

GROUP PRESENTATION TOPICS

Each group must prepare a PowerPoint presentation on the below topics. The time limit is 30-40 minutes.

GROUP DEXTY: Based on the literature, what are the HRM responsibilities and functions of managers. Identify the core competencies that line managers should have to perform their HRM functions effectively. Based on these identified HRM competencies develop an HRM competency model for line managers. **Presentation date: 15 August**

GROUP THE 8 MASTERS: Robin manages a medium-sized creative marketing agency in Johannesburg. He has 32 employees who are all paid very competitive salaries. Over the years, Robin has noticed that new hires often start highly energised and motivated due to the high salary. This energy soon fades, however, and most of Robin's employees who have more than a year of service are not very motivated. Even the annual pay raises and bonuses do not seem to have much of an effect. How would you explain the low levels of employee motivation that Robin is observing? What specific measures can Robin take to address the situation and improve his employees' motivation? **Presentation date 15 August**

GROUP CHEETAHS: Tebogo Mashego was recently appointed, as is the HR manager at a local airline company. One day her assistant brings her a copy of an advertisement the company had used the previous year for the position of a flight attendant. She is planning to place a similar advertisement in a local newspaper shortly, as the company is introducing additional flights and needs to employ more flight attendants. The advertisement appears below:

FLIGHT ATTENDANT

Batho-Pele Air is a local airline based in Gauteng. The company is looking for flight attendants to man flights between Johannesburg, Cape Town and Durban.

You may qualify if you meet the following criteria:

- You have work experience in a customer service environment.

- You are between 163 cm and 183 cm in height.
- You are able to attend a 6–7-week full-time training programme.
- You are willing to travel.
- You are in possession of a level 2 first-aid certificate from a recognised service provider.
- You have your own reliable transport.

For more information, contact May Grant on 011 456-7890 or at may.grant@batho-peleair.co.za.

Kindly submit your CV, copies of your ID and qualifications before 30 June 2010 to the e-mail address above or fax a copy to 086 345 6789.



BATHO-PELE AIR

PEOPLE FIRST

The assistant asks Tebogo to approve the advertisement. As a recent graduate, Tebogo is fully aware of the impact that the labour legislation has on HR, and as such, she proceeds to evaluate the abovementioned carefully.

Questions

1. Discuss the content of the advertisement on the basis of the South African labour legislation.
2. Would this advertisement also be applicable to the job of a secretary at the airline? Explain your answer.
3. Using the principles of a good advertisement compile an advertisement for a secretarial position at Batho-Pele Air.
4. Would you recommend that Batho-Pele Air make use of other external recruitment methods, rather than advertising in a newspaper for the position of a flight attendant? If so, which alternatives could they consider? Give reasons for your answer. If not, also give reasons for your answer. **Presentation date**

29 August

HARLEYS GROUP: CASE STUDY – EMPLOYEES AT UBUNTU GROWTH NEED SOME MOTIVATION AT WORK CASE STUDY

Employees at Ubuntu Growth need some motivation at work

Tebogo Mahlangu graduated from the University of Brooklyn in 2016 with a degree in human resource management. She was appointed at Ubuntu Growth on a contract basis as an administrative assistant in the marketing department. Tebogo worked at the organisation for 12 months, after which her contract expired. Her HR manager, Mrs Pillay, felt that Tebogo had not acquired the practical experience she needed to work in the marketing environment, and therefore did not renew her contract.

At that time, no suitable permanent or contract positions in the HR field were available for Tebogo. She started working at a recruitment company as a junior recruitment consultant. In 2018, Tebogo realised that she was not satisfied working in the recruitment industry. She was under constant pressure to meet high targets and she was required to travel on a regular basis. She started searching for jobs online and saw an advertised vacancy for an HR consultant at Ubuntu Growth. The position was a permanent position with a market-related salary and comprehensive benefits.

Tebogo had loved working at Ubuntu Growth. She now met all the job requirements, so she immediately applied for the position and uploaded the necessary supporting documents to the organisation's recruitment website. A week later, Tebogo was invited to an interview at Ubuntu Growth. Her former HR manager, Mrs Pillay, together with a general manager, sat in at her interview. Ubuntu Growth was very happy to see how Tebogo had grown since leaving its employment. The interviewers informed her that they would be in contact regarding the outcome of the interview.

