)

Control System: As per the record of Bentley (2014), Aston Martin had celebrated 101 years of automotive production, including its rangers of sports cars. The company installed a new Siemens intelligence system in its operation as its new innovation. Aston Martin and Siemens industry had further been seen to develop and install a SCADA plan intelligence system within their operation as well. On the onset, the manufacturing facility of Aston Martin at Gaydon and Warwickshire had also installed Siemens SIMATIC WinCC SCADA, which was a scalable

process visualisation system. It aims to control and monitor the aspects of pressings in terms of all organisational operations (Bentley, 2014). This system has therefore, been controlling and managing the issues and concerns in the production, enacting output control, behavioural control and clan control.

Power Structures: In the case of Aston Martin, the top most key executive, Lawrence Stroll has been the largest shareholder of the company, with 17% of outstanding shares. Lawrence Stroll's share in the company holds £282.5 million, which catered to a -5.04% change in the organisational structure. Lawrence Stroll has therefore, secured 19,775,560 shares of Aston Martin, which reflects on the power structure of the company at large (Winton, 2020).

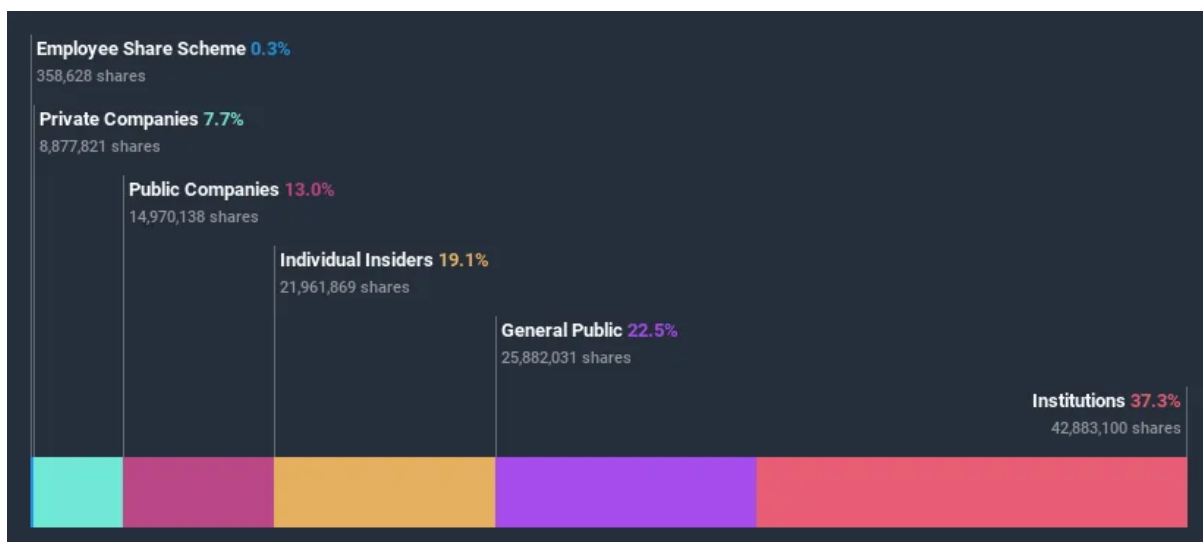


Figure 3: Ownership Breakdown and their shares in Aston Martin

(Source: St, 2021)

Symbols: Aston Martin, in order to symbolise its beauty and purpose of the company, has designed a simple logo with black, green and white colour scheme. The symbol of the company reflects on their provision of elegance and refinement. Aston Martin has further added wings to its symbol or logo, which represents the speed, freedom, dreams and exploration of the cars that depicts human life as well (Loveys, 2015).

Overall workplace culture of Aston Martin

As per most executive individuals, the pace of work at Aston Martin is **Bureaucratic** in nature, where 67% of the employees work for 8 hours or less. However, according to the ratings and feedback of Aston Martin's workplace culture, the employees have expressed their dissatisfaction towards their organisational culture. Also, considering the consumer perception,

ratings of future outlook and employee motivation, Aston Martin's workplace culture is deemed due to lack of maintenance (Smith and DL, 2017).

