

A. though she has a
positive effect



**ASSIGN
BUSTER**

a. Stereotypes According to the copy attached to the email “ Charles is one of the faceless men from corporate”.

It shows that the person written the email thought that many people in the company were irresponsible, untrustworthy and ruthless. Therefore, this message can be categorised as the stereotype because the person spread email around offending people recklessly without seen the detail information and situation that happened in the company. Even though the email just mentioned Charles, the sentence “ one of the faceless” is also accused some other people in the company. b. Halo Effect As described in the email of Mary to Andrew.

“ Charles is a wonderful choice of chairman, although not everyone knows it yet. He’s thoughtful, well informed, completely trustworthy and honourable, and he is damn smart. As head of technology, he has shown that he knows how to help”. Mary was generalising characteristic based on Charles information without any consistent relationship among them. This message has strong moral implication even though she has a positive effect on the Charles. c.

Selective perception (confirmation bias) When Charles wrote to Andrew, said “ I promised you and your colleagues that I would think over our discussions at the executive operations Committee meeting this morning. Having done so, I want to confirm my decision to carry out a deep across-the board-reduction of UPC staffs” In this situation, Charles was selecting the choice that supports his belief and filters out information that does not confirm the belief. He thought that the decision was correct and completely

overlooking the other viewpoints to convince Andrew to proceed with the downsizing.

The negative could be company morals, productivity, losing long-serving senior management personnel. d. Projection In the email, Charles says that. "I understand completely how difficult this is. As you know, I've been in similar situation before, and it is a manager's worst task.

But I feel we have very little choice, and the board of directors agree fully". In this case, Charles assigns his feeling which possesses himself to Andrew without thinking about the different level of capacity and possesses his characteristic managerial. This can be a more implicate to Andrew decision, as he also aware that Charles decision is agreed by the board of directors, therefore, Andrew has not much choice on executing his task. In this situation, Charles was creating more frustration and disappointment.

e. Expectancy In the letter, Charles pointed that, " But I feel we have very little choice, and the board of directors agree fully. What's more, across-the-board cuts are the only way to accomplish this necessary downsizing quickly and fairly. This is a case of " the sooner, the better.

" Dragging it out is in no one's interest". The idea shows that Charles being convinced by the decision to consider a reduction in the company rather than thinking of another option which is worthier and responsiveness.

1. Identify the potentially influential stakeholders in this decision scenario and examine the present situation from the viewpoint of each of the stakeholders or stakeholder groups you have identified. (25%) a. Chairman and CEO, Charles Rampart. As the new CEO, Charles wants to solve UPC's

problems as soon as possible, by saying “ I feel we have very little choice” rather than honestly suggesting what he has certainly to do. From the meeting with executive operation committee, Charles decided to cut the number of employees by 11%.

He feels that this is very hard and difficult to implement because of the amount to be incurred will feel very painful because it takes a lot of time to get a new job, also, the company has invested much to these people. This is also hard as of the promise made by the previous CEO, that the reduction of the number of employees in August is the last and will not happen again. However, with the company's unclear financial situation and always experiencing a profit decline, therefore, Charles concluded that there is no other way than to reduce employees in the short run. He said the decision should be done in a period of two months because it has been approved by the board of directors.

So, he wrote an email to Andrew, as general manager of Connector Division to ask for support and good cooperation in the staff reduction. Those people that will be reduced are from the managerial and professional rank in Connector Division. To restore the company's situation, he wants a reduction from 6720 to no more than 6000.

b. SVP and GM, Andrew Jordan In this scenario, Andrew is a stakeholder who has not responded to the decision to reduce staff at the Connector Division. Since the employee reduction target is at Andrew's management, therefore, he will consider some of the inputs provided by Charles, Vice President for Finance (Mary Wyatt) and Samuel Godwyn (Vice President for Marketing and

Sales) which will ultimately to be the best possible decision for the company, the employee to be let go and for those who are will stay. c. Vice President for Finance, Mary Wyatt Mary Wyatt argued that the take the company issue as a whole. For instance, Connector might be performed better, however, other division such as Wire & Cable still needs to modernise to recover company financial health.

The idea of ?? Mary Wyatt was to support the new chairman, Charles, even though this is very difficult and painful. However, she argued that reducing staff in Connector Division the best way to recover company financial health. Therefore, she proposed to Andrew to support Charles to make his decision. She says that the new chairman is trustworthy, respectable and intelligent, although not yet known by many others. She also said that currently there is no best way to solve UPC problems in addition to supporting Charles to perform his duties. She said that the main problem of UPC is systematic action and investment and it can be solved by Charles. Wyatt proposed to Andrew to support Charles as this not only saved the company but also their future investment. d.

Vice President for Marketing and Sales, Samuel Godwyn. Godwyn's idea was suggesting Jordan bring the alternative plan to the board because he knows Charles is weak. However, he was not confident in their own authority, therefore, he was seeking a power outside shareholders and investor through leaking the news to the financial press. According to Samuel Godwyn, the policy to reduce staff in Connector Division is a disaster because this will affect the performance of the company for a long term.

He believes that, if all divisions perform the same performance as Connector then there will be no such problem at this time. However, he is aware that staff reductions are also necessary but not across the board because this is like taking a blunt axe to the company when a surgeon's scalpel is called for. He assumes that all divisions are working hard to create a profit so not necessarily all divisions are sacrificed, some need additional investment.

As a Marketing vice president, he assumes that staff cuts not only have an impact on the company but also the customer as well as the project planned.

2. As Andrew / Andrea Jordan state and justify/support the course or courses of action you will take in response to this situation. (You are meeting your managers in one hour!) (25%) The key issue in the UPC was not downsizing but how the management works on restoring financial health to create a business strategy for the future. The consequence of the late decision making will be tougher than reducing the 11% of staff.

It should determine the changes based on the logic behind the company situation. Otherwise, the company will cease as an independent entity. In response to this situation, there are three possibilities that can be considered; support Charles' decision to maintain the survival of the company, prepare a plan for the implementation of reducing staff, revise a business strategy to maintain the business financial health and find out the way to minimise the impact on the morale of those remaining staff and for those being let go.

Jordan needs to gain support from his subordinate in order to pursue his plan to start reducing staff by 11% as the company commitment. Then review business priorities focusing on the business trends among customers and competition. Then, propose for business change from the divisions and the

relationship to the whole company. Lastly, the redundancy strategy by preparing the payment and counselling.

In the meeting, Jordan can be questioning the autonomy of the divisions, to evaluate overstaffing in the administrative work in each division. This is necessarily communicated to Charles. It can be more effective if the company carefully evaluate its unnecessary administrative work and reduce it. Finally, the CEO and all senior management need to review the business strategy in order to pursue new management system. However, this needs to be coordinated with all entities and specifically the plan of Charles. Jordan can reduce headcount in the Connection in a manner way; voluntary retirement and create programs that allow people stay connected with the company. Management must begin to remove away everything in the company that is not adding value. 3.

For each stakeholder or stakeholder group that you have identified in 2 above, discuss their possible reactions to the course or courses of action which you will take. (25%) As a CEO, Charles will communicate to all middle managers not to take power and responsibility and reducing the bureaucracy in all division. Reduce the workload and which is more efficient and responsive. In fact, the corporation will be free of the communication obstructions endemic to overstaffing and middle management. CEO will plan for the cost and not personnel target. Regularly with the idea of distributing responsibility lower and lower in the organisation.

Moreover, reducing the cost the way they see fit and preparing a timetable for these changes. While this is to be done, that management can organise

the concern to its customers Furthermore, the other stakeholders will be following the instruction from CEO and implemented based on the new business strategy.