

## C/ DETAILED OUTLINE

### Brainstorm the outline of your story

- For coherent analysis, sketch your story's main ideas before analyzing.
- Your assignment outline should resemble:
  - **Background History:**
    - Born and raised as the first child in Vietnam, I grew up in a household where a Chinese dialect was spoken, reflecting a unique cultural blend.
    - My parents ran a small textile factory serving the migrant worker community, exposing me early on to the harsh realities of labor exploitation in the industry.
  - **Elaborate more on Background: Educational Influence and Family Business:**
    - Parents value education → I have access to international education → Eye-opening to more ethical perspectives on business and labor practices.
    - Despite the financial struggles of my family's business, my parents emphasized the importance of education, leading to a dichotomy in my worldviews compared to my family's business-first approach.
  - **How background form challenges in your specific organization:**
    - **Challenge 1: Advocating for Fair Labor Practices:** In my role, advocating for fair labor practices often leads to resistance from management. This challenge emerges from the clash between my ethical education and the harsh realities of our family business, where profitability sometimes takes precedence over labor fairness.
    - **Challenge 2: Balancing Compassionate Values and Business Needs:** A persistent tension exists between upholding the profit-driven ethos of our family's business and my desire to create a more humane and ethical work environment. This conflict mirrors the broader societal indifference towards marginalized workers and the financial pressures my family faces.
  - **Linking the Challenges:**
    - The societal apathy towards marginalized workers and the ingrained family obligation to prioritize business profitability create a complex environment where advocating for change is challenging. My background in a bicultural, bilingual family provides me with a unique perspective but also places me at the crossroads of conflicting values.
  - **Overcoming Organizational Discrimination:**
    - Leveraging my bilingual skills and educational background, I initiate skill-based language classes to bridge communication gaps in the workforce.
    - To address the exploitation silently accepted in the industry, I conducted an anonymous survey among employees, highlighting their hardships. This move is a strategic step to gather evidence and gain support for reform.

- My ultimate goal is to reshape the exploitative norms and challenge the class privileges that have been perpetuated in the industry, all while navigating the complexities of your family's expectations and the broader societal context.
- **Rich & Logic Narrative**
- **Relevant Background:** directly relates to organizational issues.
- **Central Conflict:** exists within the protagonist's worldview.
- **Linked Challenges**
- **Societal Relevance:** Broader societal issues, like indifference towards marginalized workers, are introduced.

## I. GUIDELINES

### A. Personal Background (Suggested 350-450 words)

#### Tips:

- Given that Part A's rubrics have lower weight compared to other parts, provide a **concise introduction of your background** and **state your beliefs**. **Save detailed exploration for the subsequent sections.**

#### **Suggested Flow:**

- **1-2 first sentences:** Describe who you are - Your personality, hometown, and family background that makes you unique
- **2-3 sentences:** Elaborate more on the cultural environment of your upbringing (e.g., in an Asian family, community values, etc.).  
Tips: You can elaborate more on broad societal issues rather than too personal a background to connect with multiple theories effectively.  
E.g: **Living in an Asian society with the issue of indifference towards marginalized workers, instead of a family business background**
- **1-2 next sentences** are theories you can link:
  - Functionalism
  - Social Relativism
  - Radical Structuralism
  - Radical Humanism
  - Ontology/Epistemology
    - If it's about the nature of reality and existence, it's ontological.
    - If it's about how we know things or the concept of knowledge, it's epistemological.
- **2 last sentences:** State your identity and experiences.

#### **For Example:**

1. I am a unique blend of cultural influences, shaped by my upbringing in Vietnam as the first child in my family. My early years were marked by the hum of my parent's small textile factory, a business that served the migrant worker community. It was within these walls that I was exposed to the harsh realities of labor exploitation, witnessing firsthand the struggles of marginalized workers in the industry.
2. In Asia, societal indifference towards marginalized workers is glaring. Despite economic growth, exploitation thrives in countries like China, Vietnam, and India with low labor costs ([Sharma, 2022](#)).
3. This starkly contrasts with the principles of **radical humanism**, which advocate for equality and dignity for all. The exploitation and neglect of these workers underscore the urgent need for radical change to align with the ideals of humanism.
4. In contrast to radical humanism's ideals of equality and dignity for all, the indifference towards marginalized Asian workers calls for profound transformation. It aligns with **ontology**, delving into the fundamental nature of issues and our understanding of systemic challenges.
5. I maintain the conviction that the indifference towards marginalized workers in Asia is a significant impediment to the progress and well-being of society as a whole. This apathy not only hinders the development of those workers but also restricts the growth and evolution of our communities.

