



UNIT 2 – Human Resources

1. Introductory Activity about SVT's Divisions

Name of division	Name of director	Leadership style	Products of the division	Challenges / Problems of the division
Fresh Water Division	Yannik Pedersen	Situational	This division sources, treats, stores and transports water from the environment for distribution to populations all over the world.	Machinery needed to update water treatment plant, in clash with the Engineering division
Desalination Division	Not mentioned	Not mentioned	Manufactures and operates desalination plants around the world.	The market for desalination is growing rapidly, and some estimates suggest that the global water desalination market will double in the next 10 years.

1. Introductory Activity about SVT's Divisions (continued)

Name of division	Name of director	Leadership style	Products of the division	Challenges / Problems of the division
Engineering Division	Ariadne Johansen	It is viewed as an autocratic leadership style	Manufactures equipment and machinery for SVT's water treatment plants It also manufactures wind turbines	Managing the take over of H4 (Resistance to change, exodus of employees, shortage in labour supply)
Consumer Products Division	Not mentioned	Not mentioned	Household Water filters	The filters are not suitable for use in countries that have problems with access to potable water. Aims at becoming the market leader

Note: We also know from the case study that Jayne Dees is a director but it doesn't mention of which division, possibly of the Consumer Products Division

2. Evaluation of hierarchical structure

Advantages	Disadvantages
<ul style="list-style-type: none"> • Clear line of authority / Chain of command • Clear lines of communication 	<ul style="list-style-type: none"> • Centralized power and decision making • Communication across departments possibly less effective • Possible conflict and competition among divisions • Possibly increased bureaucracy

3. Evaluation of organisational structure per product

Advantages	Disadvantages
<ul style="list-style-type: none"> Product divisions can work well because they allow a team to focus on a product, with an appropriate leadership structure. Having a senior executive – often a member of the Board of Directors – makes it more likely the division will receive the resources it needs from the company. A product division’s focus allows it to build a common culture that contributes both to higher morale and a better knowledge of the division’s range of products. 	<ul style="list-style-type: none"> Product divisions may compete with each other for available financial resources and this might reduce cooperation between them. Divisions can result in compartmentalisation that results in lack of coordination or even duplication of operations.

4. Evaluation of Yannick’s (situational leadership) and Ariadne’s (autocratic leadership)

Features of situational leader:

- Leadership style will be chosen depending on the task, the skills and the situation
- Varying styles

Advantages	Disadvantages
<ul style="list-style-type: none"> Flexibility depending on the circumstances 	<ul style="list-style-type: none"> Varying styles may be difficult for employees to follow

Features of autocratic leader:

- Retains control and takes all the decisions (centralized)
- There is little or no consultation with workers
- Subordinates are expected to follow instructions

Advantages	Disadvantages
<ul style="list-style-type: none"> Faster decision making Often necessary during crisis situations Can ensure that the direction of the organisation remains in line with organisational objectives 	<ul style="list-style-type: none"> Workers may become dependent on the managers Creativity is not encouraged One way communication Workers may feel ignored and demotivated