

Curaçao Tours Company N.V. (CTC)

Curaçao Tours Company (CTC) is a local company in Curaçao organizing tours for both tourists and locals. The company started small, with only 3 employees. However, there has been a considerable growth and nowadays CTC employs no less than 50 employees. Through the years, there have been various developments and changes in the company. Mr. George Sabina, who has been the director since the company was founded, is a very sociable person who communicates easily with most people. As he often met with employees, either by means of a meeting or by having one-on-one conversations with individual employees, the employees were in general well informed about what was going on in the company. On the other hand Mr. Sabina was never strict and did not have much attention for the work being done in a timely and efficient manner.

The activities of the company were recently expanded to include the transportation of passengers between the airport and hotels. This service was added because of the constant complaints from the hotels in Curaçao that they were unhappy with the level of service provided by the taxi drivers. However, the taxi drivers are not at all happy with this development. According to them this will mean less income for them.

With the growth in the number of activities at CTC, the number of employees has also steadily grown. To deal with personnel matters in a more professional way a Human Resources Manager has been employed.

1. What type of company is CTC? Motivate your answer.

CTC is a company that provides services.

2. Describe the form of communication mostly taking place in CTC.

Mostly seems to be informal communication (Mr. Sabina having informal chats with the employees). However, some of it also is more formal communication, for instance when Mr. Sabina holds a meeting with one or more employees.

3. Mention the two goals of communication that can be distinguished.

There are cognitive goals and persuasive goals. Cognitive goals refer to either giving or receiving information. Persuasive goals refer to the effort to change the attitude of the other party in the communication process.

4. Describe the communication taking place according to the MMR model when George Sabina sits down to have a one-on-one conversation with an employee.

Messenger: George Sabina

Medium: verbal communication

Message: whatever George Sabina conveys to the employee in question

Recipient: the employee having the conversation with George

5. The communication process can be negatively influenced by various factors. Describe 2 concrete obstacles that can negatively influence the communication process and explain why they hinder an optimal communication.

There are various factors that can negatively influence communication. Such as the process of coding and decoding, interferences, mental filters etc. etc. All can cause the message not coming through clearly to the recipient(s) of the message.

In order to try to take away the negative feelings of the taxi drivers, George Sabina wants to have a meeting with the Association of Taxi drivers. Mr. Sabina sent a letter to the president of the Association, inviting him for a meeting at the office of CTC.

6. a. Mention a number of goals a meeting can have (at least 3).

- Information can be exchanged
- Opinions can be exchanged
- All people have the same information (in one time)
- Important to "align" the people and get everybody's nose in the same direction

6. b. What could a draft agenda for this meeting between George look like? (Mention the agenda points).

A possible agenda could look like this:

1. Opening
2. Agenda points to be treated
3. Treatment of the points to be discussed one by one
4. Free turn
5. Closure

However, other options are also possible, as long as they include an opening and a closing and agenda points to be discussed.

7. There are 2 types of meetings: formal and informal. Would you consider the meeting between George Sabina to be a formal or an informal one? Motivate your answer.

It is an informal meeting. As there is no procedure on paper or in any statutes that outline the rules for this meeting.

8. a. Mention a number of communication means which can be used when an organization communicates with the employees.

In principle all means that can be used in communication (visual, audio-visual, interactive etc). can be used when communicating to the employees. For instance the company can give a presentation or a workshop for its employees using a powerpoint presentation. However, if one wanted to communicate a simple message, a memo, letter, or a publication on the bulletin board may be most effective.

8. b. When the intention is to formally communicate something to the employees, for instance a change in Company Policy, what means of communication would you suggest to use? Motivate your answer.

When communicating something important to the employees, a memo might be a good idea. For one because you have a written proof of communicating the message to the employees. Secondly because you need to reach everyone and all the people need to get the exact same message. Other means that could be used however are a presentation, a bulletin published on the bulletin board, a message on the internet, e-mail etc. etc.

9. CTC has decided to expand the number of services by adding the transportation of tourists between the airport and hotels to its services. In your opinion, is this an example of diversification or specialization? Motivate your answer.

It is an example of diversification, as a complete new service is added to the line of services already offered. After adding this service, the company has more products (services) than it used to have before.

George Sabina has not been able to solve the dispute between CTC and the Taxi Association. The whole issue has negatively impacted the image of CTC in the community. Income has severely been affected and the shareholders are very unhappy with the negative developments. The shareholders have now decided to name a new Managing Director to the company in the person of Mr. Clyde Duncan. Mr. Duncan has been given as goals to reorganize the company, downsize the number of employees, boost the company image and produce higher income. According to the shareholders, Mr. Duncan should focus more on aspects like a correct execution of the tasks and on efficiency in the organization. According to the shareholders the former director, Mr. George Sabina, had too much one-sided attention for the social aspects of leadership. The sudden change in leadership has led to a lot of unhappiness and de-motivation amongst the employees at CTC.