**Examples of statements** you can write for this section: “This is how the Vietnamese high school system did NOT work for me”, “This is what my parents taught me”, “This is how I see the world as a woman,” etc.

- Please pay attention to how you situate yourself within specific organizational contexts such as “family business” or “the high school system”, “the university”, “the classroom”, “student clubs”, “social networks”.

**Tips:** This part should **focus mainly on your background**, so be thoughtful in choosing **background features that could open up more stories** later on in the essay.

- You can **link between various backgrounds**, from family background to social background, and so on.
- Besides, since part A’s **rubrics are lower** compared to other parts, it is suggested that you only briefly introduce the background and state your belief, then **focus mainly on other parts below**

## **B. Organizational Challenges (Suggested 1000 words)**

**Objective:** This part is required to **emphasize the relations among factors of your background towards your challenges** as well as **how it shapes your challenges**

**Suggested Flow:**

### **Challenge 1 (500 words)**

- **2-3 first sentences:** Overview your background then link to how that background has shaped your thoughts and perceptions  
**Example:** As previously mentioned, I occupy the position of the eldest sibling within my family. How my parents have nurtured me has been characterized by meticulous care and stringent standards, consequently leading them to establish exceptionally high expectations for my achievements.
- **4-5 next sentences:** Share 1-2 key life events that impacted how you view things - Could be something with strong emotions like graduation, failure, or a role model.  
**Example:** Beneficial familial circumstances, coupled with my parents' elevated educational attainments, have granted me numerous opportunities for scholarly pursuits and enriched sociocultural comprehension. A pivotal moment in my life was being allowed to study at an international university, focusing on business ethics and sustainability. This experience profoundly reshaped my perspectives, especially regarding corporate responsibility and environmental stewardship.
- **2-3 next sentences - Group Dynamics:** Discuss challenges faced in group settings, such as diverse viewpoints and communication barriers, or a lack of commitment to mutual understanding and respect.
- **2-3 next sentences- Power Struggles:** Describe any conflicts of interest or power imbalances encountered, particularly in the workplace  
**Example:** During a summer internship at my family business, I encountered power struggles that highlighted conflicts of interest, particularly regarding employee rights and managerial decisions. My direct experience with a manager, whose viewpoints on employee benefits clashed with my understanding of business ethics and sustainability, underscored the importance of balancing profit with social responsibility. This experience has been instrumental in shaping my approach to leadership and ethical decision-making in a professional setting.
- **4-5 sentences: Provide specificity in explaining** how some unique aspect of your upbringing or privileges/disadvantages tied directly to a resultant challenge.

### **Requirement:**

- Don't just broadly claim "My background was challenging".  
→ **Give a precise example** like "The outsized expectations tied to my family reputation directly fueled pressures to be perfect."

### **Example:**

Growing up in a Vietnamese family with strong business ethics, I observed a clear distinction in gender roles that shaped my worldview. While men in my family were encouraged to pursue entrepreneurial ventures and make bold business decisions,

women were often guided towards supporting roles, emphasizing nurturing and meticulous attention to detail. This dichotomy was not just observed but actively taught, creating a distinct expectation for each gender. As a young woman aspiring to break into the business world, I found myself grappling with these traditional norms. My ambition to lead and innovate often clashed with the subtler, supportive roles expected of me. This internal conflict was further intensified when I pursued higher education in business ethics and sustainability, where my ideas about leadership and gender roles were radically challenged and evolved.

- **3-4 next sentences:** Apply the concepts of the paradigms to your personal experiences, demonstrating how they provide a deeper understanding of the challenges.