Detecting and acknowledging all the issues of Aston Martin's workplace culture, the CEO stated that achieving an overall cultural change among 2,500 Warwickshire workforces had been the hardest problem. Therefore, through undergoing several iterations and changing certain people's perception, Aston Martin could witness few cultural changes, which motivated the employee base and strategized consumer retention overall (Smith and DL, 2017).

Relationship between organisational culture and its efficiency

Based on the above analyses, the bureaucratic leadership culture within Aston Martin has both advantages and disadvantages to its efficiency. Due to the presence of intensive rules and regulations, the organisational culture will foster accountability of responsibility. As the employees also follow a set of directions and abide by the rules their job security also increases. Lack of favouritism and business also facilitates the employees to access equal opportunities in terms of professional development (Kuo and Tsai, 2019). Learning and development opportunities in addition to clarity in their professional objectives foster employee engagement and motivation. Such instances in turn benefit the organisation by enhancing their financial and non-financial efficiency as per the standard set by the organisation. However, the dissatisfaction of the employees towards their workplace culture can be supported by their leadership style which also causes hindrance to innovation. The employees lack productivity in terms of carrying out innovation as they are confined to the objectives set by their leaders. It can also create dissatisfaction among the employees which can decrease their productivity and organisational efficiency (Lapuenta and Suzuki, 2020).

Concept of Ethical Dilemma and its impact on Aston Martin

Ethical dilemma refers to the problem that emerges from two possible options within the decision-making process. In this regard, both the options are not acceptable from an ethical perspective which creates difficulty for the organisation to align their operations with the organisational values and culture (Ferrell and Fraedrich, 2016). In order to ensure corporate integrity, the organisation Aston Martin also complies with own ethical code of conduct. However, there are also major ethical dilemmas that have the potential to impact the organisation, Aston Martin. One of the major ethical dilemmas that have the potential to impact the organisation is induced by the pandemic. There is a significant decrease in demand for luxury cars due to sudden socio-economic disruption induced by the pandemic. There is also a

decrease in demand for cars running on petrol and diesel by 15.2% and 45.8% respectively while plug-in hybrid, battery, and hybrid electric vehicles are in demand (Armstrong, 2021). In order to deal with this surge in demand and lower production volumes, they planned to cut down jobs by 500. It thus increases the ethical dilemma of the organisation as 500 employees equate to 20% of their workforce which will impact their performance (AML, 2021). On the other hand, the employees whose jobs will be cut will be socio-economically affected which will not be in line with their ethical codes of conduct towards the protection of their employees.

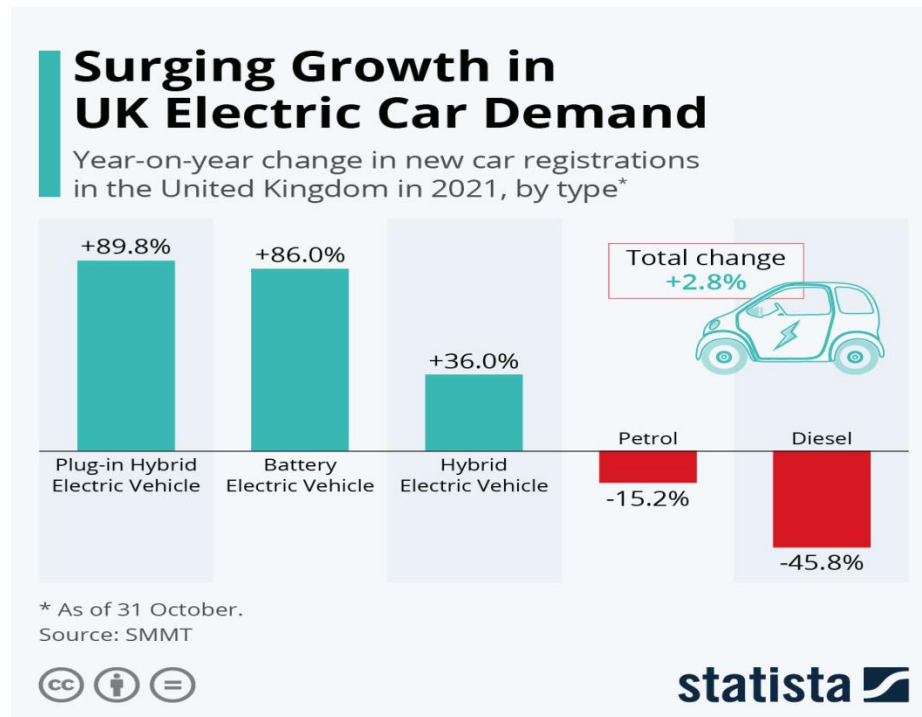


Figure: Demand in cars in the UK (Source: Armstrong, 2021)

