



**VICTORIA MANAGEMENT SCHOOL
TE KURA WHAKAHAERE**

**MĀORI CONTENT:
GUIDE TO LEARNING RESOURCES**

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INTRODUCTION

This guide is designed to point you in the direction of Māori material for your lectures. It does not purport to be an exhaustive list of sources. However, it does include the important websites of interest and points you to a variety of publications, case studies and statistics that will be of help to you.

In June 2008 Aroha Mead initiated a review of Māori content in Victoria Management School courses, supported by John Davies as Head of School. The first phase was to carry out interviews with Victoria Management School staff to find out what extent of Māori content materials were already being used, and what kinds of material they wanted.

In the second phase, material about Māori organizations and the Māori economic sector was collected based on needs identified in interviews. This material is included here as **Part 1: New Material**. This section is organised into three parts:

1. By organisation – useful list of websites are provided.
2. By use – case studies, and Māori business websites.
3. A rather large bibliographic list by author.

Part 2 of this guide includes material already being used, and includes material about Māori organizations, as well as on Treaty responses in workplaces and Māori – Pākehā organizational relationships. This appears in this guide as **Part 2: Annotated Bibliography Of Current Material**.

In the first two parts of this publication wherever possible website addresses have been given so that as their content changes it is hoped you will be able to access the most up-to-date material from each site. In the first section, the name of each organisation has been hyperlinked to their main website.

PART 1- NEW MATERIAL

PART A – Information by organisations

This section, in alphabetical order provides a list of organisations whose websites hold a variety of information that can be used for Māori content in lectures. The main website can be accessed by clicking onto the title line and further useful websites are given under each heading.

CFRT – THE CROWN FORESTRY RESEARCH TRUST

This organisation provides a great deal of the funding for research which backs up Treaty of Waitangi claims. Accordingly, this website is well worth a delve into: <http://www.cftr.org.nz/>

The website providing guidance for claimants may have some useful background applications <http://www.cftr.org.nz/storehouse/publications/guidanceforclaimants.asp>

CFRT's "Economic History of Māori" publication can be found at: <http://www.cftr.org.nz/doclibrary/public/thestorehouse/publications/SoutarOralHistoryInventory.PDF> . It contains useful numbers and descriptions.

DEPARTMENT OF LABOUR

The Department of Labour <http://www.dol.govt.nz/> has a Māori site which you can get into directly at: <http://www.search.dol.govt.nz/index.html?q=Maori&qwithin%5B%5D=All+sites&SearchSubmit=Search>

Alternatively, you can go directly into the site at <http://www.dol.govt.nz/> and type in Māori into the search engine.

In particular <http://www.worksite.co.nz/services/LMI/maori/index.asp> is the lead in to a range of information including two useful publications <http://www.worksite.co.nz/publications/lmr/lmr-maori-outcomes.asp> and <http://www.worksite.co.nz/publications/lmr/lmr-quick-facts-maori.asp> There is also information available on this site concerning Pacific peoples in the workforce.

FOMA – THE FEDERATION OF MĀORI AUTHORITIES

<http://www.foma.co.nz/> The Federation of Māori Authorities is worth a look. There are some useful pages on history. Land and indigenous connections as well as some useful links to other sites.

Foma and Fomana (<http://www.fomana.co.nz/>) have recently launched a magazine KOHA <http://www.kohamagazine.co.nz/> aimed at the Asian market. It has useful up to date information.

HUI TAUMATA

The Hui Taumata of 1984 is not well represented on the web. However, the 2005 Hui is a huge site. A site that is bulging with economic and social information about Māori. The Hui Taumata site is just full of information about Maori issues. Their publications site <http://www.huitaumata.maori.nz/search.aspx?q=publications> has information and statistics leading up to this Māori. Economic Summit as well as reports published afterwards. Whilst you will have to search for the information you want, it is truly a goldmine.

MĀORI ARTS NEW ZEALAND - TOI MĀORI AOTEAROA

For Māori Arts <http://www.maoriart.org.nz/>

This site http://www.maoriart.org.nz/maori_market has a wealth of information about what is happening in Māori art and some useful case studies may be available from time to time.

MINISTRY OF ECONOMIC DEVELOPMENT

<http://www.med.govt.nz/> Type Maori into their search engine.

MINISTRY OF HEALTH

Their website is <http://www.moh.govt.nz/moh.nsf> and this site is a mine of information. Māori Health specifically can be found at <http://www.maorihealth.govt.nz/> where a wide range of publications cover a number of issues. There is also a copy of the Māori Health Strategy there.

MINISTRY OF SOCIAL DEVELOPMENT

Ministry of Social Development website is <http://www.msd.govt.nz/>. By typing Māori into their search engine you can get access to all their latest reports (and press releases) which are numerous.

It is also worth looking at the WINZ <http://www.workandincome.govt.nz/> site and placing Māori in their search engine.

There is a statistics site here <http://www.msd.govt.nz/about-msd-and-our-work/publications-resources/statistics/index.html> that usefully has regional statistics showing Māori/Pacific employment as separate lines.

MINISTRY OF TOURISM

The Ministry of Tourism website has a lot of useful places to go hunting for information including this one; <http://www.tourismresearch.govt.nz/Documents/Tourism%20Sector%20Profiles/Maori%20Culture%2003-2008.pdf> the Māori Tourism profile.

They have a number of Regional sites such as Hawkes Bay http://www.hbmaoritourism.co.nz/hb_maori_tourism/ which can all be accessed from the main Ministry of Tourism site. <http://www.tourism.govt.nz/>

Central North Island Māori Tourism <http://www.newzealand.maori.nz/> has examples of what they have achieved after their inception in 2002.