10. The situation with the angry taxi drivers has seriously affected the image of CTC. Apart from the Corporate Image, we also know Corporate Identity. Explain the difference between these two concepts and explain why a discrepancy can exist between the two.

Corporate Identity is the image the company has of itself. The Corporate image is the image others have of the company. A gap can exist between the two, as the image a company has of itself, not necessarily is how others view it. F.i. a company may view itself as being customer friendly, but the customers may have a different experience/opinion. In this case there is a gap between what the company thinks about its own image and what the outside world thinks.

11. Name a number of concrete steps that CTC could undertake to improve its negative image in the community.

CTC could write a press statement to highlight its side of the story in the newspapers. Or it could hold a press conference with a presentation for the press. It could also consider to start an ad campaign to highlight positive achievements of the company, or make people aware how many workers they employ etc.

12. In terms of the Blake & Mouton theory, how would you describe the management style of George Sabina? Motivate your answer.

In terms of Blake & Mouton, this leadership type can be described as 1,9 or Country Club Style. The leader has great concern for the social aspects and wellbeing of the employees, but very little concern for production.

13. Who, according to you, would be most suited to address issues as order and discipline in CTC, Mr. Sabina or Mr. Duncan? Motivate your answer.

If the focus is on "order and discipline" Mr. Duncan would be the best candidate to address these issues. As was already said, Mr. Sabina had lots of attention for the social side of leadership, but less attention for the "task" aspect of leadership. Order and discipline have more to do with the attention for the task than attention for the social aspects of leadership.

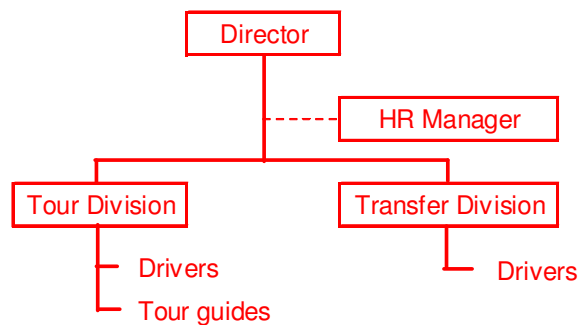
14. What would you suggest to Mr. Duncan in order to be more effective as a manager in CTC?

A manager with a one-sided attention for either the social aspect of leadership or the task-oriented aspect of leadership will never be very effective overall. A manager need to have attention for both. In this case, if Mr. Duncan would have more attention for the social aspects of

leadership (apart from having attention for the task aspect), he would probably be a more effective leader.

15. Draw a possible organizational structure for CTC, taking the provision of tours as the main company activity.

A possible structure could look like this:



However other structures are possible too. Important is to note the fact that the HR manager position is not reflected as a line management position, as he/she is a specialist to support Management.

16. Mention some internal factors that the new CTC director will have to deal with. Why are these important?

The unhappiness of the employees and the fact that the employees are de-motivated because of recent events. It is very hard to achieve good results with de-motivated or angry employees. So the new Director should give attention to these feelings, rather than to ignore them.

17. How could the new director take away feelings of unhappiness and de-motivation under the employees?

He should have a clear and open communication with the workers. He should talk to the employees and find out what their concerns are and how he can take them away. He should have a balanced leadership style with attention both for the social aspects of leadership and attention for the production.

18. Instead of firing George Sabina and naming a new company director, the shareholders could also have decided to temporarily hire a so called "turn-around" manager. Explain what a "turn-around manager" is and also give your opinion if the hiring of a "turn-around" manager at CTC would have been a good idea.

Hiring a turn-around manager would probably have been a good idea. The firing of Mr. Sabina has brought about a lot of negative sentiment with the employees. A turn-around manager would have been able to

reorganize the company, making it viable again. And after painful measures had been taken, Mr. Sabina could have continued to manage the company.

19. Sometimes the “turn-around” manager, after finalizing his or her temporary task, stays on as the new company director. This can have both advantages and disadvantages. Name at least 1 possible advantage and 1 possible disadvantage of a “turn-around” manager staying on as the new director.

The advantage of a turn around managers staying on as the new company director is the fact that, after his initial work, he is already familiar with the company, the issues, the challenges facing the company, the workers etc. The disadvantage is that a turn-around manager often has to take negative measures (for instance dismissing a number of people). After taking such measures, people often don't trust the turn-around manager again and he may have insufficient trust to be fully effective as director and as acceptable to all involved.