On the other hand, keeping these jobs creates redundancies against their production process which can negatively impact their portability, thus disabling them to maintain economic sustainability. Another major ethical dilemma that can impact the organisation is related to its carbon footprint. The British automaker has initiated its production strategy to replace their front-engine sports cars with electric cars by 2025 (Edelstein, 2021). The potential ethical dilemma surrounding this move is related to the manufacturing of electric vehicles (EV). Cobalt is one of the significant raw materials for EV batteries; however, as per the reports of the UN, in the Democratic Republic of Congo which holds 50% of the world's cobalt almost 40,000 children work in the cobalt mines in extremely dangerous conditions with inadequate safety equipment (AmnestyInternational, 2016). In terms of extracting another key raw material Lithium, 65% of the water supply is used up for mining activities. As Aston Martin need to source these raw

materials from such locations, they will be faced with ethical dilemmas and issues in terms of their carbon footprint while sourcing and human rights violation actions within their supply chain, which can in turn negatively impact their brand value.

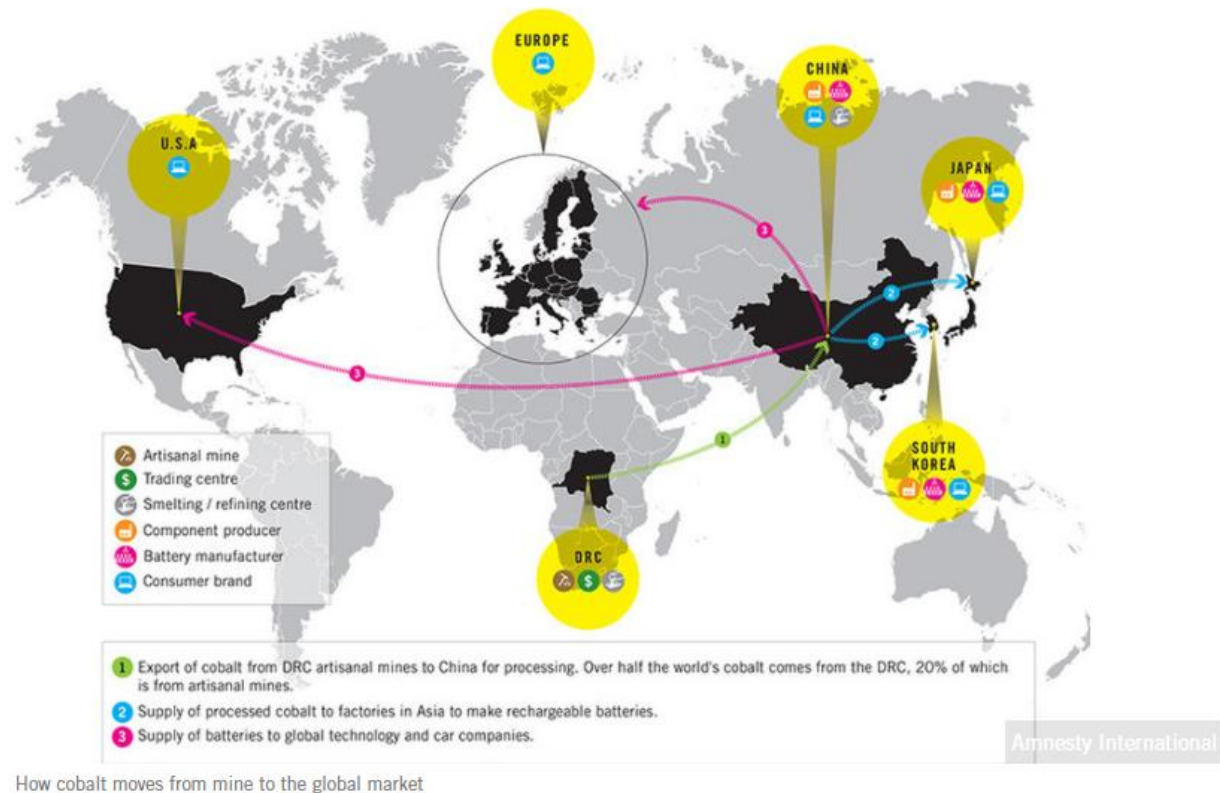


Figure: Movement of cobalt from mine to the global market

(Source: AmnestyInternational, 2016)