The HR manager and general manager interviewed three other candidates. Both agreed that Tebogo was the most suitable candidate for the job. She was hardworking and willing to learn new skills and could deal with pressures in the workplace. Mrs Pillay contacted Tebogo to inform her that her interview had been successful and to discuss her date of commencement of duty, on the first day of the following month.

Tebogo was ecstatic about this news. She handed in her resignation and served her notice period of two weeks. On her first day of work at Ubuntu Growth, Tebogo reported to the HR manager for duty. The HR manager issued her with an access card and directed her to her desk, which was situated in the HR department. She informed Tebogo that she would be back later to assign her the tasks that need to be completed by the end of the week.

Questions

- 1 Tebogo went to her desk and looked around at her colleagues, who were all busy with their work. She waited for the HR manager to return. Do you think the HR manager welcomed Tebogo to the organisation correctly? Given that Tebogo had worked for the organisation before, would it be necessary to provide her with orientation and onboarding? Provide reasons for your answer.
- 2 On the way to the finance department to submit her banking information, Tebogo met her old friend Simon who also worked in the HR department. The two colleagues chatted for a while. Tebogo learnt that Simon felt unmotivated at work, and that his colleagues also felt overworked and unmotivated. What could the HR manager – Mrs Pillay – do to ensure that employees at Ubuntu Growth remained motivated?

Presentation date 29 August

GROUP BRAINY BRUNCH: Case study: Managers and motivation

The nature of managerial work is such that the majority of those who do it are likely to be somewhere in the middle ranks of the organisations for which they work. Whilst there is a lot to be learned about leadership from those who rise to more senior and influential positions, the nature and characteristics of much managerial work is perhaps more mundane than inspiring, and clearly not all those who work as managers will necessarily want a promotion to more high profile jobs. The Management Today survey offers an insight into the work at this middle level in contemporary organisations, and some of the aspirations, frustrations and problems that managers face. There is information about the type of motivation that encourages people to move into managerial roles and away from the (potentially) more comfortable situation as part of a team. The survey indicates how some middle managers seek and find job satisfaction, but also suggests some of the demotivating aspects of the work and the potential problems of alienation. One of the challenges is the fact that the managerial role requires a loosening of direct control but at the same time demands an ability to coach and train others. This can be difficult to achieve once the pressures of organisational life begin to exert themselves on the newly promoted manager, and opens up questions relating to the need for managers to understand how they are

perceived and how they can use motivational techniques to improve team performance.

Tasks

1. Using either the Achievement Motivation theory of McClelland or Porter and Lawler's expectancy model (or any other motivation theory) as the basis for your analysis, explain what might motivate someone to take on a line manager or supervisory role in an organisation for which they have worked for some time as a team member.
2. What are the main elements of job satisfaction which managers appear to experience? Which are most important, and why? What are the major frustrations, and how do you think a manager should deal with them?
3. What lessons could managers take from the Hackman and Oldham model of job enrichment, and how could a line manager use these ideas to improve employee commitment and engagement at work?

Presentation date 29 August

GROUP SEDIBA: Case study: Towards worthy performance: A case study on Western Union's training programme

Western Union has been a leader in the telegraph and money transfer industry for more than a century. However, in 2006, when the last telegram was sent, the Western Union needed to overhaul its focus and retrain its global workforce. Currently, Western Union remains one of the leading global money transfer and financial services organisations in existence.

In 2006, Western Union became an independent company after spinning off from First Data amid changes in online communication capabilities and a rapidly growing global marketplace. While remaining true to the values of innovation, trust and convenience to customers, the iconic 160-year-old company also decided to send its last telegram at that time. Additionally, since 2006 Western Union has undergone a paradigm shift that requires employees to turn a greater focus to customers' experiences rather than just on individual monetary transactions. Because of this change in culture, Western Union also recognised the need to retrain over 9 000 employees worldwide.

