

CONTEMPORARY MANAGEMENT ISSUES: MNG2602

MAY/JUNE 2016 SOLUTIONS

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SECTION B: Fill in Questions

1. –(Intellectual) Structural capital: pg 52
2. –Change in strategy: pg 93
3. – External: pg 94
4. – Social forces stemming from economic, technological and cultural environments (demographic trends): pg 94
5. – Focus: pg 246 (Case study: Arla Foods has three major brands that covers several product lines i.e. dairy products, butter and speciality cheeses)
6. – Artefacts: pg 121
7. a programme (tactical) manager manages at the tactical level (middle management) and project (operational) manager is responsible for the planning, execution, control and finalisation of the project: pg 313
8. – 9th phase/Step 9- Develop the project schedule: pg 315
9. – Production-based business model: pg 382
10. - Management information systems (MIS): pg 387

SECTION C

Question 1 (Refer to pg 435)

According to the Belbin Method, to be an effective, a team should have team members who fulfil eight specific team roles

1. The **chairperson**: presides over the team, coordinates its efforts and is disciplined, balanced and focused person. From the case study this is **Janus Skot**, Senior Director of Arla Foods who set up the team in 2013
2. The **shaper** is a highly-strung, outgoing and dominant person with a drive and passion for the task. *From the case study this is Lars Tang Mikkelsen, who started as a sales representative for Arla Foods back in 2001, and because of his drive and passion for the company he worked himself up to country manager in 2013*
3. The **plant** is introverted but intellectually dominant, the source of original ideas and proposals
4. The **monitor-evaluator** is an analytical rather than a creative intelligent
5. The **resource-investigator** is the popular member of the teams extroverted. *From the case study, this person is Berit Jeanette Haven Andersen, who was appointed business development manager. She assessed new markets and brought new contracts and ideas to the group*
6. The **company worker** is the practical organiser who turns ideas into manageable tasks.
7. The **team worker** holds the team together by being supportive of others, listening, encouraging, harmonising and understanding. *From the case study this could be Christoffer Skjolddelev Madsen*
8. The **finisher** checks the details, worries about schedules and due dates and brings to the team a sense of urgency

Question 2

2.1. **The mission statement** for Arla Foods is *“At the heart of everyone at Arla Foods that the business is grown in a positive way. The products, activities and growth should not only create value for the farmers who own Arla, but it should improve the lives of people, help customers to grow, bring exciting opportunities to colleagues working at Arla and contribute positively to society”*

2.2.1. Refer to pg 239 for the theory

-“business is grown in a positive way”: **The values, ethics and beliefs of the organisation**

-“ The products, activities and growth should not only create value for the farmers who own Arla, but it should improve the lives of people, help customers to grow, bring exciting opportunities to colleagues working at Arla”: **The organisation’s concern for all stakeholders**

- “contribute positively to society”: **The social responsibility of the organisation**

2.2.2. Yes, Arla Foods does have a good mission statement, because it reflects an organisation’s reason for being in its products, market and consideration for its stakeholders.

Question 3

3.1. Refer to pg 151

–**Avoidance**: one party chooses to focus on the other party’s needs to suppress or resolve the conflict or to seek some form of conflict

- **Accommodation**: one party chooses to focus on the other party’s needs to suppress or resolve the conflict or seek some form of maintaining the status quo

-**Compromise**: both parties give up something and the parties reach a consensus decision

-**Competition**: the focus of one or both parties is on their own interests, resulting in dysfunctional conflict and win-lose result

-**Collaboration**: differences are met and addressed, resulting in a win-win solution for the parties

3.2. Refer to Figure 7.2 pg 151

–**Avoidance**: Unassertive and uncooperative

- **Accommodation**: highly cooperative, but unassertive

-**Compromise**: middle ground /neutral on assertiveness and cooperation

-**Competition**: highly assertive, but uncooperative

-**Collaboration**: highly assertive and highly cooperative