**Example:**

The paradigms of Social Relativism and Radical Humanism offer a profound understanding of my challenges. Social Relativism highlights how my Vietnamese-Chinese upbringing influenced my perceptions, situating my personal experiences within a broader social context. Radical Humanism, on the other hand, illuminates my internal struggle for self-fulfillment, pushing against these ingrained norms. Together, these paradigms reveal that my challenges are deeply entwined with cultural and societal constructs, guiding me towards a journey of personal and collective liberation.

**Challenge 2 (500 words)**

**\*The same outline applied for Challenge 2\***

**Extra tips:**

- If there were multiple background factors at play, explicitly **draw out linkages between backgrounds** as the drivers of your key challenges.

**For instance,** "My parents' high expectations coupled with our competitive private school environment put intense pressure on achievement."

***C. Potential Solutions (Suggested 550-650 words)***

- **The first 2 sentences:** Introduce the intent to propose solutions for the organizational challenges identified and briefly recap the challenges discussed in Part 2 and lead into the solutions.
- **2-3 next sentences:** Present an overview of the solutions you will discuss and explain how these solutions are grounded in the paradigms of the two conflict/radical change paradigms.
- **1-2 next sentences:** Choose one or two specific organizational contexts that you encountered challenges on the B part
  - + For Each Scenario:

- **1-2 first sentences:** Overview of the specific challenge in the context.
- **3-4 next sentences:** Present a tailored solution based on the paradigms and your personal experiences.
- 2-3 next sentences: Provide real-world examples or case studies where similar solutions have been effectively implemented. (You can find such information on the following sites:
  - + **Harvard Business Review (HBR):**  
 Website: [hbr.org](http://hbr.org)  
 Description: HBR is a leading source for articles and case studies on business management techniques, including organizational behavior and change. Their case studies are particularly insightful for understanding real-world applications of theoretical concepts.
  - + **Google Scholar:**  
 Website: [scholar.google.com](http://scholar.google.com)  
 Description: For academic papers and articles. Use search terms related to your specific topic, such as "organizational behavior case study" or "functionalism in organizations."
  - + **McKinsey & Company - Insights:**  
 Website: [McKinsey Insights](http://McKinsey Insights)  
 Description: McKinsey's insights section contains articles, reports, and case studies on various aspects of management and organizational strategies.

**Tips:** Given below is a list of general solutions that could be applied for solving organizational issues relating to the according paradigms:

General Solutions to each paradigms	Functionalism	Radical Humanism	Radical Structuralism	Social Relativism
<b>Solution 1</b>	<b>Encourage Flexibility:</b> Combat the rigidity of functionalist structures by promoting flexibility in roles and processes.	<b>Balance Ideals with Practicality:</b> While advocating for emancipation and meaning, ensure solutions are practical and applicable within current organizational structures.	<b>Recognize Diverse Perspectives:</b> Acknowledge that not all organizations operate purely on exploitative capitalist dynamics and recognize diversity in organizational forms.	<b>Critical Analysis:</b> While valuing diverse perspectives, also engage in critical analysis to identify and address potentially harmful or biased views.
<b>Solution 2</b>	<b>Foster</b>	<b>Constructive</b>	<b>Promote</b>	<b>Balance</b>

	<b>Innovation:</b> Encourage creative thinking and innovation to go beyond the 'one best way' approach.	<b>Criticism:</b> Focus on constructive criticism that leads to tangible improvements, rather than just identifying problems.	<b>Democratic Practices:</b> Encourage more democratic and participative decision-making processes to address power imbalances.	<b>Participation with Direction:</b> Ensure that participative approaches do not lead to decision-making paralysis or lack of direction.
<b>Solution 3</b>	<b>Emphasize Human Aspects:</b> Balance efficiency-focused practices with attention to employee well-being and job satisfaction.	<b>Collaborate with Management:</b> Work with management to find mutually beneficial ways to incorporate humanistic values.	<b>Constructive Engagement:</b> Engage in constructive dialogue between different groups (e.g., management and workers) to find common ground.	<b>Acknowledge Power Dynamics:</b> Be aware of and address power dynamics that may influence whose voices are heard and whose are marginalized.
<b>Solution 4</b>	<b>Adopt a Holistic View:</b> Look beyond immediate organizational needs to consider broader societal impacts and ethical considerations.	<b>Grounding in Reality:</b> Ensure that the pursuit of ideals does not lead to impractical or unachievable goals.	<b>Educate and Empower:</b> Focus on educating employees about their rights and empowering them to advocate for fair practices.	<b>Action-Oriented Approach:</b> Move beyond understanding and accommodating different perspectives to taking action that leads to meaningful change.

