

SECTION A

SHORT ANSWER QUESTIONS

Answer **ALL** questions from this section.

1. Briefly explain the concepts of a *primary stakeholder* and a *secondary stakeholder*. Illustrate your answer with an appropriate example of each for the New Zealand company Icebreaker, or for any other New Zealand company that you know well.

Primary stakeholder has direct influence over everyday operations of business e.g. Farmers at Fonterra - without them, you wouldn't have the business because they are owners and producers of the co-operative. Secondary stakeholders do not have a direct influence e.g. Media.

2. You are attending a presentation where the speaker is discussing a New Zealand business that has been successful in going global. In his presentation, the speaker seems to be generally asserting that globalisation should always be seen as something that is positive. Suppose you could ask the speaker one question to better understand his argument. Briefly explain the question you would ask and why you would ask that question.

Kofi Annan said that arguing against globalisation is like arguing against the laws of gravity. The question I would ask is *Why do we go global?* By asking this, we can gauge not only positives but also negatives. For example, Fisher and Paykel shifted manufacturing and assembly to Thailand from Dunedin due to cost efficiency, but can also lead to exploitation of cheap labour. Secondly, building a global brand, such as Pumpkin Patch expanding to US and UK, but this could lead to local brands losing market share. Overall, we need to consider both perspectives.

3. What is the connection between *crowdsourcing* and *organisational structure*? Illustrate your answer with reference to Amazon's Mechanical Turk or any other example of crowdsourcing.

Crowdsourcing is taking the job which one employee normally does, and assigning it to a large group of people, sometimes in remote locations. It is linked with Organisational Structure, which refers to the line of authority and chain of command in a business. In the case of Mechanical Turk, people are assigned Human Intelligence Tasks (HITs) such as reviews or ratings of products. It is an unstructured organisation, in that there is no sense of responsibility or accountability. However, traditionally structured organisations such as Air NZ also use crowdsourcing to get aviation ideas for new plane livery.

4. The four classical management functions are planning, leading, organising and controlling. What is the connection between *leading* and *controlling*? Illustrate your answer with an appropriate example.

Leading and controlling are directly linked, as is shown with Anita Roddick, founder of The Body Shop. Anita Roddick was a participative and empowering leader - 'democratic' in that she did not delegate all control but wanted to know how employees felt. She had emotional and social intelligence, which allowed her to connect with her employees personally. She embodied the cultural vision of the company, with values like being against animal abuse and activating self-esteem, so she was a true 'cultural leader'. Because she cares so much about the business, she will have wanted to make changes if performance was not up to standards - this is the control cycle. Even after L'Oréal takeover in early 2000s, she made sure that the values and vision of the company were not lost.

5. Peter Drucker, the influential management writer, once said that "the most important thing in communication is hearing what isn't said." Explain the significance of this quote in relation to the Communication Process Model AND in relation to communicating with people from different cultural backgrounds.

The Communication Process Model talks about the transmission of messages between sender and receiver, and the noise which exists, distorting these messages. Noise can be structural, psychological or cultural. For example, in my Business workshop, Nisreen (who was muslim) did not agree with group decision to not allow Indian police officer to wear his turban at work, but she didn't feel comfortable expressing her opinion with us. This is known as groupthink, where team members withhold their honest opinions for fear of conflict. To overcome this, we encouraged everybody to share their views openly, and so Nisreen told us how she felt - we ended up changing our answer and got a fresh perspective.

6. In our course topic on organisational culture, we discussed four *types* of corporate culture, e.g. adaptability culture, involvement culture, achievement culture, and consistency culture. That same week, we discussed three different *levels* of corporate culture, e.g. visible artefacts, expressed values, and underlying assumptions. Select **ONE** of the four types of corporate culture, and provide an example of **ONE** visible artefact and **ONE** expressed value and **ONE** underlying assumption that you might expect to find in an organisation with that type of corporate culture.

Adaptability Culture at LUSH Cosmetics. Adaptability Culture is a high risk external environment, so fast decision making needed. LUSH change products every year to keep competitive edge. Artefact - logo. Expressed Value - "We reserve the right to make mistakes" (slogan). Underlying assumption - employees believe that management is incompetent. Underlying assumptions are most difficult to find.

SECTION B**ESSAY QUESTION**

7. “Prejudices and dubious practices meld in the informal practices that underpin some selection decisions.” (Fineman et al., 2010, p. 18)

This quote is related to the politics that are often involved in selection and recruitment. The quote comes from your course reading on *Entering and Leaving* an organisation. However, this quote could also easily be connected to other topics in the course, e.g. careers, communication, individual business ethics and values, organisational culture, and managing diversity.

Write an essay that discusses what this quote means in terms of the politics around selection and recruitment into an organisation, and that also connects this quote to two key concepts that you can select from any of the other topics that were covered in the course.

INTRODUCTION

Fineman’s quote refers to underlying feelings and prejudices which can affect who is selected and recruited. Two connections will be **career theory** and **managing diversity**.

PARAGRAPH 1 - Entering, Working in and Leaving An Organisation

Entering, working in and leaving an organisation is a natural and crucial part of our lives. Inkson suggests that jobs are now more unpredictable and not as secure, because of the increase in casual employment, technology replacing humans etc. Therefore, we need to be prepared for career changes. How we present ourselves at job interviews is important - Hoffman (1959) talks about the Presentation of Self in Everyday Life: that we wear different masks in different situations to present ourselves in different ways.

PARAGRAPH 2 - Career Theory

“We do our firing when we do our hiring” - the best time to determine whether a person fits the job or not is at the hiring stage. Dawis and Lofquist *Work Adjustment Theory* says that individuals will be happy in a job in which they are satisfied, and have the skills and abilities suited to it. John Holland’s *Vocational Personality Theory* says that individuals have particular ‘vocational personalities’: these are Realistic, Investigative, Artistic, Social, Enterprising and Conventional. I perceive myself as Social, Enterprising and Conventional: Holland therefore suggests a career in Human Resource Management is something I could pursue. Employers can use career theories to determine whether employees will fit the job/organisation.

PARAGRAPH 3 - Managing Diversity

Fineman talks about ‘prejudices’, which arise from people’s differences - be it age, gender, sexuality, race, religion etc. Although prejudices are perceived as bad at first, they are an opportunity for employees to be more tolerant and accepting of things other than what they perceive to be ‘normal’. Also allows for fresh perspectives and innovation, which can keep the business competitive.

CONCLUSION - just a sum up of what I said in the essay.