

LEVEL 4 ASSESSMENT SPECIFICATION

Student name:	Lewis Jones	Student ID number:	2508903
Programme:	DA Program - BSC in Supply Chain and Logistics		
Module:	Organization Management		
Module code:	ACMA 4020	Contribution to Overall Module Assessment (%):	50%
Lecturer:	Dr Moutushi Tanha	Internal Verifier:	Dr Irina Neaga
Assignment Title:	Essay on Management Practices of Organisations	Word count (or equivalent):	1500 words
Submission deadline:	01/06/2026	Return date of provisional marks & written feedback:	30 working days after submission
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: Work which is submitted up to 1 week late will be capped at 40% for the first attempt and will be awarded a mark of 0% for re-assessment. Late submission penalties may be lifted only if there is an approved extenuating circumstances claim. Work submitted more than 1 week late will be considered as a non-submission and will not be marked. The work may be considered as a submission for reassessment if offered by an Examining Board or if there is an approved extenuating circumstances claim.		
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)**

Upon the successful completion of this module, the student should be able to:

- Describe applied knowledge and understanding of theories of organisation management.
- Acquire knowledge of leadership theories and develop leadership skills in Supply Chain Management or Logistics Operations.

TASK DESCRIPTION**Use of Generative AI in Assessment**

RESEARCH	For this assessment, you can use Generative AI to support you in research, including searching for bibliography, using tools to summarise, compare and interrogate materials.	Yes ☒ No ☐
STRUCTURE	For this assessment, you can use Generative AI to support you in structuring your submission, including creating a draft argument structure, identifying parts and headings, etc.	Yes ☒ No ☐
PROOFREADING	For this assessment, you can use Generative AI to check your own text/creation for grammatical and syntactical mistakes, including rephrasing of your own work within specific standards.	Yes ☒ No ☐
WRITING	For this assessment, you can use Generative AI to create text for submission.	Yes ☐ No ☒
CREATIVE	For this assessment, you can use Generative AI to create creative materials, such as images.	Yes ☐ No ☒
PROGRAMING	For this assessment, you can use Generative AI to create and check code.	Yes ☐ No ☒
NONE	For this assessment, you are not allowed to use any type of Generative AI support. This includes research support, structure support, writing/proofreading support and creative support.	Yes ☐ No ☒

AI Acknowledgement

I confirm that I have not present any AI-generated materials as my own work in this portfolio.

However, I acknowledge that I have used or may have used the AI in the research and proofreading of my portfolio.

Name: Lewis Jones

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Introduction:

The Aumovio plant in Ebbw vale (Formerly Known as Continental Teves) operates within the manufacturing industry. As the sector continues to evolve and grow through electrification, technological innovation and the emerging markets to name a few going across four key factors: Planning, organising, leading and controlling all of which are essential in long term success. This essay will examine closely the four factors within the company of Aumovio Ebbw vale and go into depth within these factors discussing a variety of topics within them.

Planning:

For the company to succeed we must set objectives and create plans to achieve them. Logistics planning supports every aspect individually. It ensures “proper flow to reduce service delays, lower supply chain costs, and increase fleet capacity utilization” (Inbound, 2022). My First objective I would try to increase operational efficiency and productivity. After recently changing our name to Aumovio we have taken on a lot of new work and larger orders. To take on this new work and continue with our ongoing work there are many strategies that would improve this.

Strategic Objectives	Reason
Investing in modern and updated machinery	Would allow for the company to have increased efficiency, less breakdowns and downtimes and gives the company a competitive edge over other companies
Reduce waste in processes	Reduces costs, re-using and saving the materials leads to huge savings and opens doors to new opportunities with the extra savings
Using Lean Processes	With the pressure on automotive industries, using lean provides solid framework to utilise costs and get the most out of everything.

Operationally, managers and team leaders could monitor targets daily, track and evaluate all on going methods of work. They could also implement regular reviews and meetings on performance to see what can be altered and improved upon.

The second objective I would introduce would be to maintain high quality standards. The market is becoming increasingly competitive and with it the standards are increasing. So quality is essential to satisfy customers and to set the company apart from the rest. Strategic actions could imply introducing firmer quality control systems, our quality team taking a more thorough check through parts leaving our plant ensuring that there will be no complaints or returns. Enforcing this can also lead for us to get better equipment to test the parts and continue to maintain high standards. However, operational actions can lead to providing quality training for employees and allowing those trained employees to carry out regular inspections before after and during production of the parts and if any problems are found they will be recorded and would help to prevent these issues from happening in the future.

My third objective would be to implement development skills and workplace safety for all employees. Skilled and trained employees help improve overall performance of the plant, whilst having a safer workplace result in fewer accidents and higher morale of employees around the plant. Whilst developing skills, we could use strategic actions to offer apprenticeships or training programmes, for example, Aspire in Blaenau Gwent which have brought many apprentices to our plant. This program can lead to new opportunities within the company and possibly move onto further education and new opportunities and jobs. Operationally, bosses could hold weekly meetings with their departments asking employees opinions and reward good work with certain incentives.

The Aumovio plant is most likely to use an MBO (Management by Objectives) approach as employees and bosses all work together to set clear goals and objectives for the plant. For example, management may set an objective to reduce return rates by 7.5%, Everyone will understand the task at hand and what they would need to achieve going forward to hit the goal. This approach would be beneficial in our plant as it makes employees feel more involved and increases their motivation to hit the goals, however if a target is too unrealistic it could make everyone stressed and de-motivated.

Organising:

As the Aumovio plant has started running 24 hours a day, 7 days a week, all year round. We must start to enforce new workforce designs that always allow for plenty of staff

available whilst not over-working employees. As we are a manufacturing plant it is essential to have continuous production at a high standard, meeting customer demands and expectations and maintain profits.