- **3-4 next sentences:** Clearly define what you aim to achieve with your solution

**Tips:** Applying the SMART criteria to your solution ensures that it is Specific, Measurable, Achievable, Relevant, and Time-bound is highly suggested and here's how:

**1. Specific**

- Clearly define what aspect of communication or conflict resolution you aim to improve.:

**2. Measurable**

- Identify specific indicators that can measure the effectiveness of your solution.

**3. Achievable**

- Ensure the solution is feasible given the resources and constraints of your organization.:

**4. Relevant**

- Align your solution with the broader goals and values of the organization.

**5. Time-bound**

- Set a realistic timeline for implementation and evaluation of the solution.

**Example:**



- To address the exploitation silently accepted in the industry, I conducted an anonymous survey among employees, highlighting their hardships. This move is a strategic step to gather evidence and gain support for reform.

### **Solution: Conducting an Anonymous Survey Among Employees**

1. **Specific:** Develop a **comprehensive survey** to understand employees' views on workplace conditions and areas needing improvement.
2. **Measurable:** Aim for **at least 90% participation** from the workforce in the survey.
3. **Achievable:** Create a short, straightforward survey that **can be completed in 10 minutes**.
4. **Relevant:** The feedback will be used to **identify key areas for workplace improvement**, directly impacting employee satisfaction and productivity.
5. **Time-bound:** Distribute the survey **within the next four weeks** and collect responses **within two weeks of distribution**.

## **II. Conclusion**

### **Suggested flow:**

- **The first 2 sentences:** Briefly summarize the key aspects of each part of your essay.
  - + Part 1: Your background and how it relates to the paradigms.
  - + Part 2: Challenges you've faced in organizations.
  - + Part 3: Your ideas for solving these challenges.
- **2-3 more sentences:** Share briefly what writing this essay taught you about yourself and organizational behavior.
- **2-3 last sentences:** Mention how you might use these insights in your future work or in other organizational roles.

### **D/ Tips n Trick**

Given that “Organisations” is a theoretical subject, it demands a comprehensive understanding and practical application of course concepts. Below are some core concepts that our academic team has researched beforehand so you can make use in your essay and consequently in your efficient and effective learning process.

- **Functionalism:**
  - **Definition:** Functionalism is a framework that conceptualizes societies as unified systems akin to organisms. (Kitchen, D.P, 2016). This paradigm is informed by the sociology of consensus and regulation, a sociology that assumes stability, an underlying social order, integration, and solidarity (Burrell and Morgan, 1979; Rubenson, 1989).
  - **Purpose:** The functionalist paradigm seeks to provide rational explanations of social affairs and is concerned with providing practical solutions to practical problems. → **it has a decidedly managerial flavor and bias.** (Burrell and Morgan, 1979; Rubenson, 1989).



- **EX:** While Mitrany's preferences for a functional world do not provide us with a simple and clear roadmap of how to construct such a functional world, or what the subsequent global order might look at, his emphasis on functionalism does **provide us with a useful way of thinking** about alternative non-polar forms of global organization; including forms that are not uniquely the preserve of states and state actors as participants and potential leaders (in some, if not all, issue areas).
- Link: [Leadership and Followership](#)
- **EX:** each part of the organism has a particular function, or purpose, that contributes to the maintenance of the organism as a whole, each social institution contributes to maintaining the social system (Klein and White, 1996).
- → these institutions are interconnected and interdependent, like the organs in a body, changes to one institution often have effects on other aspects of the organism that is society.
- Like Murdock, Parsons and Smelser (1956) articulate a view of the nuclear family as a functional and ideal structure for ensuring the wellbeing and health of society as a whole and of the individual family members.
- **Link:** [Functionalism \(family\)](#)
- **Social Relativism:**
  - **Definition:**
  - **Radical Structuralism:**

Radical Structuralism, particularly in the context of organizations, is a paradigm that emphasizes objective-radical change. It is primarily concerned with understanding inherent structural conflicts within society, particularly how these conflicts drive constant change through political and economic crises. (Burrell, G., & Morgan, G. Sociological Paradigms and Organizational Analysis, Heinemann, 1979)

Radical Structuralism emphasizes objective-radical change

Radical Structuralism concerned with understanding inherent structural conflicts within society.