The Ministry of Tourism has a huge Māori site <http://www.tourism.govt.nz/Our-Work/Maori-Tourism/>. It has information on the profile of the Māori Tourism business as well as everything from operators to the 2015 plan. It is also another entry point for the Māori Tourism Council.

MOTU

Motu (Economic and Public Policy Research) is in their own words a non-profit research institute that carries out long-term, socially beneficial research programmes. They aim to promote well-informed debate on public policy issues, placing special emphasis on issues relevant to New Zealand policy. They are committed to disseminating their work and facilitating discussion with others through workshops, dialogue groups, teaching, publications, and sponsorship of overseas visitors. They are wholly independent and never advocate an expressed ideology or political position in our research. They have lunch time meetings from time to time which are quite helpful.

Their website can be found at www.motu.org.nz. They have some publications resulting from their extensive research.

Mauipreneur http://findarticles.com/p/articles/mi_qa5535/is_200610/ai_n21406215

Try this article:

<http://www.emeraldinsight.com/Insight/ViewContentServlet?Filename=/published/emeraldfulltextarticle/pdf/3290020302.pdf>

NEW ZEALAND MAORI TOURISM COUNCIL

NZ Māori Tourism Council site is <http://www.maoritourism.co.nz/>

Whilst this site is primarily for its members' use it still has some helpful information on the industry including;

Who they are http://www.maoritourism.co.nz/nzmtc_reports.htm and information on their statement of intent <http://www.maoritourism.co.nz/Statement%20of%20Intent%2008-09%20final.pdf> and on their incorporated society rules.

<http://www.maoritourism.co.nz/NZMTS%20Rules%2022%20Sept%202006.pdf>

They have a number of regional offices which can also be accessed directly from the homepage. It is here that lecture material can be found.

There are conference proceedings for the 2008 and 2007 conferences

<http://www.maoritourism.co.nz/Maori%20Tourism%20Conference%20record%20of%20proceedings%202008.pdf> and at [http://www.maoritourism.co.nz/2007_conference_proceedings\[1\].pdf](http://www.maoritourism.co.nz/2007_conference_proceedings[1].pdf)

Both have useful information on the industry including a great number of graphs and statistics on Māori Tourism.

A document, "Landscape and Cultural Phenomenon" written by Johnny Edmond, the 2006 Chairman, gives a view on Māori tourism:

<http://www.maoritourism.co.nz/LANDSCAPE%20A%20Cultural%20PHENOMENA.doc>

There are a range of media releases which cover topical issues <http://www.maoritourism.co.nz/media.htm>

There is also information on the brand <http://www.maoritourism.co.nz/branding.htm>

The latest newsletter often has a topical issue described. Whilst you can get access to the image library, the images will cost you if you want to download them.

POUTAMA TRUST

Their home page is <http://www.poutama.co.nz/index.htm> This is a major business funding agency for Māori business. There are some very useful places on this site.

STATISTICS NEW ZEALAND

You can get into the Māori publication here <http://www.stats.govt.nz/default.htm> or simply by typing Māori into their search engine <http://search.stats.govt.nz/search?p=Q&ts=custom&w=Maori> or go to this site <http://www.stats.govt.nz/people/communities/māori/default.htm>, whilst this page has useful older stuff <http://www.stats.govt.nz/tpk>

TE ARA THE ENCYCLOPAEDIA OF NEW ZEALAND

You can get to this through the Ministry of Culture and heritage website <http://www.mch.govt.nz/> or directly at <http://www.teara.govt.nz/> This online encyclopaedia is peer reviewed and probably is becoming the most useful source of information about New Zealand. There is an incredible array of useful information which leads you on to other sites of use as well.

TE PUNI KOKORI (TPK)

The TPK website is perhaps the bible of Maori sites <http://www.tpk.govt.nz/en/>. At their publications site <http://www.tpk.govt.nz/en/in-print/our-publications/> there is virtually everything at the click of the mouse. These can all be downloaded in pdf format. There is a subject search on this site.

For case studies on Māori businesses and organisations, see this website:

<http://www.governance.tpk.govt.nz/share/casestudies.aspx>

The TPK publication Nga Kaihanga Hou, for Maori Future makers is particularly valuable because inside the front cover it has a CD with electronic copies of all the reports TPK have produced on Māori business issues. You will need to go to the TPK office on the corner of Stout Street and Lambton Quay. Worth the

walk because in reception there is a range of publications which you will no doubt want to pick up at the same time.

There are a number of useful fact sheets that you can get in colour printed format directly from the TPK reception area at the corner of Stout Street and Lambton Quay. These can also be found on the TPK site. They include; Māori self-employment, the Māori asset base and many more.

GENERAL

The Auckland Workers Educational Association have some useful publications <http://www.trc.org.nz/resources>. Specifically Treaty of Waitangi – Questions and Answers a 2008 document is well worth a peruse. You can get a free copy of this from the Network Waitangi site <http://www.nwo.org.nz/resources.html>.

Sites like <http://www.community.net.nz/communitycentre/events/> will keep you abreast of hui and events coming up. Some have reports associated with them after the event, which can be a mine of information.

Michael King's books, particularly 'A History of New Zealand'.

The Rangikainga site <http://www.tangatawhenua.com/rangikainga/2006/issue17.htm> is useful to scroll through. Case studies can arise from these articles:

<http://www.tangatawhenua.com/rangikainga/2007/issue18.htm>

Characteristics of Maori businesses <http://www.tpk.govt.nz/en/in-print/our-publications/publications/for-maori-future-makers/download/tpk-keybusinessmeasures.pdf>

Type Maori business case studies into the google search engine and a useful range of sites will appear.

