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**MAMC01801 Capabilities for Managers**

**Assignment 2 – Critical evaluation**

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| **Study Block 4** | | | October 7 – November 29, 2024 | | | | | | |
| **Date issued** | | |  | | | | | | |
| **Due date** | | | Friday, Week 8 | | | Time | | Before 11:59 PM | |
| Delivery: | | | Submit to Turnitin via Moodle before deadline | | | | | | |
| Weighting | | | 80% | | | | | | |
| Marks out of | | | 30 | | | | | | |
| Instructions | | | Complete this cover sheet and attach to you your assignment.   * This assignment must be your own work. * Collusion, copying or plagiarism may result in disciplinary action. * We advise that you keep a copy of this assignment. * Word limit is 3000 +/- 10%   Refer to following website for APA7 referencing guidance: | | | | | | |
|  | | I confirm that:  This is an original assessment and is entirely my own work.  Where ideas, tables, diagrams etc. of other writers have been used, I have acknowledged the source in every case.  This assignment has not been, nor will be, submitted as assessed work for any other academic course. | | | | | | |
| Student’s Name | | | ID No | | | Signature | | |
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| Date |  | | | Cohort Number | | | | FS |

# **1. Executive Summary**

This paper aims to help Kiwi Minerals Limited (KML), in providing the qualities needed to be a competent Project Director (PD) needed for their upcoming $5 million mineral exploration project located in Hawke’s Bay. The ideal PD hired for this project needs to have proficient qualities in three areas: The Māori cultural values and operating principles, the Corporate Social Responsibility (CSR) initiatives and activities, and the competencies of the PD itself.

KML is a New Zealand Company with its head office located in Wellington. They primarily focus in exploring valuable metals such as Gold and Silver. KML has been tasked by the government with completing an exploration project within a 9–12-month period. To complete this, the Project Director (PD) must possess the experience and expertise to anticipate risks and develop effective solutions. The involvement of the local Iwi, who are in control of majority of the land in question, is essential and should be involved through thoughtful cross-cultural communication. The Iwi’s participation alongside the management of diverse stakeholders, is crucial to the project’s success. A vital part of this process is integrating Māori values, such as Kaitiakitanga, which underscores the importance of environmental stewardship and sustainable practices within the Māori community. Additionally, this paper also aims to address potential Corporate Social Responsibility (CSR) issues, including environmental concerns related to mineral exploration and cultural sensitivity, given the project’s location is in a Māori populated area.

Table of Contents

[**1. Executive Summary** 1](#_Toc182075451)

[**2. Introduction** 2](#_Toc182075452)

[**3. Management Capabilities for a Project Director** 3](#_Toc182075453)

[**3.1 Lorem Ipsum** 3](#_Toc182075454)

[**3.2** **Lorem Ipsum** 3](#_Toc182075455)

[**4. Significance of Māori Values to the KML project** 3](#_Toc182075456)

[**4.1 Lorem Ipsum** 3](#_Toc182075457)

[**4.2 Lorem Ipsum** 3](#_Toc182075458)

[**4.3 Lorem Ipsum** 3](#_Toc182075459)

[**5. Social Responsibility Issues** 3](#_Toc182075460)

[**5.1 Lorem Ipsum** 3](#_Toc182075461)

[**5.2 Lorem Ipsum** 3](#_Toc182075462)

[**6. Conclusion** 3](#_Toc182075463)

[**7. References** 3](#_Toc182075464)

# **2. Introduction**

This paper aims to guide the Board of Directors of the Kiwi Minerals Limited (KML) in hiring a Project Director (PD) for their upcoming mineral exploration project. The government of New Zealand has awarded KML with the mineral exploration project in an area in Mahiya Peninsula mainly owned by local Iwi and the Department of Conservation (DoC). The first step of KML is to do prospecting which is conducting an initial study of the area before the actual mining begins (nzpam). This paper evaluates the needed management capabilities for the position of PD and the how the use of relevant Maori values will be essential in the project. Using Maori values will be important for this project since the local Iwi owns most of the land in the project.

Furthermore, this paper also includes potential problems related to Corporate Social Responsibility (CSR) that could occur for the duration of the project. The paper highlights the need for strategic planning and cross-cultural communication skills for the PD role, while Maori values such as Kaitiakitanga, Manaakitanga, and Tapu and Noa, are forecasted as essential for this project. Moreover, this paper provides recommendations on how to overcome CSR issues so that KML can comply with its economic goals and keep cultural sensitivity and environmental responsibility in mind.

# **3. Management Capabilities for a Project Director**

The role of the PD in the large project of exploration of gold and silver deposits in Mahia Peninsula will have a big impact on the success of the project. Any project’s success strongly depends on the PD’s ability to lead. To coordinate the elements of a project, aiming for timely completion within budget and with high standards. PD is the central figure connecting project goals with the collective efforts of their team and help navigate obstacles to guide project to their goals. A PD must have team leadership to inspire and motivate, excellent verbal and written communication to convey objectives to all stakeholders, problem solving skills to be able to respond to project shifts and unforeseen challenges, use critical thinking to analyse problems and devise solutions, and have organizational skills to balance multiple tasks and priorities (Atlassian, n.d.).

This paper recommends two management capabilities essential when recruiting a PD that will oversee the mineral exploration project in Hawke’s Bay. The two recommended capabilities are collaboration and leadership. Each capability will be discussed in detail below as to why these two are essential for the successful completion of this project.

