

4 PAGES / PÁGINAS

Candidate session number: / Numéro de session du candidat: / Número de convocatoria del alumno:

18 N T Z O P 2 - B M H L

Candidate name: / Nom du candidat: / Nombre del alumno:

Q3

At the start of each answer to a question, write the question number in the box using your normal hand writing / Avant de répondre à une question, inscrivez son numéro à la main dans la case appropriée / Al comienzo de cada respuesta, escriba a mano el número de pregunta en la casilla.

Example
Ejemplo

27

27

Example
Ejemplo

3

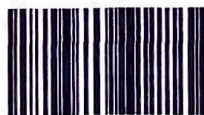
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(a) A public limited company is listed on a public stock exchange, where anyone who wishes to may buy "shares". These organisations will have limited liability, as well as a BoD to represent the shareholders. from creation to death

(b) Cradle to cradle manufacturing is a methodology whereby a product is designed and produced in a way that as few possible resources are wasted. This will often decrease the costs of production as it incorporates lean production strategies with as little muda as possible, which is a likely contributing factor to the increased capacity of 10% in Option 1.

C2C is also often associated with a more CSR-centric organisation, as businesses aim to design products that are efficient: ~~for~~ of increasing importance in energy-demanding products like those which ~~TA~~ sells. Hence, C2C may actually improve the product and make it more ~~green~~.



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(c) 1) Involve employees in decision making: often employees will be resistant because they feel as if they are losing control over their jobs. By involving employees in the decision making, KAs employees, who previously had little input, would become more motivated. While the stimulus does say that employees are ~~ever~~ currently motivated, their lack of input could quickly become a demotivator in the face of change.

2) Inform employees: informing people is an important element of the stakeholder mapping. However, being highly unionised, may not be enough to prevent a bad result. In spite of this, keeping the employees motivated, ~~will~~ will prevent a common issue in resistance to change: lack of strategic oversight. By informing employees of the greater benefits of change, they may look past short term self-interests, and support the change.



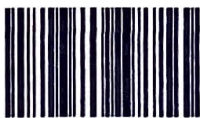
(d) To exploit opportunities and overcome weaknesses and threats, KA is either considering outsourcing production (option 2) or implementing new lean production methods.

FAF FFA:

Driving	Restraining	Driving	Restraining
(3) ecologically sustainable -	OPTION	- investment costs (2)	
(1) capacity increase -	1	- internal resistance (+)	
	4	- does not solve weakness (3)	

The first option involves investing in the internal production methods. TQM and new lean production / ecologically sustainable manufacturing strategies will decrease wastage, hence giving KA an edge when it comes to satisfying the increasingly environmentally aware customer base. This driving force does not exceed 3 on the FFA as the identified weakness lies within the air conditioning product, not manufacturing. Furthermore, the ~~new~~ customer demand for energy efficient products is said to be both within the product and the supply chain, however the lack of CCS in option 1 does not satisfy this, resulting in equal and opposite ~~to~~ "3" on the FFA.

Additionally, while option 1 would increase production, this has, again, not been identified as a weakness, and is rendered relatively useless due to the lack of a growing market: the reason for the "1" on the FFA driving force. On the other hand the financial



manager is worried about costs. While this driving force should be considered, it is only a "2" on the ARR of 4% and PBP of 3 years is relatively good.. Medium term

Second option FFA:

Driving		Restraining
(4) cost-effective-	OPTION	- demotivating (3)
(3) quality assurance - (with CSC)	2	- loss of control. (1)
	7 4	

The second option is advantageous in that it will be very cost effective. Hence, KA has found that it will be able to solve some of its other weaknesses such as poor customer service and lack of differentiation. Here this constitutes a large driving force of 4. Furthermore, the quality assurance and CSC further suit current opportunities in the market of sustainable production lines and products, and will further differentiate KA as high quality, whilst likely allowing costs to remain the same.

However, the ~~current~~ current workforce which is resistant to change, will further resist this large change. The shutting down of factories will justify the fear of job loss and can have severe CSR



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related impacts through the heavily unionised workforce attempting a strike. This could also severely disrupt ~~oper~~ operations, and create an amalgamation of other problems. Furthermore, the loss of control when outsourcing could likely place long-term sustainability in question, particularly with regards to ~~the~~ 2-yearly contract renewal. ~~this is~~

To conclude, it is recommended that KA undertake the second option. While the first option was ~~later~~ identified to ~~have~~ improve the KA's sustainability, it was found on the FFA that it does not actually solve many of the problems identified weaknesses. In contrast, the second option not only addresses the ecological aspect (as addressed earlier), but also ~~go~~ cuts costs, allowing KA to ~~invest~~ in other weaknesses, ~~allowing~~ allowing KA to solve some of its other weaknesses, ~~such~~ as was mentioned.



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