Mauipreneur http://findarticles.com/p/articles/mi_qa5535/is_200610/ai_n21406215

Try this article

<http://www.emeraldinsight.com/Insight/ViewContentServlet?Filename=/published/emeraldfulltextarticle/pdf/3290020302.pdf>

GLOSSARY

The Hawkes Bay Maori Tourism site has a useful glossary of Māori words and terms:

http://beta.hawkesbaynz.com/hb_maori_tourism/glossary/index.htm

The Māori Dictionary is at <http://www.maoridictionary.co.nz/>

Ministry of Economic Development has some useful reports including:

http://www.med.govt.nz/templates/MultipageDocumentTOC____36384.aspx

The Landcare site <http://www.landcareresearch.co.nz/research/sustainablesoc/tourism/maori/> has a "how to" of growing regional tourism.

<http://www.mahi.co.nz/> the Māori job site has position description of current vacancies.

There is a useful English to Māori business dictionary available.

Call Number: HF1002 S667 T

Title: Taking care of business : business terms in Aotearoa = He papakupu pākihi : English-Māori business dictionary.

PART B

CASE STUDIES

This section is basically a non-exhaustive list of Māori business sites that can be accessed over the web. Many could form the basis of a case study or, at the very least provide concrete examples to provide back up to points made.

MĀORI TOUR OPERATORS AND MĀORI BUSINESSES

Indigenous Trails won an award in 2009. <http://www.itrails.co.nz/> This site makes a good case study. Also from here one can get a good appreciation of an Indigenous business. Their links page is to selected tourism operators many of whom are Māori. Indigenous Trails also specialise in the cruise ship market. They also have worthwhile links to Australian and other countries indigenous tour companies.

You can access the awards website directly on <http://www.cbd.int/tourism/Award.shtml>

Matatau, go into their directory at http://www.mbpa.co.nz/member_directory.asp?Searchchar=C for a wide range of examples of Māori businesses.

The New Zealand Tourism Guide has a section on Maori Tourism <http://www.tourism.net.nz/visitor-information/maori-tourism/> this is well worth a look at for case studies.

The **Te Puni Kokori** website at <http://www.governance.tpk.govt.nz/share/casestudies.aspx> has a veritable feast of case studies.

Aotea Consultants <http://www.aatea.co.nz/communicate/communicate.php>

Bay of Islands Waka Taia Mai Tours <http://www.taiamaitours.co.nz/> is an example of the waka experience.

Culture Flow <http://www.cultureflow.co.nz/mainsite/>

Culture North <http://www.culturenorth.co.nz/>

<http://www.footprintswaipoua.com/> the spiritual environment of the Waipoua forest.

Hapene <http://www.hapene.com/>

Indigenous New Zealand <http://inz.maori.nz/> is a great gateway to a vast range of Māori Tourism sites. They also have a newsletter which will keep you up to date on the latest in the industry, particularly issues and some case studies.

Indigenous Trails <http://www.itrails.co.nz/>

Kakahu Fashions <http://kakahu.co.nz/>

Kapiti Island Alive <http://www.kapitiislandalive.co.nz/>

Kapiti Tours <http://www.kapititours.co.nz/>

Kia Kaha Clothing <http://www.kiakaha.co.nz/index.pasp>

Kinaki Wild herbs <http://www.maorifood.com/>

Kitea Developments <http://www.kitea.co.nz/About%20Kitea.htm>

Koata Krafts <http://www.tikamanagement.co.nz/files/Pricelist%20Catalogue.pdf>

<http://www.kotane.co.nz/> is a Christchurch based Marae/Maori village experience.

Leiana Rei Design <http://www.leianarei.com/>

Longisland Tours have a cultural tour <http://longislandtoursnz.com/2008/12/09/maori-culture-heritage/>

Mata Beer <http://www.mata.net.nz/>

Mitai Māori Village <http://www.mitai.co.nz/> is a good example of a cultural experience.

Puff'n Billy Foods <http://www.pnbfoods.co.nz/>

TaaKawa Beer <http://www.waitunabrewing.com/>

The Hangi Shop <http://www.hangishop.co.nz/>

Waimarama Maori Tourism http://www.hawkesbaynz.com/waimaramamaoritourism_3441.aspx

As well as the sites above there is a useful Massey University publication packed with case studies.

Call Number: HD2346 N5 W142

Title: He wairere pakihi : Māori business case studies / [editor: Malcolm Mulholland].

Publisher: [Palmerston North, N.Z.] : Massey University : Te Au Rangahau, Māori Business Research Centre, 2006.

Contributors(s): Mulholland, Malcolm, 1976-

A couple of other useful books include the Open Polytechnic's Publication in 2002. It is about Tohu Wines. Experience of the first indigenous wine company to export high quality wine from New Zealand (a bicultural research project) / research participants, Paul Morgan ... [et al.]. Facilitators/Editors, Michael Cash, Wayne Taurima ; photography, Wayne Taurima.

The TPK site <http://governance.tpk.govt.nz.helicon.vuw.ac.nz/docs/heiwhakatinana2005.pdf> has a useful publication on case studies of Māori organisations.

VISUALS

YOUTUBE

Haka

<http://www.youtube.com/watch?v=c-lrE2JcO44>

<http://www.youtube.com/watch?v=5ar-gYIGjvc>

http://www.youtube.com/watch?v=ESWRRw_Bddk

<http://forums.travel.com/new-zealand-videos/1007694-new-zealand-maori-culture-mini-doco.html>

<http://ckuik.com/Maori>

Tattooing designs can be found at http://www.squidoo.com/maori_tribal_tattoo_designs

MĀORI CULTURE

<http://www.tourism.net.nz/new-zealand/about-new-zealand/maori-culture.html> from the New Zealand Tourism Guide.

Video clips from Māori businesses The New Zealand Tourism guide <http://www.tourism.net.nz/visitor-information/audio-visuals/more4.html> has over 100 audiovisual advertisements below or a few Māori ones.