The case at Western Union

Effectively connecting individuals and businesses in over 200 countries and territories required an employee-training programme to be comprehensive, structured and individualised. In 2012, Western Union's training and development team were charged with the task of developing and rolling out a worldwide employee T&D programme to over 3 500 global employees. The main objective was to identify the employee skills required by the change in the organisation's direction and then to create a specific T&D path that aligned with Western Union's overall strategic goals.

Western Union's challenge

The organisational challenge at Western Union relates to the organisation's overall change of culture, from being historically focused on telegram delivery to branching out into more customer service and consumer relations ventures. Becoming customer-centric, when previously the organisation was known as primarily transaction-based, could not just be a talking point at the top; it needed to be embraced by all levels of employees and enforced through training. Reaching a dispersed employee base and training across global boundaries, while aligning training to fit in with the organisation's larger corporate culture, created a distinct barrier.

Moreover, many service-level or call-centre employees could not attend off-site training sessions that would take them away from their daily obligations. In fact, in 2011, it was uncovered that approximately half of Western Union's employees were not receiving any cohesive training or ongoing developmental support, mainly because employees were in disparate locations and experienced language barriers. Furthering the training disparity, a large amount of global learning that was being facilitated was via internal, on-the-job tasks. Finally, Western Union also recognised the need for ongoing, just-in-time tools and resources that employees would require during the transformative time, as well as the obstacles that hindered accomplishing this.

Source: Adapted from Rosendale, J.A. (2014). Toward worthy performance: A case study on western union's training programme. *Performance Improvement*, 53(8), available wileyonlinelibrary.com.

Questions

You have been requested by the HRD team of Western Union to assist with an appropriate solution to the challenge outlined in the case study. You need to:

1. Critically discuss the relevance and importance of an appropriate T&D programme to address Western Union's change in strategy.
2. Describe the critical success factors to ensure an effective T&D programme.
3. Develop a draft T&D programme overview in which you answer the following questions:
 - a What are the key areas to cover in this T&D programme?
 - b Which T&D methods could be used to implement the T&D programme.
 - c Who should facilitate the different sessions?
4. Design a process to evaluate the effectiveness of the T&D programme.

Presentation date 12 September

: Jana works as a senior manager in a medium-sized manufacturing plant. Over the last five years, she has single-handedly performed all the performance evaluations in the plant. It is a very time-consuming process, but Jana believes that she is the only one qualified enough to do the evaluations. Due to the fairly large number of employees, she does the performance evaluations in a very quick and informal way. The plant's CEO believes that Jana should do the performance evaluations more formally and perhaps involve the three-line managers in the process as well. Discuss how Jana can improve her methods of performance evaluation? Support your answer with the most recent research on the effectiveness of performance assessments and best practices.