Possible Issues	Solutions
24 Hour Coverage of the plant	To solve this, I would implement a shift system, For example having 3 shifts a day which would be 6am-2pm, 2pm-10pm and 10pm-6am. I would then rotate the shifts between the different groups to make the system fair and prevent workers from being stuck on the same shifts continuously.
Outside Work Commitments	Some staff may struggle to work certain hours due to outside factors such as childcare, caring for family, transport issues or emergencies. This can be a problem as some people may struggle to work certain hours due to the responsibilities listed above. To overcome this I would ask for shift preferences as people with children may prefer the day shift where as others may prefer the night shift due to personal circumstances.

I would introduce a work-package model that includes multiple working arrangements. I would implement flexible working hours, allowing staff to swap shifts with others and request certain hours, allowing them to have some choice over there working hours. I would also try to add compressed work hours to allow staff to hit their weekly hours over fewer days. Allowing them to complete their hours over 4 days instead of 5 and having an extra day off work. To get this in place we must create guidelines for both managers and employees.

Manager Guideline	Employee Guideline
Creating fair and equal shifts	Don't be late and be reliable
Allow for staff to swap shifts and re-allocate hours	Communicate if hours are wanted/needed to be switched

Monitor staffs' wellbeing to avoid over-working and burning out	Always follow health and safety protocols.
Allocate fair breaks for all staff daily	Always maintain a professional attitude whilst working.

Leading:

During my time as an apprentice at Aumovio I have had opportunities to prove and showcase my skills and leadership. At this point my leadership style can be linked to transformational leadership. This focuses on helping and supporting members of the group and to inspire growth (Cherry,2026). Transformational leadership is usually directed into the four I's.

The Four I's
Idealised Influence – Act as role models bringing trust and respect
Inspirational Motivation – Motivating the group to work towards goals and objectives
Intellectual Stimulation – Encourage problem solving and innovation
Individualised Consideration – Providing personal support to each member of the group.

(Hanna,2024)

Although I am still an apprentice in the workplace I feel I have stepped up when needed and continue to show transformational leadership by being supportive and positive whilst always looking for improvements when tasks are complete, all whilst learning from other experienced co-workers and gaining feedback from them and areas to improve. I still have a lot to work on and learn where I have created an action plan to develop my leaderships skills.

Areas to Develop	Action	Time	Result
Confidence	Speak up more and engage in	3 months. Start to understand the	When I become more confident, I will interact

	team tasks and meetings more	business and apply my knowledge into it	more and suggest more improvement ideas
Understanding the Workplace systems	Learn new processes on the new updated systems and the machines if something were to happen	On going. Since I have started, I have continued to increase my knowledge of all systems.	I will be able to handle issues and problems on my own without any issues once completed
Leadership	Observe and shadow experienced co-workers and reflect on their skills	On going. I have continued to shadow co-workers and understanding and learning their approach to problems and how they resolve it	Leads to me having an improved understanding of leadership in the workplace and become someone who people turn to.

Controlling:

If I was the manager of the Aumovio plant in the logistics department, I must have an effective way to track the efficiency and effectiveness of all employees in my department.

Control Measures
Performance Monitoring – Tracking the performance of all employees, tracking if they are meeting sales quotas, attending all meetings and being punctual and helpful around the plant.
Performance Reviews – As a manager, I will introduce monthly performance reviews with the workers to discuss strengths, areas for improvement and possible training to improve those areas. These reviews then give the workers objectives and goals to improve their performance.

These control measures are essential as it allows for me to understand employees' problems and their strengths and weaknesses allowing me to help train them up.

To assess the department, I will need to incorporate performance indicators. A key indicator would be our monthly sales targets. This then measures our sales for the month and how much we sell. If the monthly targets are met it can be understood that everyone is working well and the objectives set in place are working. I could also measure employee attendance and absence rates. This would be beneficial people who have high absences and low attendance leave the team with an extra workload. Also, having employee feedback and forums would be helpful as it can give me an insight into whether staff feel motivated and appreciated. I can also implement certain assessment methods for performance.

Assessment Methods
Performance Reviews – Holding meetings with employees to discuss performance over certain amount of time but also to receive feedback if they are motivated and whether they have anything they would like to change. Makes them feel wanted and happier whilst working
Data Tracking – Monitoring sales figures, attendance records and on going issues with customers and suppliers. Gives me measurable data for the department and with this it allows me to alter certain things if they are not working.
Feedback – Receiving feedback and opinions from everyone. Lets me understand the team and lets e create new ideas to improve and strengthen the department and processes.

Conclusion:

To conclude, effective management within the Aumovio plant in Ebbw Vale relies on strong factors, such as planning, organising, controlling and leading. Setting out objectives for the team to aim and achieve for is important for long term success. Implementing approaches such as the MBO's helps for the employees to have a clear understanding of the objectives and goals that we are aiming for.

Also being a plant that runs at a constant 24 hours, 7 days a week it is essential that I make a balanced workplace with our performance but also employee well-being. Identifying areas that need to be improved upon allow people to feel wanted, boosting morale, resulting in a better workplace.

Including control measures and performance indicators are key to track progress and review data for certain periods of time. These build efficiency and effectiveness all whilst maintaining high standards. Combining all of these allow for workplace success, increased morale and improve productivity.

References:

Cherry, K. (2026) *How transformational leadership can inspire others*. Available at: <https://www.verywellmind.com/what-is-transformational-leadership-2795313>

Hanna, K.T. (2024) *What is transformational leadership?* Available at: <https://www.techtarget.com/searchcio/definition/transformational-leadership>

Inbound Logistics (2022) *Logistics planning: Definition, types, importance and strategies*. Available at: <https://www.inboundlogistics.com/articles/logistics-planning/>