<http://www.tourisonline.net.nz/media/451>

<http://www.tourisonline.net.nz/media/428>

MĀORI TELEVISION

<http://www.maoritelevision.com/>

PART C

BIBLIOGRAPHY – NEW MATERIALS

This is an alphabetical list of books, articles, publications and theses which may be of assistance in providing background along with case studies, media articles, descriptive material, statistics and so on.

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PART 2 ANNOTATED BIBLIOGRAPHY OF CURRENT MATERIAL

Introduction

This bibliography was developed by Liz Jackson, based on interviews with Victoria Management School staff and supervised and edited by Deborah Jones. The annotations and keywords are intended to provide a users' guide to teachers (and possibly researchers). In some cases the abstracts are taken directly or amended from the original item (indicated by quotation marks), in some others written for the purpose.

1. **Subject Headings:** Systems & Decision-Making, Organisational Behaviour, Culture & Worldview, Māori Responsiveness.

Keywords: Problem Situation, Organisational Culture, Values, HRM, Biculturalism, Corporate Culture, Group Dynamics, Organisational Politics, Management Problems, Decision-Making.

Haar, J. (2007). When cultures collide: Conflicting values in a Māori organisational culture. In Page, Deborah, and Zorn, Theodore E. (Eds.). (2007). *Management Communication: New Zealand and Australian Case Studies*. Auckland: Pearson Education New Zealand.

Abstract: "This case deals with a clash between an organisational culture built on Tikanga Māori (Māori customs and beliefs) and the reaction of employees to the Foreshore and Seabed legislation. This case demonstrates the positive nature of a supportive organisational culture based on Māori culture, as well as the risk such an organisational culture runs of being in conflict with other Māori issues if these are ignored by the organisation. Furthermore, employee activism and resistance can have major implications for organisations wishing to maintain political neutrality while employees want to take an impassioned cultural stance. The case is based on interviews with a New Zealand firm that faced the crisis described here. To maintain anonymity, names and details have been modified."

2. **Subject Headings:** Culture & Worldview, Research Methods, Māori Business, Māori Responsiveness

Keywords: Worldview, Culture, Research (Strategic Research), Collective/Individual, Values, Indigeneity, Māori Responsiveness

Jahnke, H. and J. Taiapa (2003) "Māori Research". In Davidson, Carl and Tolich, Martin (Eds.). *Social Science Research in New Zealand*. Auckland: Pearson Education New Zealand.

Abstract: "Māori academics and other scholars engaged in research have long emphasised the need for appropriate approaches to investigating the lives of Māori people. This chapter is concerned with identifying some of the themes and issues regarding research as it relates to Māori people, their communities and lifeways that deal with past histories, present realities and future projections. The impact of colonial theories about Māori people is outlined. Practices that characterise a Māori-centred approach to enquiry—including issues to do with Mātauranga Māori, intellectual property rights, appropriate methodologies and the inclusion of Māori worldviews—are discussed. Highlighting such issues is timely since, as Linda Smith maintains, '...there is next to no research, no literature, no guidance to the issues which concern indigenous, minority group researchers, carrying out research within their own communities.'"

3. **Abstract:** Diversity & EEO, Culture & Worldview, Research Methods

Keywords: (Chapter 3) History, Treaty, Diversity, Research Methods

Jones, Glyndwr (2008). *Management: The Aotearoa New Zealand Context*. Milton: John Wiley & Sons Australia, Ltd.

Abstract: Includes an overview of Māori history in New Zealand, including the Treaty of Waitangi and corresponding claims and settlements. Includes information on the growing diversification of New Zealand and the New Zealand workforce and basic statistics about the Māori population. Culminates with **case studies** focusing on Kia Kaha Ltd. clothing, and Whale Watch Kaikoura.

4. **Subject Headings:** Māori Responsiveness, Diversity & EEO

Keywords: Biculturalism, EEO

Macky, Keith and Johnson, Gene (2004). *Managing Human Resources in New Zealand* (2nd ed.). Auckland: McGraw-Hill.

Abstract: (p.478-80, “The New Zealand Scene”) Describes New Zealand’s approach to Equal Employment Opportunity policies, and their degrees of implementation in the public and private sector. Also touches on practical issues of biculturalism and diversity in the workforce.

5. **Subject Headings:** Systems & Decision-Making, Culture & Worldview, Organisational Behaviour, Māori Responsiveness, Māori Business

Keywords: Problem situation, Values, Organisational Culture, Māori Responsiveness, Organisational Structure, Strategy/Strategic Management, Business Model, Entrepreneurship, Collective/Individual, Leadership

Elkin, Graham, Jackson, Brad and Inkson, Kerr (Eds.). (2008). *Organisational Behaviour in New Zealand: Theory and Practice* (3rd ed.). Auckland: Pearson Education New Zealand.

Abstract: Within the various OB topics covered in the text, there are several sidebars, examples and featurettes pertaining to Māori. These examples relate to cultural diversity and sensitivity (p. 252-3), Māori business case studies and strategy (p. 220-1), Māori cultural and business values (p. 64-6), Māori women’s leadership styles (p. 216-7), etc.

6. **Subject Headings:** Research Methods, Māori Responsiveness, Systems & Decision-Making

Keywords: Research, Māori Responsiveness, Pākehā Paralysis, Problem Situation

Tolich, Martin. (2002). Pākehā "Paralysis": Cultural Safety for Those Researching the General Population of Aotearoa. *Social Policy Journal of New Zealand*, 19, 164-178. [Online]
<http://www.msd.govt.nz/about-msd-and-our-work/publications-resources/journals-and-magazines/social-policy-journal/spj19/pakeha-paralysis19-pages164-178.html#Abstract2>

Abstract: “The emergence and dominance of the Māori -centred research paradigm is leaving Pākehā researchers out in the cold. “Pākehā paralysis” draws on my experiences as author, teacher and university ethics committee member to account for the reasons why so many Pākehā postgraduate students are caught in a state of paralysis, deliberately excluding Māori from their general population research samples. While supposedly addressing cultural concerns, through avoiding cultures not their own, these Pākehā researchers fail to fulfil Treaty of Waitangi responsibilities. This paper offers explanations of why this paralysis developed, and how it has been codified into health and tertiary ethics guidelines and in university teaching. The paper ends by offering solutions to work through this cultural web by honouring the Treaty of Waitangi while promoting cultural safety for Pākehā researching New Zealand society.”