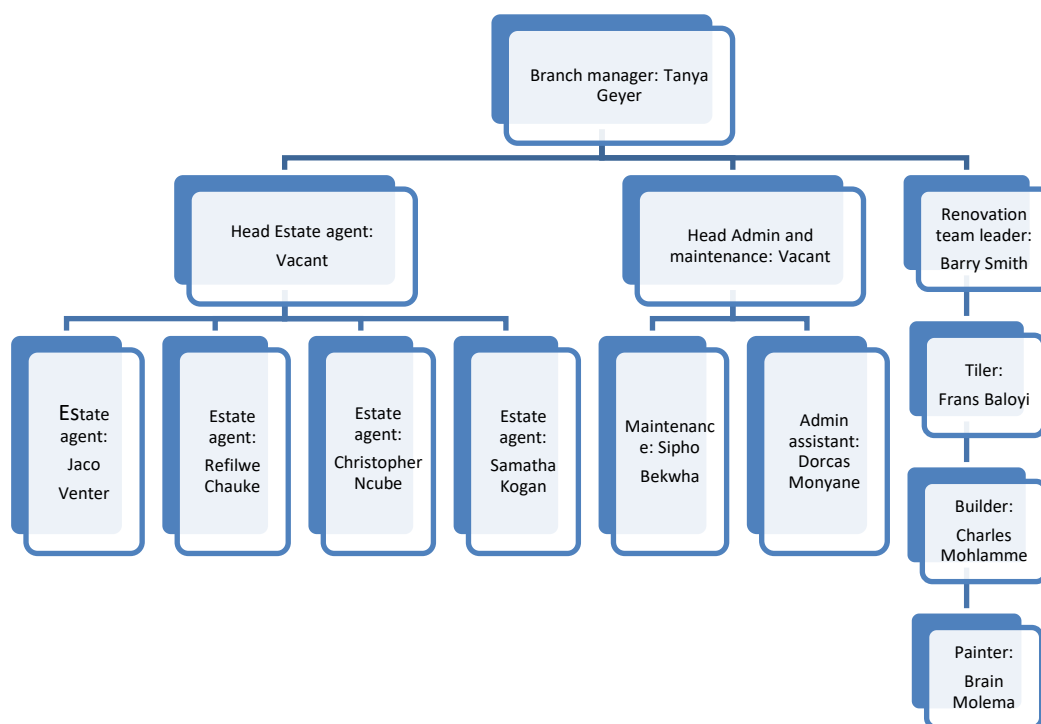
Presentation date 3 October

GROUP MAX'D UP CASE STUDY

Prime properties

Sipho Bekwha works for an estate agent in Polokwane called Prime Properties. He is responsible for maintenance-related matters at the office. Sipho completed Grade 12 three years ago and has been working at Prime Properties ever since. The company opened the Polokwane branch ten years ago after they opened the first branch in Nelspruit 15 years ago. Tanya Geyer started her career as the branch manager in Nelspruit, and the company asked her to open the new office in Polokwane. Tanya accepted the offer. She initially started with two estate agents and has subsequently appointed an additional three. One of the estate agents, Dorcas Monyane, has not been living up to expectations, and they have decided to use her as an administrative assistant in the office. She has agreed to this. The branch mainly concentrates on properties in two upmarket neighbourhoods in Polokwane. There are excellent schools and shops in the vicinity and the area is easily from the freeways. This is an important selling point as a number of people stay in Polokwane and work in the surrounding towns. In general, the size of the houses are reasonable. However, most of the houses are more than 30 years old and need to be renovated.

The organisational structure of the Polokwane branch of Prime Properties appears below:



Tanya has recently suggested that the company should perhaps investigate the possibility of renovating a few properties before they sell them. The income from selling these renovated homes would increase by 100%. Her decision was based on numerous requests from potential buyers looking for renovated properties in the area. Tanya's silent partner Pradeep saw this as a wonderful opportunity and suggested the agency also start renovating the properties before selling it. In order to do this they will need to make use of outside contractors and a few other people that they will have to employ. That they expand the business and also agreed to this and they proceeded to buy three such properties to renovate. They do not have time to manage these projects themselves and they thus appointed Barry Smith as a team leader and supervisor to oversee the renovations. Barry has unfortunately fallen ill and as he is near retirement age, he decided that it would be in his own best interest to resign.

Tanya realises that they have to come up with a solution fast to ensure that they finish the renovations in time. The properties need to be put on the market as soon as possible. Tanya only recently discovered that Sipho has a code 08 driver's licence. He is very trustworthy and has been maintaining their building very well over the past three years. He takes the initiative, completes tasks well before due dates, and he is able to work under pressure. Sipho spoke to Tanya a month ago and told her that he was ready for something more challenging. She approached Pradeep about involving Sipho in the renovations by making him responsible for Barry's tasks. Tanya is of the opinion that they will be able to easily fill Sipho's current position. They can even consider Barry for it if he recovers and wants to do this type of work.

Questions

- 1 Is it Tanya's responsibility to manage Sipho's career? Give reasons for your answer.
- 2 Identify the internal moves in the case study above.
- 3 If Sipho were to take over the role as a team leader in the renovations department, what would this move mean? Discuss this type of move in detail and indicate why an internal move would be more advantageous than appointing someone from outside the organisation.
- 4 Identify the career stages that Barry and Sipho are at. Substantiate your answer.

