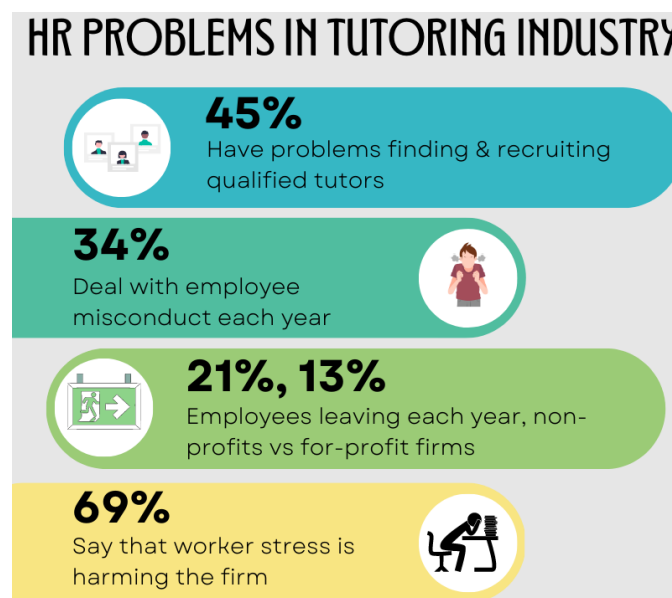


22. Equity Academy (EA) (SL Version)

Equity Academy is a for profit social enterprise that offers tutoring for low income students, with fees based on their families' needs and incomes. The business earns most of its revenue from the fees it charges for private one on one tutoring, though due to its EA's social mission, these fees are much lower than typical tutoring fees elsewhere and are sometimes free. EA also receives some funding from the government and corporate donations, and the leadership is preparing the firm to start selling educational products online within 18 months.

A little more than half of EA's tutoring employees work for the firm part part time. Hourly wages for tutors are higher than they are in the average non-profit tutoring organization, though many tutors could earn more per hour through gig work. About 25% of the firm is employee owned, and full time employees with at least three years of experience receive shares; the founder believes this and the autonomy that employees are given has improved their job satisfaction. EA guarantees its employees that they will have stable working hours, but the firm still experiences many of the same issues seen below in the graphic for the tutoring industry as a whole.



EA's leadership team runs the organization in a very laissez faire manner, particularly with tutors. Though some lesson materials are standardized in each subject, tutors are expected to use their expertise and judgment when helping students. EA sometimes requires tutors to attend workshops and other training sessions, but leaders exercise little direct oversight. The vice president of operations is starting to believe that the firm's relatively flat organizational structure spread across its 5 cities of operation is slowing down decision making. In a recent meeting including leaders from each city, a few people argued that EA's decentralization is actually strength, but that they need to be creating project teams from time to time that include tutors in decision making particularly for efforts like the development of online educational products.

Question	Marks
A. Define the term gig work.	2
B. Explain two roles of human resources management for EA.	4
C. Explain two external factors that may influence human resources planning at EA.	4
D. If EA were to require more lesson documentation from its tutors, explain two reasons why employees may be resistant to that change.	4
E. Define the term decentralization.	2
F. Describe one feature of a flat organization.	2
G. Describe one external factor that could impact the appropriateness of the organizational structure of EA.	2
H. Define the term laissez-faire leadership.	2
I. Explain two roles of a manager at EA.	4
J. Explain two examples of needs that EA's employees may have that fall under Maslow's category of physiological needs.	4
K. Explain how laissez-faire leadership at EA may relate to its level of centralization.	4
L. Discuss the appropriateness of laissez-faire leadership at EA.	10
M. With the use of Taylor's theories, evaluate EA's ability to bring about employee motivation.	10
N. Discuss the reasons why EA may need to make changes in its organizational structure.	10