7. **Subject Headings:** Organisational Behaviour, Culture & Worldview, Māori Business

Keywords: Corporate Culture, Corporate Structure, Corporate Strategy, Culture, Governance, Iwi Business, Māori Organising, Organisational Design, Organisational Structure

Story, Mark (2005). Māori Governance: Meeting the Cultural Challenge. *Governance*, Te Puni Kokiri, 6-10.

Abstract: “Māori organisations are grappling with a growing need to embrace the sometimes arcane but absolutely necessary practices of corporate governance.” Addresses issues of balance between Pākehā styles of governance and Māori styles of governance, and how Iwi are currently seeking to balance the two in order to best govern their organisations and their assets.

8. Subject Headings: Culture & Worldview, Māori Business, Strategy

Keywords: Culture, Economic Perspectives, Entrepreneurship, Indigenous Management Practices, Strategic Management

Zapalska, Alina, Perry, Geoff and Dabb, Helen (2003). Māori Entrepreneurship in the Contemporary Business Environment. *Journal of Developmental Entrepreneurship*, 8(3), p.219-35.

Abstract: “This study's objective is to examine the nature of Māori enterprises and to analyze the environment for development and growth of the Māori entrepreneurial firms in the reforming economy of New Zealand. In order to evaluate and compare the development of firms relative to selected external environmental factors affecting entrepreneurial operations, on-site surveys and personal interviews were conducted among Māori entrepreneurs. The environmental conditions were grouped into five external environmental factors (government policies and procedures, socioeconomic conditions, entrepreneurial and business skills, and financial non-financial support to businesses), and analyzed based on Gnyawali and Fogel's (1994) model. Policy implications are made for assisting the development of Māori firms in New Zealand.”

9. Subject Headings: Strategy, Culture & Worldview, Māori Business, HRM, Organisational Behaviour, Systems & Decision-Making

Keywords: Change, Collective/Individual, Creativity, Culture, Entrepreneurship, Group Dynamics, Indigeneity, Innovation, Leadership, Māori Organising, Organisational Behaviour, Organisational Dynamics, Problem Situation, Structure of Māoridom, Systems, Values, Worldview

Tapsell, Paul, and Woods, Christine (2008). A Spiral of Innovation Framework for Social Entrepreneurship: Social Innovation at the Generational Divide of an Indigenous Context. *Emergence: Complexity and Organisation*, 10(3), 25-34.

Abstract: “This paper explores the notion of social innovation as it arises in indigenous communities. In particular, we consider entrepreneurial activity in Māori communities where innovation arises through the interaction of the young opportunity seeking entrepreneur (potiki) and the elder statesperson (rangatira). We consider social entrepreneurship in the form of indigenous entrepreneurship, in particular Māori entrepreneurship. Indigenous entrepreneurship operates at the intersection of social and economic entrepreneurship. It incorporates both social and economic entrepreneurial activity and explicitly acknowledges the particular historical and cultural context from which they arise. We discuss Māori entrepreneurship as a complex adaptive system and provide an illustrative example of one social entrepreneurship venture: Māori Maps. Based on this discussion we suggest that innovation can usefully be thought of as a double spiral combining the twin flows of opportunity and heritage.”

10. Subject Headings: Māori Business, Strategy, Culture & Worldview, HRM, Pedagogy, Systems & Decision-Making, Organisational Behaviour

Keywords: Basic Business Concepts in Māoridom, Change, Collective/Individual, Culture, Cultural Impacts, Entrepreneurship, Group Dynamics, History of Iwi, Indigenous Management Practices, Innovation, Leadership, Māori Organising, Organisational Dynamics, Pedagogy, Strategic Management, Structure of Māoridom, Values, Ways of Organising, Worldview

Tapsell, Paul, and Woods, Christine (2008). *Potikitanga: Indigenous Entrepreneurship in a Māori Context. Journal of Enterprising Communities: People and Places in the Global Economy*, 2(3), 192-203.

Abstract: “This paper examines the models used to teach and encourage indigenous entrepreneurial activity, with a focus on indigenous entrepreneurship in a Māori context. In particular, the paper explores the pedagogical challenges from the perspective of indigenous entrepreneurship understood from a Māori context and draws on an historical and cultural analysis of kin accountability within a tribal context to explore the pedagogical challenges faced when working with a new generation of aspiring entrepreneurially-minded Māori. Three short case studies are provided as illustrative examples.”

11. Subject Headings: Māori Business, Culture & Worldview, HRM, Māori Responsiveness

Keywords: Business Models, Cultural Impacts, Economic Impacts, Entrepreneurship, Governance, Government Policy, History of Iwi and their Organisations, Human Rights, Indigeneity, Indigenous Management Practices, Iwi Business

Sullivan, Ann and Margaritis, Dimitri (2000). Public Sector Reform and Indigenous Entrepreneurship. *International Journal of Entrepreneurial Behaviour & Research*, 6(5), 265.

Abstract: This article provides a brief history of Crown injustices toward Māori, and subsequent redress of these injustices following decisions by the Waitangi Tribunal. Various settlements are described in some detail, and current usage of resources granted in those settlements is also detailed. In the course of this overview of human rights infringements and resultant compensation, the authors touch upon issues of indigeneity and culture, and corresponding governance and management practices.

