

2.2 Vocabulary Corporate social responsibility

Discussion and presentation (page 25, Exercise 7)

Group B



The Hovey International Prize for Sustainability

The Hovey International Prize for Sustainability is a £1 million prize awarded to organizations demonstrating a comprehensive approach to economic, environmental and/or social sustainability.

Previous winners include community projects for water and sanitation, agriculture and conservation, child health, local employment and renewable energy.

The Hovey Foundation was established in 1986 by George Hovey, founder and president of Hovey Mining Corp. The award is one of the world's most significant, privately funded prizes. One prize is awarded annually. Additionally, grants valued at £20,000 are awarded to the remaining nine shortlisted organizations, with the specific intention of investing in certifiable training and capacity building for the organization.

To ensure the credibility and integrity of the Prize, The Hovey Foundation has formed a partnership with the European Sustainability Council (ESC) to develop, facilitate and manage the programme.

Prize and grant recipients are selected by an independent, high-level international panel of key opinion leaders, who consider both past performance as well as evaluating how organizations will continue to contribute to and impact on sustainability through their ongoing activities.

The inaugural prize was awarded in 2009.
www.georgehoveyfoundation.com

2.4 Management skills Time management

Discussion (page 28, Exercise 3)

Student B

Thursday and Friday find us most open to negotiation and compromise. These could be the best days to ask people to do things: because we want to finish work before the week is out, we are more likely to agree. These just might be the best days to ask for a pay rise – certainly much better than a Monday.

Friday is the day when experiments show workers take more risks, have more accidents, and are more likely to make riskier decisions. It's a good day to confront colleagues with a grievance – or even to make them redundant – because they can come to terms with what you've said over the weekend.

The weekend and holidays frequently see workers who manage high stress through the week succumbing to headaches, fatigue and colds. It may be more tempting to head for the pub after a stressful week, but apparently exercising on a Friday night can help reduce the risk of weekend illness.

3.6 Case study WEF Audio

Simulation (page 47, Exercise 6)

Group B

You are in favour of outsourcing production of the new products: perhaps even the traditional products and the company's administrative processes too. In your view, Just-In-Time or relocation will never enable the company to reduce salaries and costs enough to be competitive with the Chinese. It may be possible for the new provider to lift out some jobs in order to limit the impact on the workforce. Eva is now the majority shareholder of the company, and she should be as objective as possible in making the best decisions for the business, irrespective of her own, her father's and her husband's preferences.

4.4 Management skills Assertiveness

Roleplay (page 55, Exercise 7)

Student B

Situation 1

You are an HR Manager at a telecoms company. Until now your network technicians have worked two shifts, one week early, from 6am to 2pm, and the other week late, from 2pm to 10pm. Because of increased demand, management are now planning to open a third, night shift, from 10pm to 6am. You will be hiring new staff, but you will need some of the experienced technicians to agree to work the night shift. Unfortunately, the plans for a third shift have been leaked before you are ready to talk to the unions. You expect a lot of resistance to the change, but you hope to be able to persuade the union that the new system is in everybody's interest.

Situation 2

You work in the accounts department of a large company. You and your colleagues are very unhappy with your working conditions: the open-plan office is freezing in the winter and stifling in the summer, and noisy all year round; the furniture is old and uncomfortable. The Office Manager, Mr Jamal, is a former sergeant major who thinks he is still in the army and treats staff like children. You have asked to meet the head of department to try to obtain some concessions. In the past, you have tried a diplomatic approach, but nothing has changed: now you feel that only an aggressive, direct approach will get results.

7.6 Case study Lesage Automobile

Discussion (page 99, Exercise 6)

Student B

You are convinced that a no-frills project is essential to Lesage's future. This is a great opportunity for the company to grow, and you are in favour of bold action which will result in a really competitive project. Resist any half-measures; ideally you would like to make a big impact by marketing an even cheaper car than the Logan.

1.6 Case study The glass ceiling

Discussion (page 21, Exercise 7)

Student B

Argue the case for putting her husband and daughter first. No job can ever provide the same satisfaction as bringing up children. Gemma doesn't seem to have the maturity or the patience to be a marketing manager: she should choose quality of life over status and money.