The radical perspective of organizational learning implies an organization where the individuals learn as free actors. However, there are norms or rules to guarantee freedom. The learning space in the organization guarantees the occurrence of different opinions, and allows everyone to reflect upon their actions and learning. Working time and employee commitment are restricted so that work does not interfere too much with other undertakings. All employees are guaranteed permanent appointments. Finally, in the radical perspective of organizational learning, organizations die to make place for others when their missions are accomplished. (Anders Örténblad, 2003)

[Radical Structuralism](#)

- **Radical Humanism:**

Radical humanism creates more democratic, participatory, and empowering work environments. It advocates for management practices that recognize and foster individual autonomy, creativity, and a more profound sense of meaning and purpose in work ( Lawrence Wilde,2004)

The radical humanism considers the human being as a being of speech, of symbols, of senses, of society, of free-will, and **not just simply as a resource at the service of the company and of maximization of profit.** (Organ. Soc, 2008)

Embracing a radical humanism, as well as a governance that aims to serve Man rather than exploit him introduces a **virtuous dialectic**: the adoption of a fuller understanding and respect for Man and Nature **leads to the production and subsequent sharing of profits**, which in turn reinforces the respect and understanding of Man and Nature, leading to further profits (and subsequent sharing), and so on. (Organ. Soc, 2008)

Adopting a humanistic approach within business activities and interactions is of the utmost priority if society, and by extension, we as human beings both in the individual and collective sense, are to survive, flourish and emancipate ourselves. (Organ. Soc, 2008)

[Radical Humanism:](#)

- **Ontology/Epistemology**

- **Link:**

Researchers make use of empowerment theory to explore relationships between individuals within specific social, organizational, educational, and political environments (Conger & Kanungo, 1988; Cummins, 2001; Freire, 1972/1986; Perkins & Zimmerman, 1995; Rappaport, 1995; Shor, 1992; Speer, Jackson & Peterson, 2001). Empowerment theory focuses on participation and collaboration of individuals within an organizing structure to focus their efforts on an identified outcome or common goal.

Empowerment is the process by which individuals and groups gain power, access to resources and control over their own lives. In doing so, they gain the ability to achieve their highest personal and collective aspirations and goals” (Robbins, Chatterjee, & Canada, 1998, p. 91).

→ **Purpose:** Empowerment help gain the ability to achieve their highest personal and collective aspirations and goals” (Robbins, Chatterjee, & Canada, 1998, p. 91). - nếu nguồn ntn thì p trích link từ sách gốc dko c và có cần rút lại thành (Robins et al, năm) ko

Social scientists often draw upon empowerment theory as a means to counteract feelings of powerlessness among particular groups of individuals including women, certain ethnic populations, and individuals with disabilities (Conger & Kanungo, 1988)

In this seminal text, Freire expresses the need to empower individuals who are disenfranchised by taking control over their own learning and developing a deeper understanding of one's own position within a community through active participation and engagement.

→ **How:** Empower through active participation and engagement

## **E/ REFERENCES**

Some academic journals and additional references you can explore:

### **A, Reliable Sources:**

- + Tidd, J., Bessant, J., & Pavitt, K. (2005). *Managing Innovation: Integrating Technological, Market and Organizational Change*. John Wiley & Sons.
- + Burrell, G., & Morgan, G. (1979). *Sociological paradigms and organisational analysis: Elements of the sociology of corporate life*. Routledge.

### **B, Newspapers:**

#### **+ *Forbes - Leadership Section***

*Features articles on business leadership, organizational change, and management strategies.*

Access via: [forbes.com](http://forbes.com)

#### **+ *Bloomberg Businessweek***

*Provides news and analysis on a variety of business topics, including organizational strategies.*

Access via: [bloomberg.com/businessweek](http://bloomberg.com/businessweek)

#### **+ *The Wall Street Journal - Business Section***

*Provides news and analysis on organizational trends, leadership, and management.*

Access via: [wsj.com](http://wsj.com)