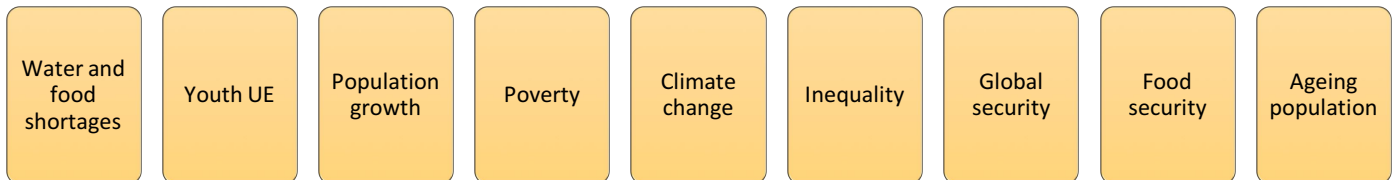


# Week 1 Lecture. 6<sup>th</sup> March 2017

Wicked problems: 'the term 'wicked' in this context is used, not in the sense of evil, but rather as an issue highly resistant to resolution' ('tackling wicked problems', 2017)

Persistent social problems



➔ What is causing this?

## Week 1 Tutorial. 8<sup>th</sup> March 2017

15/15 quality contributions in every workshop, drawing on readings, lectures, 'real life' examples, using comments to build on other students' comments. Facilitates other's participation and understanding within the group naturally. Asks probing questions.

Workshop Debrief

- Looking at business problems involves focusing on the cause not symptom
- In the case study; identify the root cause.

## Week Two

*Definitions – Cambridge Business Dictionary (2017)*

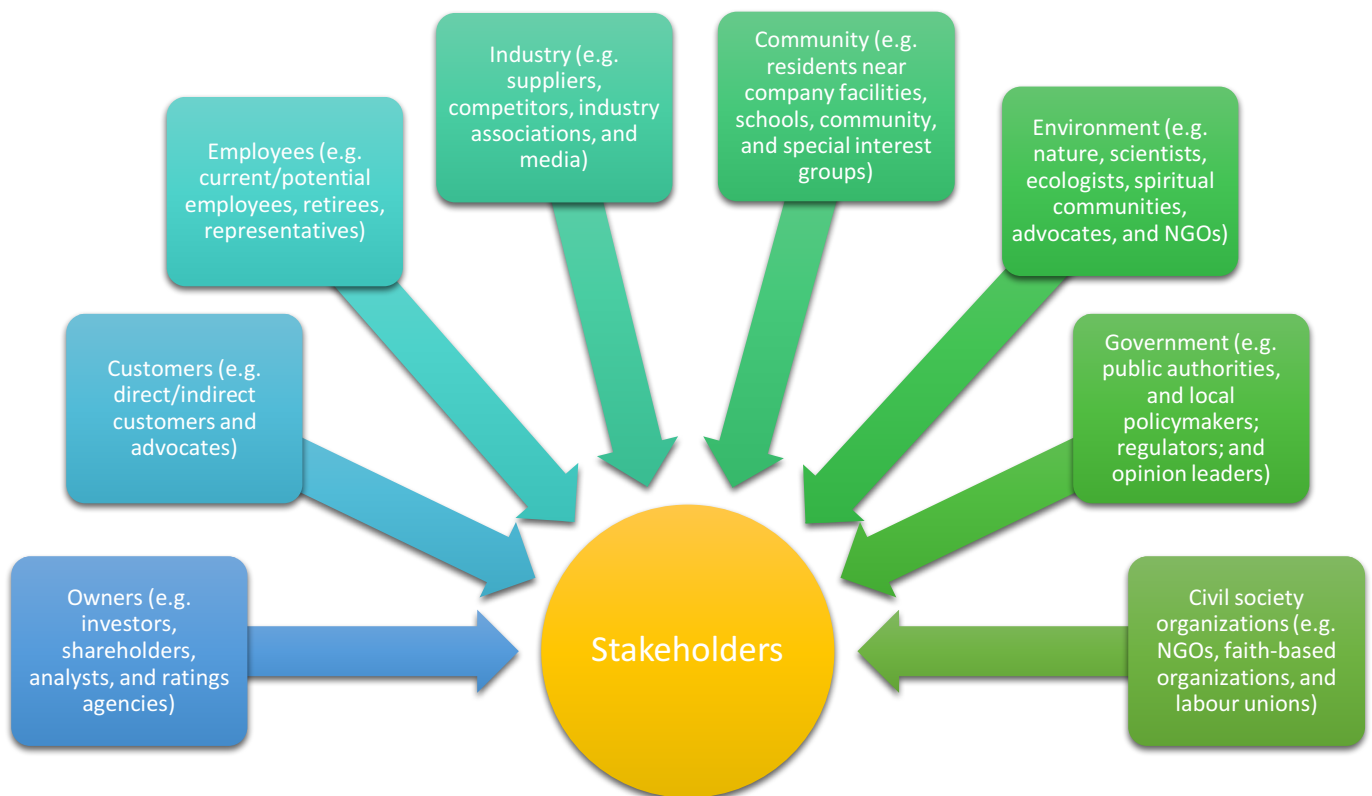
**Organization:** "a group of people who work together in an organized way for a shared purpose"

