**The Environment, the Organisation, and the Individual**

Referring to the 7S model you created earlier for your organisation, now consider how both your organisations will be impacted by each of the PESTLE elements, and how this relationship will affect the array of specific capabilities you will need from your managerial employees. Use this handout as a guide to answer the following questions:

Organisation A: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Environmental concerns

In relation to your previously discussed organisation, what would be the main things you would need to think about regarding:

 Political influences – what aspects of government policy and practice would be directly

relevant to the organisation?

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 Economic influences – what do you see as the current state of the global and national

economy, to what extent will this status be positive or negative towards the activity your

organisation carries out?

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 Societal influences – what are the demographic and behavioural aspects of life in New

Zealand that your organisation will need to think about as it markets its products or

services?

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 Technological influences – what aspects of contemporary technology are especially relevant to your organisation’s activities, and to what extent do those aspects of technology

represent a positive or negative influence?

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 Legal influences – what are the primary provisions of legislation that your organisation will

need to be aware of, what “rules and regulations” will have a specific impact on the way it

pursues its ambitions?

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 Environmental influences – to what extent do environmental or ecological concerns have an impact on what your organisation is setting out to do, what positive or negative implications does this present for your organisation?

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Organisation B: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Environmental concerns

In relation to your previously discussed organisation, what would be the main things you would need to think about regarding:

 Political influences – what aspects of government policy and practice would be directly

relevant to the organisation?

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 Economic influences – what do you see as the current state of the global and national

economy, to what extent will this status be positive or negative towards the activity your

organisation carries out?

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 Societal influences – what are the demographic and behavioural aspects of life in New

Zealand that your organisation will need to think about as it markets its products or

services?

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 Technological influences – what aspects of contemporary technology are especially relevant to your organisation’s activities, and to what extent do those aspects of technology

represent a positive or negative influence?

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 Legal influences – what are the primary provisions of legislation that your organisation will

need to be aware of, what “rules and regulations” will have a specific impact on the way it

pursues its ambitions?

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 Environmental influences – to what extent do environmental or ecological concerns have an impact on what your organisation is setting out to do, what positive or negative implications does this present for your organisation?

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Individual concerns

Imagine you are now going to hire a general manager to take control of your organisation. If you begin by considering the demands on this person in the light of a matrix of requirements that includes the perspectives of both Fayol and Katz, you end up with a network of demands that can be summarised through attention to four broadly defined categories of management responsibility:

 Planning of conceptual, technical, and human activities

 Organising of conceptual, technical, and human activities

 Leadership of conceptual, technical, and human activities

 Control of conceptual, technical, and human activities

Bearing in mind those four categories of capability, write four statements for each of your organisations that begin with “The general manager of organisation \_\_\_\_\_\_\_\_\_\_\_\_\_ will be required to ......” Each statement should make clear the expectation that your organisation has in terms of its general manager’s performance in one of the four categories of management responsibility. In this sense, it will form the basis for a general manager job description. Prepare a presentation (either a Mind Map, a PowerPoint slide, or stand-up presentation with your hand-written answers) of your responses to those requirements.

Organisation A: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 Planning of conceptual, technical, and human activities

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 Organising of conceptual, technical, and human activities

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 Leadership of conceptual, technical, and human activities

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 Control of conceptual, technical, and human activities

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Organisation B: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 Planning of conceptual, technical, and human activities

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 Organising of conceptual, technical, and human activities

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 Leadership of conceptual, technical, and human activities

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 Control of conceptual, technical, and human activities

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