12. Subject Headings: Culture & Worldview, HRM, Māori Business, Pedagogy, Organisational Behaviour, Workforce & Statistics

Keywords: Culture, HRM, Human Resource Development, Māori Organising, Māori Responsiveness, Pedagogy, Training and Development, Values, Ways of Organising, Workforce, Worldview

Papuni, Helen T. and Bartlett, Kenneth R. (2006). Māori and Pākehā Perspectives of Adult Learning in Aotearoa/New Zealand Workplaces. *Advances in Developing Human Resources*, 8(3), 400-407.

Abstract: “This article examines how indigenous and blended worldviews can contribute to the achievement of national human resource development (NHRD) goals in an increasingly pluralistic society. Although following the outline of the other articles in this issue, the authors adopted a "home-grown voice" that recognizes and celebrates their Māori /Pākehā /Kiwi collaboration characteristic of multicultural Aotearoa/New Zealand. Adopting this approach allows for a greater understanding of the role of indigenous perspectives for developing theory to address contemporary issues of both work and non-work learning at the individual, group, and even societal levels. A brief description of the geographic, historical, and cultural context of Māori follows highlighting a Māori worldview related to adult learning in the workplace and to concepts related to work. Implications for work-based human resource development (HRD) practice, theory, and research are discussed.”

13. Subject Headings: Tourism, Strategy, Māori Business, Culture & Worldview, Systems & Decision-Making, Sustainability & Environment

Keywords: Tourism Strategy, Strategic Development, Basic Business Concepts in Māoridom, Corporate Strategy, Cultural Impacts, Culture, Decision-Making, Economic Impacts, Entrepreneurship, Environmental Impacts, Impact Management, Indigenous Management Practices, Innovation, Iwi Business, Māori Organising, Strategic Management, Strategic Planning, Sustainability, Sustainable Tourism, Tourism Planning, Values

Spiller, Chellie, and Erakovic, Ljiljana (2005). Flourishing on the Edge: Whale Watch Kaikoura, an Indigenous Sustainable Business. In Marie Wilson (Ed.), *Case in Point: Best Cases from the 2005 International Conference on Case Study Teaching and Learning*. Auckland: GSE Publications.

Abstract: “Whale Watch Kaikoura (WWK) provides an example of sustainable business embracing a quadruple bottom line of economic, environmental, social and cultural wealth creation. It also shows how indigenous enterprise can enable social transformation. With a track record of phenomenal success WWK now has plans to develop a significant hotel and virtual whale tourism centre. However, this has become a focal point for opposition that WWK is now facing from a number of stakeholders concerned about negative impacts of growth. The Chairman must respond to these stakeholder concerns by demonstrating a sustainable way forward. The case facilitates analysis between a student’s familiar territory of mainstream business (with its typical single bottom line focus on profit maximisation) and the contrast with sustainable business (with its quadruple bottom line focus).”

14. Subject Headings: Culture & Worldview, Māori Business, Māori Responsiveness, Research Methods

Keywords: Cultural Impacts, Group Dynamics, Indigeneity, Māori Responsiveness, Values, Worldview, Research Methods

Cram, Fiona (2001). Rangahau Māori: Tona Tika, Tona Pono – The Validity and Integrity of Māori Research. In Tolich, Martin (Ed.), *Research Ethics in Aotearoa New Zealand* (pp. 35-52). Auckland: Pearson Education, New Zealand.

Abstract: “There is now a pressing need for us to decolonise Māori research. Māori research by, with and for Māori is about regaining control over Māori knowledge and Māori resources. It is about having tino rangatiratanga over research that investigates Māori issues. We must do this in order to know how we analyse ourselves and perhaps also how we analyse other cultures.” This article seeks to clarify how research on Māori and Māori issues should best be carried out, both by Māori and Pākehā researchers. There is some discussion of Māori concepts of knowledge, and the principles underlying a Māori approach to, and philosophy of research. It explores the issues that Māori and Pākehā researchers must be aware of and sensitive to as they undertake Māori research.

15. Subject Headings: HRM, Māori Responsiveness, Systems & Decision-Making, Diversity & EEO, Organisational Behaviour

Keywords: Whānau Interviewing, Biculturalism, Decision-Making, Diversity, Employment, EEO, Problem Situation, Recruitment, Communication

Gatenby, Bev (1995). The Whānau Interview. In Gatenby, Bev, and Jones, D.(Eds.), *Case Studies in Communication* (pp. 16-18). Auckland: Longman Paul.

Abstract: This brief case study provides a problem situation and discussion questions involving the topic of the whānau interview. A knowledge of whānau interviewing and what it entails is presumed (see item 22). The article asks the reader to analyze the problem situation and provide an appropriate solution.

16. Subject Headings: Culture & Worldview, Strategy, Tourism, Māori Business, Organisational Behaviour, Pedagogy, Sustainability & Environment

Keywords: Collective/Individual, Corporate Strategy, Creativity, Cultural Impacts, Cultural Tourism, Culture, Group Dynamics, Indigeneity, Indigenous Management Practices, Māori Organising, Ownership, Pedagogy, Sustainability, Sustainable Tourism, Tourism Management, Values, Visitor Management, Worldview

Taurima, Wayne, and Cash, Dr. Michael (2005). *Tumatanui: Te Puia, the Next Forty Years: Stories of Those Guiding The Māori Arts and Crafts Institute, Rotorua*. Lower Hutt: The Open Polytechnic of New Zealand.

Abstract: This compilation of interviews with the directors, teachers and caretakers of the New Zealand Māori Arts and Crafts Institute (a cultural education/preservation and tourism venture) explores the values and strategy underlying the mission and function of NZMACI. Through these interviews, the case study explores the various segments of this Māori business, from management to teaching to sustainability, etc. The piece provides a comprehensive understanding of the driving values and principles (both cultural and business-based) that provide NZMACI's foundation.