Actions to resolve identified ethical dilemmas

In order to overcome the aforementioned ethical dilemmas, some suggestions can be provided to Aston Martin to enhance their productivity and profitability. As the production volume has decreased in Aston Martin due to the pandemic so to preserve the economic sustainability they need to cut jobs. However, in order to ensure ethical conduct of layoff, they can take the following steps:

- Provide the employees with 60 days notice and the nature of the lay-off by complying with the government regulations,
- Provide adequate severance package to the employees and revocation period of seven days (Kumar and Talukdar, 2021),

- Provide necessary details of outplacements services and rehire process for the appropriate candidates.

In terms of overcoming the ethical dilemma surrounding their production and supply chain management processes pertaining to the electric car, Aston Martin needs to carry out a robust monitoring approach in their supply chain for ethical and sustainable sourcing of the raw materials such as cobalt and lithium (Sovacool *et al.*, 2020). Association with organisations and exchange of knowledge with organisations that ensure the protection of human rights like Amnesty International can also provide the organisation with necessary details of the workers involved in their supply chain. They can also develop their own monitoring and review committees in locations from where they will source their raw materials to ethical sourcing. Furthermore, this strategic move towards electric car manufacturing will also enable them to cater to the growing consumer demand, increase their profitability, and comply with government regulations (Reinhardt *et al.*, 2019).

Task 2: Individual Reflective essay

Introduction

The skills and knowledge that I have acquired during the completion of the module will be presented in this essay through the application of Gibbs' reflective model. The skills and learning which can be used in my further employments sector to effectively carry out my responsibilities within the workplace will be evaluated and analysed appropriately.

Main body

In terms of the **Description** of the experience, I have developed research and analytical skill as I need to apply PESTLE and Porter's five forces model while analysing the external environmental factors of Aston Martin. I have also developed critical thinking skills to assess the workplace culture and its impact on organisational performance. However, I faced some difficulties to understand the concept of ethical dilemmas prevalent within the workplace that has the potential to affect organisational efficiency. Later, after reading about the concept in detail, I learned that ethical conduct is an integral part of the business environment which I also intend to follow in my future workplace responsibilities to comply with the workplace culture. The overall **Feelings** after the completion of the module were quite overwhelming. At first, I was quite nervous to apply the analytical tools, but on the following days after reading and watching videos on the usage of such tools I felt confident to use them. In terms of **Evaluation** of the experience, the things that went well is that I have acquired skills like critical thinking skills and analytical skills that are essential for professional development. Focus on detail-oriented studies to have clarity on a concept has the ability to enhance the task outcome but it is also a time attentive process. Due to such instances, I had some difficulties in managing time in order to submit the task before the set time period. In order to carry out an **Analysis** of the evaluated experience, it can be analysed that critical thinking skills and analytical skills will facilitate me towards professional development. Critical skills are significant in the business decision-making process as they will enable me to understand a workplace situation through a rational and formal thinning process by using evidence-based knowledge (Lim *et al.*, 2016). Analytical skills will also facilitate my decision-making process regarding fencing solutions to various problems in order to make concrete decisions (Harrison *et al.*, 2017). However, I also need to broaden my understanding of business ethics and integrity which is an essential part of the present business environment. In **Conclusion**, I need to develop time management skills in future which are essential to complete deadline tasks before the set time period in my future employability sector. In this regard, I intend to follow an **Action plan** for developing effective time management skills.

I intend to segment my daily activities against a time period and allocate time on the basis of the priorities. I will also avoid doing multitasking to ensure quality-driven delivery of my tasks (Clarke, 2018.).

Conclusion

In conclusion, the skills and knowledge that I have developed during the completion of this module have been presented using a reflective model. The skills and knowledge have also been evaluated and analysed to understand their significance in the future employability aspects.