Presentation date 3 October

GROUP BLACK PANTHERS: Eric is an attorney in a large law firm in Johannesburg. He mostly works 12-hour days and sometimes even has to work over weekends to meet his billing targets. He has recently been suffering from headaches and has begun to lose weight. He is constantly tense and anxious, and he has started wondering whether or not he should stay with the firm. Eric approaches his director, Kuhle, to discuss the problem. Kuhle tells Eric that she sympathises with the fact that he suffers from stress, but notes that Eric's recent performance has been excellent and that he is due for a promotion soon. She promises Eric that she will try to find some ways to help him manage his stress. Do you think Kuhle is concerned about Eric's stress? If you were in Kuhle's position, how would you help Eric to manage his stress?

Presentation date 10 October

GROUP CASE STUDY – I WANT TO RUN AWAY!

Alexis Rojas's employment was terminated by her supervisor, Colleen Wilson, on Friday 23 December at 16:30.

She was just putting on her coat when Wilson asked her to step into the office of Managing Director Ben Synhorst. She was given no explanation. Rojas had been employed by the Milbrae Window Company for 12 years as an outside sales representative. She had won the company's highest annual sales award in four of the last six years and was generally considered one of the most loyal employees. Thus her abrupt termination came as a shock to her and everyone else. She drove home in a d

Anne Molati has been working for a Banking group for a number of years. Over the past seven years she has been promoted several times. For the past two years she has been the manager for the Gauteng region. The Bank has been in existence for 10 years and has a total staff compliment of 167 employees. The employees are divided between two regions the Bank has operations in mainly Gauteng and the Western Cape. The Bank is a relatively small player in this industry. As a result of the company size, its HR Department at this stage is not fully developed and focuses mainly on recruitment, selection, orientation and performance management. They have limited in-house training programmes available for staff members and no employee assistance or wellness programmes.

The company feels that they do not need any additional HR functions at this stage due to cost implications. In recent months Anne has been off sick several times. She feels tired when she arrives at work and often feels that she cannot cope with her job and she also often has the feeling that she cannot and will not continue with her job. She feels that she has done her best for this company. However she feels that

the company does not care much for her. Although she has advanced in her career she does not receive the recognition and support she feels she deserves. Her present salary is also a great concern to her.

Anne is married to John who frequently has to travel on business trips. During these trips Anne is responsible for to look after their 4 year old daughter Tammy and ten month old son Paul by herself. Their son has special needs and they have to make provision for additional caregivers to take care of him at home while Anne is at work. Their daughter goes to crèche during the week.

Anne has been thinking about her personal circumstances. She often wonders whether it is worthwhile to miss all the important milestones of her children. She also feels somewhat guilty about not looking after her son Paul herself. Her daughter Tammy will be going to primary school next year and she is concerned about her working hours as Tammy will be going home at 12:00 each day. The lack of support at work, the logistical arrangements of dropping her daughter off at school and picking her up again in time not to mention the extramural activities and care during the afternoons is all serious issues for Anne. Anne's job is very demanding and she sometimes also has to travel to branches in the Gauteng region. On these days she often only arrives home at 19:00 almost the time her son goes to bed. She does not know what to do - who will be taking care of her daughter in the afternoons once she goes to primary school?

Anne feels guilty and anxious and she does not know what to do. In an attempt to deal with this situation she started drinking excessively and even arrived slightly intoxicated on two occasions recently at work. On both occasions, she missed important meetings with clients and in the one case she nearly made a huge mistake when she misjudged the interest rates for a loan to a client. Luckily she e-mailed the documentation to the Director to sign-off, and he pointed out that there was a mistake. This could have cost the Bank over R100 000. The mistake was corrected and the Bank did not suffer any losses. The Director called Anne in and immediately realised that she was intoxicated.

Due to Anne's personal circumstances, she rarely spends time relaxing not to mention looking after herself properly. Her son still keeps her up many nights as he does not sleep through yet. Although she feels guilty about also neglecting her son her main concern at the moment is her daughter who leaves the house daily. She has recently been struggling to sleep and whilst lying awake one evening she thought "... at least my son is taken care of at home and I do not need to worry about him. Our caregiver is very reliable and she loves him dearly." One morning as Anne was preparing to leave for work Gladys the caregiver asks to speak to her urgently. Gladys informs Anne that she is very sick and has been HIV positive for a number of years. She is concerned that she might not be physically able to look after Anne's