## **3.1 Collaboration**

Collaboration happens when two or more people work together to achieve a common goal. Therefore, collaboration skills cover everything it takes to work well with others and deliver results as a team. A PD who is good at collaborating in the workplace is an influential team member, communicator, decision-maker, and leader. Collaborating doesn’t just mean working with others to complete a project. To collaborate well, you need to build relationships with teammates, know how to resolve a conflict when it arises, and create an inclusive, respectful working environment (Kaplan, Z, 2023).

This capability will assist PDs in working well with different stakeholders. There are many aspects to showcase collaboration capability in the project.

The first aspect is joint venture with other groups and institutions. One of the many goals of mineral exploration is identifying many prospects or mineral exploration potential areas. By increasing the number of prospects examined, the probability of profit increases (Singer, D. & Kouda, R., 1999). Similar scenario of this was central to the successful exploration and discovery of the Middle Tennessee zin deposit at Elmwood (Callahan, 1977; as cited in Singer, D. & Kouda, R., 1999). The PD, together with a team of geologists and other professionals, can implement this by joint ventures along with the local Iwi, and DoC since they are more familiar with the land, which in turn can turn in more prospects potentially. However, it is important to note that even with large resources for joint ventures, at some point, expenses for joint ventures can exceed the value of the project or the allowed budget; thus, there are limits to this method (Singer, D. & Kouda, R., 1999). Another example for the first aspect is by increasing success probabilities, looking for prospects that are easier to find can increase the probability of success per trial, where trial refers to the examination of a prospect or a deposit that might be economic. For example, some deposits that contain sediments and rhyolitic rocks have higher chance of containing valuable minerals (Singer, D. & Kouda, R., 1999). The PD can implement this by collaborating with a team of geologists and other professionals and including them in joint ventures with the local Iwi and the DoC.

The second aspect is group discussions with other groups and institutions. In agile teams, there is an activity called ROAM that is done during quarterly planning meetings, it is an acronym that stands for Resolve, Own, Accept, and Mitigate, four potential actions for how to handle a potential risk. The goal of the ROAM risk management approach is to help organizations make sure all potential risks are being dealt with appropriately.

Collaboration refers to the ability to work well with others and achieving a common goal. It’s more than just finishing a project with a group of people though. It also means building relationships with your team, resolving conflicts, and creating a work environment where everyone feels included and respected (.

Risk management refers to the ability to identify, assess and control threats to an organisation’s capital, earnings and operations. These risks stem from a variety of sources, including financial uncertainties, legal liabilities, technology issues, strategic management errors, accidents and natural disasters. According to Forrester Research senior analyst Alla Valente, “*We don’t manage risk so we can have no risk. We manage risks so we know which risk are worth taking, which ones will get us to our goal, which ones have enough of a payout to even take them*.” A successful risk management program helps an organisation consider the full range of risks it faces (Tucci, L., 2024). Risk management is crucial in mineral exploration as a lot of things could go wrong like environmental and profit loss.

This capability will assist PDs in identifying and reducing risks. There are many things a PD can do to reduce risk in the project.

First is increasing the number of examinations. By increasing the number of prospects examined, the probability of profit increases (Singer, D. & Kouda, R., 1999). Similar scenario of this was central to the successful exploration and discovery of the Middle Tennessee zin deposit at Elmwood (Callahan, 1977; as cited in Singer, D. & Kouda, R., 1999). The PD can implement this by joint ventures along with the local Iwi and the DoC since they are more familiar with the land, which in turn can turn in more prospects. However, even with large resources for joint ventures, at some point, expenses for joint ventures can exceed the value of the project; thus, there are limits to this method (Singer, D. & Kouda, R., 1999).

Second is increasing success probabilities, looking for prospects that are easier to find can reduce the probability of failure per trial, where trial refers to the examination of a prospect or a deposit that might be economic. For example, some deposits that contain sediments and rhyolitic rocks have higher change of containing valuable minerals (Singer, D. & Kouda, R., 1999). The PD can implement this by collaborating with a geology professional and including them in joint ventures with the local Iwi and the DoC.

Third is changing success probabilities per test by learning

## **3.2** **Leadership**

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# **4. Significance of Māori Values to the KML project**

Traditionally, indigenous Maori lived in local tribal areas where ancestry (whakapapa) and their values linked

## **4.1 Manaakitanga**

Manaakitanga (kinship) encompasses the quality of caring practices, of hospitality, and showing respect and support to others as connected collective selves. This implies a need for reciprocity of kindness, respect, and humanity. As such, manaakitanga is integral to the Maori worldview and is said to secure the strength of whanau (families) and communities as protection (Pavlovich, K. & Roche, M., (2024). This is crucial to the mineral exploration project as this means connecting with the people and environment as a whole.

When KML incorporates the spirit of Manaakitanga, it develops trust within the Iwi members and could mitigate any ill thoughts against the project. This value helps with other perspectives in project management since it considers the needs and interests of others and therefore, applying an ethic of social and other responsibilities, such as accounting for financial and strategic future (Kawharu, M. & Tapsell, P., 2019). Therefore, implementing Manaakitanga in KML’s project vision not only makes more business returns in the long run, but also makes the project more sustainable while still valuing Māori cultural beliefs and principles.

## **4.2 Kaitiakitanga**

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## **4.3 Lorem Ipsum**

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# **5. Corporate Social Responsibility Issues**

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## **5.1 Lorem Ipsum**

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## **5.2 Lorem Ipsum**

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# **6. Conclusion**

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# **7. References**

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