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Appendices

Appendix 1: Cultural Web Questionnaire for Aston Martin

Stories

- Q1. What is the historic story behind the establishment of the company?
- Q2. What do the evolutionary Stories of the company depict?
- Q3. What does the core purpose of the company signify?
- Q4. How pervasive are the stories of evolution as per the levels of the organisation?
- Q5. Do the evolutionary stories of the company depict strength, weakness, success and failure?

Rituals and Routines

- Q1. Which routine and rituals are followed by the company?
- Q2. What are the key rituals emphasised by the company?
- Q3. What habits do the company portray through its rituals in targeting level?
- Q5. What is the expansion ritual of the company in general?

Organisational Structure

- Q1. What organisational structure do the company follow?
- Q2. Does the company possess any form of management structure in terms of levels of hierarchy?

Control System

- Q1. What control system has been followed by the company?
- Q2: has the company introduced any new installations for maintaining its control system?

Power Structures

- Q1. Who is said to be the largest shareholder in the company as per power?

Q2. How can the power structure of the company be defined specifically?

Symbols

Q1. What is the logo of the company?

Q2. What does the logo symbolise?

Q3. What strategy or purpose does the symbol of the company portray?

Appendix 2:Supplementary Note

The report has structurally provided the market analysis and competitive evaluation of the UK automotive company Aston Martin. The report has structurally provided the market analysis and competitive evaluation of the UK automotive company Aston Martin. The report has provided an overview regarding the implementation of effective models such as PESTEL and Porter' five forces model. It has been discussed that application of such effective framework help in determining the implications of interdependence, complexity, uncertainty, inter-relatedness, relativity and dynamic aspects. An overview regarding each of these models has been provided with reference to the application of the same in Aston Martin. Through the PESTEL analysis, it has been clearly demarcated that initiation of the COVID-19 protocols by the government within the nation has resulted in lowering profitability of Aston Martin. Also, it has lowered workforce base of the organisation and this is affecting service quality. Protocols implemented by the company for protecting workforce and initiatives taken for protecting environment has created positive impact on brand reputation of Aston Martin (Perera, 2017). Apart from this, the application of porter's five forces model has helped in identifying that high competition in the market due to existence of brands including Ferrari, Bentley Motors and McLaren Performance Technologies has led Aston Martin to face challenges in introducing new cars (Dobbs, 2014). However, threat due to new entrants is low as Aston Martin implemented effective strategies that have led in introducing new designer cars that new brands have failed to introduce. With a vivid explanation of Aston Martin's cultural web, the report has further reflected on the workplace culture of Aston Martin, spending on the source and opinions of the consumers and employees in general. Therefore, it has been generally inferred that, the overall workplace culture of the automotive company has been dissatisfactory as per the ratings and feedback, which the CEO of Aston Martin has systematically tried to figure out and resolve with initiation of various strategies and cultural changes at large. With a vivid explanation of Aston Martin's

cultural web, the report has further reflected on the workplace culture of Aston Martin, spending on the source and opinions of the consumers and employees in general. Therefore, it has been generally inferred that, the overall workplace culture of the automotive company has been dissatisfactory as per the ratings and feedback, which the CEO of Aston Martin has systematically tried to figure out and resolve with initiation of various strategies and cultural changes at large. In the final part of the report, the workplace culture that is evaluated prior to this part will be critically assessed in order to understand its efficiency in facilitating or hindering the performance of Aston Martin. Next, the potential ethical dilemmas that can impact the performance of the organisation have been presented. In this regard, the dilemmas that were identified are related to pandemics induced by Covid-19 and the environmental impact of the organisation. Due to the socio-economic disruption induced by the pandemic and decrease in their production volume, the organisation needs to cut jobs to manage their finances. However, job cuts will also negatively impact their employees during these uncertain times of pandemics. Another dilemma arises in terms of manufacturing EVs which needs to be undertaken to comply with the government regulation and decrease their carbon footprint but sourcing of raw materials for EV batteries possess various ethical challenges. Finally, appropriate and justified solutions were provided for the organisations in terms of ethical layoffs and sourcing of raw materials which will help them in overcoming the potential ethical dilemmas.