17. Subject Headings: Culture & Worldview, Māori Business, Organisational Behaviour, Strategy, Sustainability & Environment

Keywords: Authenticity, Basic Business Concepts in Māoridom, Business Models, Corporate Culture, Corporate Strategy, Entrepreneurship, Indigenous Management Practices, Iwi Business, Māori Organising, Marketing, Organisational Design, Organisational Structure, Strategic Planning, Sustainability, Values, Worldview

Taurima, Wayne, and Cash, Dr. Michael (2002). *Tumatanui: The Experience of the First Indigenous Wine Company to Export High Quality Wine from New Zealand*. Lower Hutt: The Open Polytechnic of New Zealand.

Abstract: This case provides an in-depth look at the Māori -developed and owned Tohu wine label. Through interviews with important people within the company, the authors reveal the foundational principles of the company, and their base within Māoridom and its values and worldview. Also explored is the future of the business and concerns and strategies as the business grows. The case reveals what it means to Tohu wines to be an indigenous company, and how Māori culture and values are enacted in the daily running of the business.

18. Subject Headings: Pedagogy, Organisational Behaviour, Culture & Worldview

Keywords: Pedagogy, Communication, Culture

Zapalska, Alina M., Brozik, Dallash, Dabb, Helen and Keiha, Pare (2002). Teaching Māori Students Business Issues: An Experiential Approach. *Education & Training*, 44(2/3), 138-143.

Abstract: "Effective teaching arises when each class accommodates all types of learners. Individual students have different learning styles, and an effective classroom presentation should mix different teaching methods in order to accommodate these individual differences. In order to help Māori students improve their academic performance, cooperative and active learning activities were used to match the learning style preferences of the students."

19. Subject Headings: Organisational Behaviour, Culture & Worldview, HRM

Keywords: Communication, Corporate Culture, Culture, Governance, Group Dynamics, HRM, Leadership, Organisational Behaviour, Organisational Dynamics, Values, Worldview

Holmes, Janet (2007). Humour and the Construction of Māori Leadership at Work. *Leadership*, 3(5), 5-27.

Abstract: “Leadership is primarily a communicative activity, and humour provides leaders with a valuable communicative resource for reconciling the competing transactional and relational demands which face them. This article examines the ways in which Māori leaders use humour in everyday workplace interaction, and focuses in particular on the use of humour to construct leadership in workplaces characterized by Māori values and ways of doing things. Drawing on data collected in Māori workplaces, this article examines the particular ways in which people make use of humour as a discursive resource for constructing themselves and others as workplace leaders, and explores, in particular, the hypothesis that humour provides a flexible indirect strategy for constructing leadership in ways that avoid conflict with traditional Māori cultural values.”

20. Subject Headings: Māori Responsiveness, Organisational Behaviour, Culture & Worldview, Research Methods

Keywords: Biculturalism, Communication, Ownership, History of Iwi and their Organisations, Research Methods, Values/Objectives/Missions/Strategies, Worldview

Henry, Ella, and Pene, Hone (2001). Kaupapa Māori: Locating Indigenous Ontology, Epistemology and Methodology in the Academy. *Organization*, 8(2), 234-242.

Abstract: The article examines the ways in which kaupapa Māori influences Māori research, or ought to influence it, as it operates alongside historically dominant Western research paradigms. Through their examination of Māori research paradigms, the authors reveal where conflicts arise with Western paradigms. It raises questions of knowledge ownership, and rights of knowledge transmission. It also discusses current structures of learning within Māori communities and wānanga.

21. Subject Headings: Māori Responsiveness, Culture & Worldview, Diversity & EEO, HRM, Organisational Behaviour, Workforce & Statistics

Keywords: Biculturalism, Culture, Diversity, EEO, HRM, Organisational Politics, Workforce

Jones, D. (2004). Screwing Diversity Out of the Workers? Reading Diversity. *Journal of Organisational Change Management*, 17(3), 281-91.

Abstract: This paper examines concepts of Equal Employment Opportunities and ‘managing diversity’ in Aotearoa/New Zealand. It argues that “Neither of these two variations on western concepts of difference makes space for a Maori approach in which tangata whenua (indigenous) status, stated politically in terms of the national Treaty of Waitangi, is primary. To the extent that the concept of managing diversity reduces all difference to demographics, Maori EEO practitioners see it as subverting treaty-based employment policies”. These issues and other debates about ‘diversity, management are examined through the use of a New Zealand case study.

22. Subject Headings: Māori Responsiveness, Culture & Worldview, Diversity & EEO, HRM, Organisational Behaviour

Keywords: Biculturalism, Culture, Diversity, EEO, HRIR, Māori Responsiveness, Organisational Dynamics, Recruitment and Selection, Values, Whanau Interviewing, Worldview

Jones, D. (1997). The Whaanau/Support Interview: A New Zealand Contribution to Cultural Diversity. *Employee Relations*, 19(4), 321-336.

Abstract: “The intention of this paper is to advocate the *whaanau*/support process as an innovative local HRM practice that offers possibilities – not only for New Zealand organisations, but also for organisations in other cultural contexts which may be seeking to integrate diverse cultural perspectives with HRM practices. To do this, three case studies are presented, developed principally from the accounts of HRM practitioners involved in initiating and implementing the process.” The article also examines differing definitions of diversity and how diversity can be glimpsed through the *whaanau*/support interview, and how *whaanau*/support interviewing fits into the broader dialectic of workplace diversity.