- **Company:** "an organization that sells goods or services in order to make money"
- **Corporation:** "a large company or group of companies that is controlled together as a single organization"
- **Business:** "a particular company that buys and sells goods and services"
- **Stakeholder:** an organization or "a person such as an employee, customer, or citizen who is involved with an organization, society, etc. and therefore has responsibilities towards it and an interest in its success."

### Stakeholders

Stakeholders not the same as a shareholder

- Stakeholder – shared interest, multiple layers of involvement (influencers of outcome), degrees of separation. ➔ but is it the exact same interest?



#### Example of stakeholders

McDonalds: baker suppliers, farmers (flour), customers, workers, KFC, NGOs

Manufacturing car industry: Mechanics, engine builders, suppliers

Are competitors or representatives of stakeholders really stakeholders?

Competitors influence the company's action so would also be a stakeholder. Given proxy to represent, yes as he has been appointed and thereby influenced in the decision-making process.

Stakeholder mapping is required for your case study

#### Vision, mission and values

- Explaining why an organization exists
- An understanding of what the leaders want the organization to become
- Describes an inspiring new reality
- Often serve to aid in decision making
- Provides context for all decisions within the organization
- Guiding the development of strategy and organization

**Mission Statement:** "a short written description of the aims of business, charity, government department, or public organization"

- Musts of a mission
  - Look at strength and performance
  - Do better what you already do well – if it's the right thing to do

- Look outside at the opportunities and the needs
- Where can you make a difference?
- Look at what you really believe in
- A mission is not impersonal

**Vision Statement:** “expresses what an organization would like to achieve in the future”

**Values:** “the principles that help you to decide what is right and wrong, and how to act in various situations:”

**Organizational culture:** “the types of attitudes and agreed ways of working shared by the employees of a company or organization”

(CSR > CSV > SE)

- Corporate Social Responsibility
- Creating Shared Value
- Social Entrepreneurship

### Rising issues

Human’s impact on the world increasingly entering public consciousness. E.g. Global warming in mid-20<sup>th</sup> century, Exxon Valdez Oil Spill in 1989 or direct impacts on lives: Great Smog of 1952, Bhopal Disasters in 1984 (within in minutes 2.5 million died)

### CSR (Corporate Social Responsibility)

“CSR as actions that appear to further some social good, beyond the interests of the firm and that which is required by law” (McWilliams & Siegel, 2001, p 117). Example: Cadbury

Not a good industry in safety of labor and production of cocoa. Fairtrade initiative. Most chocolate companies have dropped the Fairtrade symbol and developed their own standards labelled ‘Cocoa Life’. Lots of organizations have also dropped the heart tick as it was costly to buy but also because the heart foundation knew how much they could charge.