son for much longer. Anne feels totally overwhelmed on hearing this. Just when she thought she had her son sorted out she now receives this news. It normally takes her son a long while before he trusts new people and only a trained caregiver can look after him. Anne phones the paediatrician who on hearing of Anne's plight, he provides her with the name of an agency who specialises in training caregivers. That same afternoon she interviews four candidates and after consulting with her husband they decide to appoint one of the candidates. The new caregiver will commence duty the next Monday. Gladys luckily offers to stay and train the new caregiver for an additional month to ensure that Paul adapts and that the transition does not disrupt him too much. Gladys has been an integral part of their family and Anne wonders if Gladys is coping with her illness and the emotional aspects thereof. She speaks to Gladys to establish whether there are any aspects that she needs assistance with; Gladys informs Anne that she has been involved in a support programme via her medical aid as well as her church. This has helped her to deal with her circumstances. Anne feels relieved that Gladys has support structures to help her through this difficult time. Anne suddenly realises that they have no formal way of dealing with HIV and AIDS at the Bank. The rising number of people infected with HIV and AIDS in the country can also have a major impact on their Bank and they have no mechanisms to deal with this!

Questions

- 1 Identify Anne's condition and discuss this phenomenon.
- 2 If the Bank expands as rapidly as is expected, is there any support mechanism that they can consider to assist working mothers?
- 3 What would you advise Anne to suggest to her Director in terms of dealing with HIV and AIDS in the workplace?
- 4 Do you regard Anne's lifestyle and habits as problematic? Why or why not? What can the company do to support her as well as other employees? How should they go about this?

Presentation date 10 October

GROUP VENI VIDI VICI

CASE STUDY TEAMWORK

We have identified how some of the characteristics we use to describe individuals also can describe teams. For example, individuals can be high in the trait of openness, as can a team. Along the same lines, have you noticed that some teams seem to be smart, while others seem, um, dumb? This characteristic has nothing to do with the average IQ of the team members but instead, reflects the functionality of the whole team. Teams that are synergistic excel in logical analysis, brainstorming, coordination,

planning, and moral reasoning. Moreover, teams that are dumb. Think of long unproductive meetings, social loafing, and interpersonal conflicts.

You might be remembering a few teams you have witnessed that are in the dumb category, but we hope you can think of a few that excelled. Smart teams tend to be smart in everything—for any task; they will find a workable solution. However, what makes them smart? Researchers in an MIT study grouped 697 subjects into teams of 2–5 members to solve tasks; looking for the characteristics of smart teams, (they were not all smart).

The findings were:

1. Smart teams did not allow individual members to dominate. Instead, there were equal contributions from members than in other teams.
2. Smart teams had more members who were able to read minds. Just kidding. However, the members were able to read complicated emotions by looking into the eyes of others. There is a test for this ability called Reading the Mind in the Eyes.
3. Smart teams had more women. It is not that smart teams had more gender equality; these teams simply had more women. This result might be partly because more women scored higher in the Reading the Mind in the Eyes test.

The researchers recently replicated the study using 68 teams and again found that some teams were smarter than others were. This study added a new angle to the research: How would teams working in person differ from teams working online? Surprisingly, there was little difference: All smart teams had an equal member communication (and plenty of it) and was good at emotion reading. When the online collaborators could not see each other, they practised Theory of Mind, remembering and reacting to the emotional cues they were able to detect through any mode of communication. Theory of Mind is related to emotional intelligence (EI).

When we have the opportunity to handpick team members, we can look for those who listen as much as they speak, express empathy and remember what others tell them about themselves. For teams to which we are assigned, we can seek these attributes in others and help guide the team toward its best self. As for IQ? Here is the good

news: Recent research indicates that our membership in a team actually makes us smarter decision-makers as individuals!

Questions

1. From your experiences in teams, do you agree with the researchers' findings on the characteristics of smart teams? Why or why not?
2. On the highly functioning teams in which you have been a member, what other characteristics might have contributed to the success?
3. The authors who suggested that membership in a team makes us smarter found that teams were more rational and quicker at finding solutions to difficult probability problems and reasoning tasks than were individuals. However, after participation in the study, team members were much better at decision-making on their own, even up to 5 weeks later. Do you think this spillover effect would happen equally for people in smart teams and dumb teams? Why or why not?

