

17/10/22

Candidate name: / Nom du candidat: / Nombre del alumno:

Q5

4 PAGES / PÁGINAS

Candidate session number: / Numéro de session du candidat: / Número de convocatoria del alumno:

17 M TZ O P 2 - B M H L

At the start of each answer to a question, write the question number in the box using your normal hand writing / Avant de répondre à une question, inscrivez son numéro à la main dans la case appropriée / Al comienzo de cada respuesta, escriba a mano el número de pregunta en la casilla.

Example
Ejemplo

27

27

Example
Ejemplo

3

13

5

(a) • Centralized decision making ✓

- Works well in

• Top - down communication ✓

outline . offer

a little bit

more detail

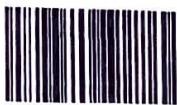
(2)

(b) Prog. Mastery : cognitive training helps employees continually at master their highly skilled profession. Such training, as well as the evidence that Gen Y wants to retain the "best programmes," means that an emphasis on career progression and mastery is evident.

↳ little bit more relevant application

Autonomy: employees are frequently allowed to innovate, both within the chain projects and during day-to-day work ("empowered to make decisions and take risks"), fulfilling the "task" component of Pink's theory well. Further, the nature of the creation of sales reports by programmes likely means they are given control of our "time" and "technique" in line with the bosses bosses seize leadership evident by the nature of programming organisations.

Purpose: employees are frequently praised for



their contribution to their clients. Hence, an element of intrinsic "purpose" motivation, as would be necessary in Pink's theory is evident. However, it should also be considered that the leadership style at Gen Y may not adequately motivate extrinsically motivated people → This is one of Petra's major changes to focus more on sales and profits. *do not need balance*

⑤

(c) New revenue stream, which one being sought through the entrepreneurship of employees, is important for Gen Y as they must de-risk their overdependence on their single "data rocket" product that is likely general towards a niche, specific market segment. An overdependence in this sense might harm Gen Y's ability to remain relevant in the future.

②

(d) → next page



04AX02

(d) As of 2017, Gen Y has not yet generated a profit. In order to prevent a downscaling of operations, Zack is considering bringing on Petra, a new investor. There are a variety of driving and restraining forces to this idea, as evidenced in the figure below.

Figure 1: FFA for decision to bring on Petra.

Driving	Restraining
(3) new capital funds -	• Sell Petra - loss of control (3)
(2) new ideas -	• half shares - stringent requirements (4)
5	7

Selling Petra 20% of the business could give Gen Y access to "fresh capital," which they could use to prevent the potential downsizing, which could have catastrophic effects on programmer's motivation, and subsequent innovative ability, a key asset to this internet start-up. While Petra has made it clear that she would not support financing the "dream" projects, she still supports entrepreneurship, and with the funds, Gen Y may be able to invest in new, profitable ideas, hence enabling them to become profitable.

Furthermore, as with all purchase of equity, the new owner will want to provide new input to the business. While this poses both driving and restraining forces, a key driving force of this initiative is the new skills and ideas that will be



04AX03

brought on. Petra, who will have a focus on maximising their own her own share of the business through increasing its value through profitability, will be able to offer her own expertise to reach the current profitability value. While the two conditions were identified as restraining forces, they are an example of new and radical input offered by Petra, which could help them become more profitable.

Diluting 50% of his control would leave Zack with less than 50% of his business. This significant loss of control means that if the other shareholders were to disagree with him, for example they could have the collective ability to overrule his decisions. This is made all the more prominent by the fact that both of Petra and the venture capitalists will place great importance over profits and the organisation's value, and the value of their stake, while Zack has clear other, more innovative objectives. Due to this, it is likely that stakeholder conflict would occur, and decision making time would increase, and organisational objectives and strategies would change, perhaps impacting employees' motivation.

Furthermore, the stringent conditions placed on her purchase of 40% of the organization are both reflective of the aforementioned restraining forces, but are problematic in their own right. The switch to an autocratic leadership style departs dramatically from Gien YS' current use of Pink's





4 PAGES / PÁGINAS

Candidate session number: / Numéro de session du candidat: / Número de convocatoria del alumno:

1	7	M	1	2	0	P	2	-	B	M	H	L
---	---	---	---	---	---	---	---	---	---	---	---	---

Candidate name: / Nom du candidat: / Nombre del alumno:

Q5

At the start of each answer to a question, write the question number in the box using your normal hand writing / Avant de répondre à une question, inscrivez son numéro à la main dans la case appropriée / Al comienzo de cada respuesta, escriba a mano el número de pregunta en la casilla.

Example
Ejemplo

27

2	7
---	---

Example
Ejemplo

3

1	3
---	---

5

motivation theory, which as was discussed previously, is crucially important in ensuring the highly skilled and intrinsically motivated employees remain motivated through mastery, autonomy and purpose. The mentioned fact that employees would lose their autonomy in a ~~state~~ ~~culture~~ stark contrast to the current organisational culture, resulting in resistance to change amongst employees, as well as the subsequent decrease in productivity, risk-taking and innovation - 3 key components of GSK's current operations. In addition, as focus on just meeting sales targets removes an element of innovation and risk taking, this shift even as ~~as~~ places a greater focus on extrinsic motivation, hence further deviating from Pink's theory.

In conclusion, with the identified loss of control, accompanied by Petras stringent conditions, it was identified that allowing 50% of his ownership would result in a majority negative organizational shift. While the sale would give access to new funds, the "3" on the FTA does not come close to overpowering the Restraining "7". For a company that,



As was mentioned, places such a great focus
on innovation and risk taking, accepting Petro
Petra's conditions and selling her shares is
not recommended.

(10)



04AX02