

CO-OP IN CRISIS

A LEADERSHIP SOLUTION?

Activity Overview

The following activity is designed to address the content covered in section B1 of the Unit 6: Principles of Management BTEC Level 3 specification which looks at the topic of Management and Leadership Styles.

The activity allows students to explore the different styles of leadership and management: autocratic, democratic, paternalistic, laissez-faire, transactional, transformational and charismatic.

Resources Required

- Co-op case study and research notes
- Internet capability to allow students to research
- Co-op in Crisis PowerPoint

Teacher Instructions

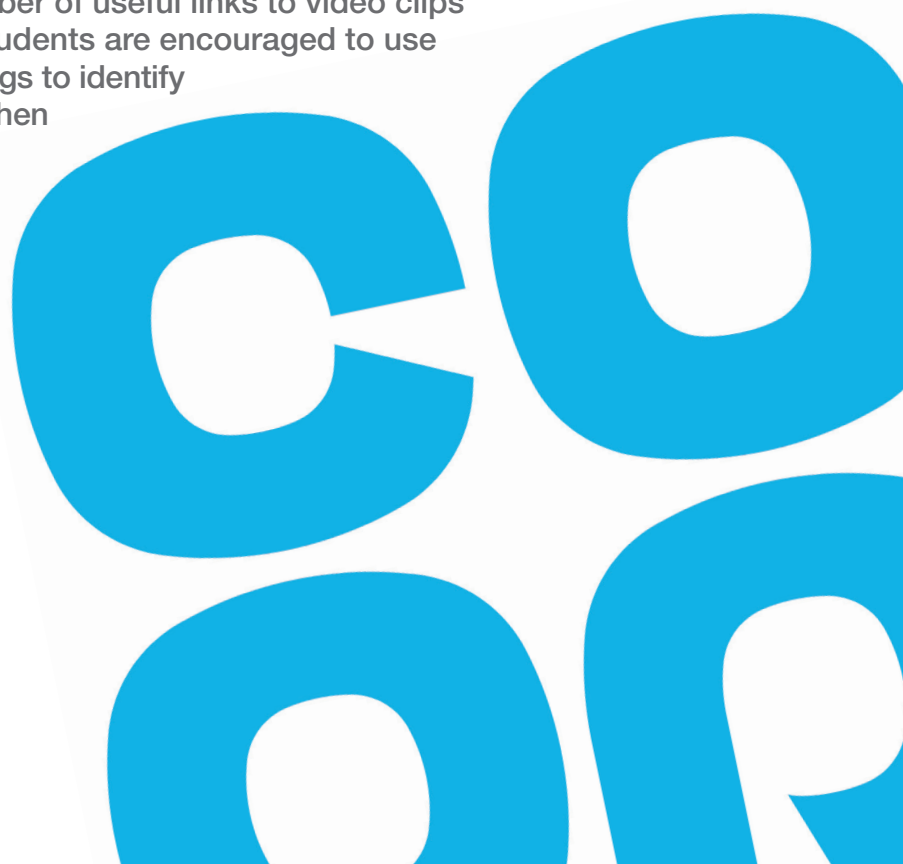
Activity 1: What's the problem?

The Co-op has recently come into some difficulties relating to its business operations and operating structure. Students are encouraged to research where the Co-op has lost its way in terms of leadership and management before considering how they can resolve the situation.

The Co-op in Crisis PPT provides a number of useful links to video clips and articles. For this research activity students are encouraged to use the stimulus material and their own findings to identify the key problems facing the Co-op and then identify the leadership and management issues that may have led to its decline.

Activity 2: Recommendations Required

Based on their research, students need to make recommendations on the leadership and management actions that could be taken to improve the situation the Co-op Group faces.



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STUDENT ACTIVITY SHEET

WHAT'S THE PROBLEM?

The Co-operative has recently seen a drastic decline in its underlying performance.

The Co-op Group chief executive has laid it on the line – this business needs to reform or it will face dire consequences. His words about “management failings” and these results being “disastrous” and the “worst in our 150-year history” are a clear message to anyone who thought that the business could carry on in the same way.

What is also of concern is that group sales and underlying profit are both down. That signals that while past mistakes might make up the vast bulk of the losses, the present business (supermarkets, funerals, pharmacies and insurance) still has its own problems.

Glimmers of hope? Net debt is down, convenience store like-for-likes are up and the sale of the pharmacies could bring in some much needed cash. But the group has an awfully long way to go.



Task 1 – Time to Research

- a Your first task is to identify the key problems the Co-op group has faced over the past few years. Use the internet and links to useful articles on the Co-op in Crisis PPT to source evidence on the companies' poor performance.
- b Was the leadership and management of the Co-op group to blame for the issues it is facing? Research information to indicate the style of leadership used. Is there evidence to support the argument that leadership was the main problem and reason for the Co-op's decline in performance.

Record your findings:

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ACTIVITY 1 – WHAT'S THE PROBLEM?



The main problems facing the Co-op Group

Problems	Research evidence to support point

Management and Leadership Issues

Issues	Research evidence to support point

CO-OP IN CRISIS

ACTIVITY 2 – RECOMMENDATIONS REQUIRED!



- a Consider the different management and leadership styles. Think about the benefits and problems of the different approaches. Which style(s) would be the most appropriate to adopt in this situation, justify your choice.

b Make recommendations on the actions that can be taken to improve the situation at the Co-op group.

c Feedback your recommendations to the rest of the group.