Presentation date 10 October

GROUP CASE STUDY ON ORGANISATIONAL CULTURE (not yet allocated)

NEW OPPORTUNITIES ABROAD FOR CHARTERED ACCOUNTANTS

New opportunities abroad for chartered accountants

Gani International is a leading international recruitment company based in Cape Town, South Africa. The company specialises in the placement of individuals in the financial industry at leading corporates in South Africa, Australia and Dubai. The team offers high-quality services to provide the best outcomes in the recruitment and employment of personnel.

Gani International has been approached by a client to recruit a qualified chartered accountant to work in Dubai. The job requirements state that the potential employee should be registered with the South African Institute of Chartered Accountants (SAICA), must have years' working experience and must be under the age of 35. Priya, a senior consultant at Gani International, sources a candidate that meets the requirements. She then invites the candidate, Mike, for an interview.

Mike is currently a manager at a leading audit firm in South Africa. He is happy at his current job. However, he is excited and curious about the opportunity presented to him and decides to accept the interview meeting with Priya. After the interview, Priya is very impressed and sends Mike a job offer. Mike is overwhelmed – he feels that this is an amazing opportunity, but has several factors to consider. Mike's wife is currently employed as a lecturer and is studying towards her master's degree. Their daughter has just started at Grade 1, and she loves her school. He discusses the matter with his wife, and they agree that she could continue her studies abroad through correspondence. They can consider moving to Dubai. The couple has travelled there before and feels that, with the package offered to Mike, they can live comfortably until his wife finds a job.

Mike weighs up all his options and decides to go ahead and take the job in Dubai. It would be excellent for Mike's career, and the couple will adapt to the new lifestyle.

Questions

1. The recruitment specialist, Priya, is delighted that Mike has decided to accept the job. She also believes the young couple will enjoy living and working in Dubai. She does understand that some of the cultural aspects in Dubai are different and that they may experience some difficulties. What challenges or difficulties could Mike and his family face in moving to Dubai?
2. Briefly discuss the phases Mike will go through before adapting to the new culture.

GROUP CASE STUDY ON ORGANISATIONAL CULTURE (not yet allocated)

Employees at many successful companies start the day by checking the economic forecast. Patagonia's Ventura, California, employees start the day by checking the surf forecast. The outdoor clothing company encourages its workforce to take time from the workday to get outside and get active. For Patagonia, linking employees with the natural environment is a major part of the culture. New hires are introduced to this mindset very quickly. Soon after starting at Patagonia, marketing executive Joy

Howard was immediately encouraged to go fly fishing, surfing, and rock climbing all around the world. She notes that all this vacationing is not just playing around—it's an important part of her job. "I needed to be familiar with the products we market," she said. Other practices support this outdoors-oriented, healthy culture. The company has an on-site organic café featuring locally grown produce. Employees at all levels are encouraged through an employee discount program to try out activewear in the field. And highly flexible hours ensure that employees feel free to take the occasional afternoon off to catch the waves or get out of town for a weekend hiking trip.

Are there bottom-line benefits to this organisational culture? Some corporate leaders think so. As Neil Blumenthal, one of the founders of Warby Parker eyewear, observes, "they've shown that you can build a profitable business while thinking about the environment and thinking about your team and community." As Patagonia CEO Rose Marcario says, "People recognise Patagonia as a company that's . . . looking at business through a more holistic lens other than profit." However, she is quick to add, "Profit is important; if it wasn't you wouldn't be talking to me."

Patagonia's culture obviously makes for an ideal workplace for some people—but not for others who don't share its values. People who are just not outdoor types would likely feel excluded. While the unique mission and values of Patagonia may not be for everyone, for its specific niche in the product and employment market, the culture fits like a glove.

Questions

1. What do you think are the key dimensions of culture that make Patagonia successful? How does the organisation help to foster this culture?
2. Does Patagonia use strategies to build its culture that you think could work for other companies? Is the company a useful model for others that are not so tied to a lifestyle? Why or why not?
3. What are the drawbacks of Patagonia's culture? Might it sometimes be a liability, and if so, in what situations?

Please make sure that all the groups appeared on this topic list.

Regards

Prof Botha