

Decision Times

KML Ltd. is a manufacturer of component parts for the electronics industry. The factory is situated in a residential area in a large town, and is adjacent to the local primary school. The people who live nearby are not very happy as inadequate parking on the factory grounds leads to congestion and access problems at peak times.

The company employs 120 people most of whom live locally. It has a modern computerised assembly line. Goods are sold in Ireland, Europe and the United States and are despatched within twelve hours of completion. The company does not own its own fleet of delivery vans, using instead a firm of couriers for transporting the goods.

KML Ltd. employs a large number of sales/administration staff. Orders are taken over the phone and by e-mail. Customer queries are also dealt with in this way. Due to the changing demands of the industry the company must continually market its products. The marketing department is constantly meeting potential customers to sell the products. It works closely with the production department which manufactures products to meet each customer's exact requirements.

There is some unrest amongst employees in the company. Management has moved staff around and changed job descriptions without prior consultation with the people concerned. There are rumours about a possible merger with an American firm with whom KML Ltd. Has many business dealings. Management has not commented on the rumours and employees in all departments are concerned.

Mary O'Driscoll works in the marketing department and has been with the firm for 8 years. She joined after college as a sales representative, worked hard and updated her skills/knowledge by taking further courses. Three years ago Mary was promoted to the position of Assistant Marketing Manager. She has applied for promotion twice since then and was unsuccessful on both occasions.

Mary is considering leaving KML Ltd. and setting up her own business offering services to businesses, individuals and local communities. Mary is confident that she can offer marketing, public relations and

secretarial services and considers that her qualifications, experience and contacts will help her succeed. She may begin by working from her own home.

Mary lives in a residential area in a nearby town. The community association for the area is negotiating the establishment of a Business Park with the local authorities.

A large site has been earmarked for the Business Park. It is planned to have a combination of small and large units on the site.

Mary is an active member of the community association. The association has as its main aim the development of the local area. The intention is to develop employment and recreational opportunities. The community association sees the Business Park as a way of encouraging individuals or enterprises to set up or expand in the local area. The association wants to involve as many individuals and groups as possible. It aims to be a socially responsible organisation.

1. Outline three reasons why Mary might consider leaving KML Ltd. **6 marks**
2. Describe three ways KML Ltd could improve its image with the local residents. **12 marks**
3. Describe in detail three ways the community association can fulfil its aim of being a socially responsible organisation. **12 marks**