23. Subject Headings: Strategy, Culture & Worldview, Diversity & EEO, Sustainability & Environment, Māori Responsiveness, Māori Business, Systems & Decision-Making, Organisational Behaviour

Keywords: Change, Cultural Impacts, Discrimination, Environmental Impacts, Governance, Government Policy, Impact Management, Indigenous Management Practices, Management Problems, Organisational Politics, Ownership, Problem Situation, Strategic Management

Taiepa, Todd et al (1997). Co-Management of New Zealand’s Conservation Estate by Māori and Pākehā: A Review. *Environmental Conservation*, 24(3), 236-50.

Abstract: “Despite direction by the Conservation Act to give effect to the principles of the Treaty of Waitangi, New Zealand’s Department of Conservation has few formal collaborative management arrangements that involve Māori. Our aim in this paper is to highlight some of the opportunities and obstacles to finding a co-management approach between Māori and Pākehā for conservation in New Zealand.” The paper explores the reasons behind the lack of co-management projects, ranging from lack of scientific knowledge among Māori, to different cultural understandings of conservation, to the distrust of Māori abilities to effectively and sustainably manage conservation lands. It uses the example of the co-management of the Titi Islands to illustrate the successes and shortcomings of collaboration between Māori and DoC.

24. Subject Headings: Māori Business, Māori Responsiveness, Organisational Behaviour, Culture & Worldview, Diversity & EEO, HRM

Keywords: Basic Business Concepts in Māoridom, Biculturalism, Corporate Culture, Corporate Strategy, Culture, Diversity, Human Resource Development, Training and Development, Values, Workforce, Worldview

Avery, Gayle, et al (1999). Emerging Trends in Australian and New Zealand Management Development Practices in the Twenty-First Century. *Journal of Management Development*, 18(1), 94-108.

Abstract: This article attempts to diagnose a need for Management Development in New Zealand and Australia, and prescribe appropriate courses of “treatment”. It is largely unconcerned with Māori, with one exception—pages 95-97 do touch upon the influence of Māori management on NZ management as a whole, and potential areas for fruitful development. Given New Zealand’s high degree of business interaction with Asian countries, this article compares and contrasts Western and Māori management techniques, as they may relate to Asian ones. The article highlights NZ’s management styles and associated shortcomings, building its case for the necessity of management development.

25. Subject Headings: Culture & Worldview, Tourism, Sustainability & Environment

Keywords: Authenticity, Cultural Impacts, Cultural Tourism, Economic Impacts, History of Iwi and their Organisations, Tourism Impacts, Tourism Management, Tourism Strategy, Values

Ryan, Chris (1999). Some Dimensions of Māori Involvement in Tourism. In Robinson, M. and Boniface, P. (Eds.), *Tourism and Cultural Conflicts* (pp. 229-45). New York: CABI Publishing.

Abstract: “This chapter has three foci. The first is a description of how the Te Arawa people have been involved with tourism for well over a century. The second analyses this history to explain why this involvement has been successful and why today other Māori groups wish to emulate this success. Drawing on this analysis and description of contemporary developments, in the third section a means is proposed of locating current Māori tourism products on a perceptual map formed by three axes consisting of: (i) the size and ownership of the product; (ii) the duration or intensity of the visitor experience; and (iii) the degree to which Māori culture forms the core of the tourism product on offer.”

26. Subject Headings: Māori Responsiveness, Organisational Behaviour, Diversity & EEO, HRM, Culture & Worldview

Keywords: Biculturalism, Communication, Corporate Culture, Corporate Strategy, Culture, EEO, HRIR, HRM, Māori Responsiveness, Organisational Behaviour, Organisational Dynamics, Values/Objectives/Mission/Strategies, Workforce

Jones, D., Pringle, Judith, and Shepherd, Deborah (2000). “Managing Diversity” Meets Aotearoa/New Zealand. *Personnel Review*, 29(3), 364-80.

Abstract: “Argues that the discourse of “managing diversity”, emerging from the US management literature, cannot be simply mapped on to organisations in other cultural contexts. It uses the example of Aotearoa/New Zealand to show that a “diversity” based on the demographics and dominant cultural assumptions of the USA fails to address – and may in fact obscure – key local “diversity” issues. [These include indigenous peoples’ issues and Treaty-based Māori- Pākehā relationships]. It argues that the dominant discourse of “managing diversity” has embedded in it, cultural assumptions that are specific to the US management literature. It calls for a genuinely multi-voiced “diversity” discourse that would focus attention on the local demographics, cultural and political differences that make the difference for specific organisations.”

27. Subject Headings: Māori Responsiveness, Culture & Worldview, Diversity & EEO, Māori Business

Keywords: Biculturalism, Creativity, Cultural Impacts, Culture, Diversity, Government Policy, Indigeneity

Moss, Linda (2005). Biculturalism and Cultural Diversity: How Far Does State Policy in New Zealand and the UK Seek to Reflect, Enable or Idealise the Development of Minority Culture? *International Journal of Cultural Policy*, 11(2), 187-97.

Abstract: “A comparison of approaches to biculturalism in New Zealand and cultural diversity in the UK reveals that both countries use policy in ways that are aspirational and prescriptive rather than merely supportive of cultural practice. Hybrid culture, producing influential and acclaimed work in the field is largely ignored in policy in favour of support for distinct minorities. The reasons for this are explored through a brief comparative survey of the history, development and current political purpose of cultural policy in both countries, and contrasts are made with current cultural practice and with the social and economic status of minorities in each country.”

28. **Subject Headings:** Māori Responsiveness, Culture & Worldview, Organisational Behaviour, HRM, Diversity & EEO, Pedagogy

Keywords: Biculturalism, Collective/Individual, Communication, Cultural Impacts, Culture, Diversity, Employment, Group Dynamics, Leadership, Organisational Dynamics, Pedagogy, Strategic Communication, Training and Development, Values/Objectives/Mission/ Strategies, Worldview

Raumati Hook, G., Waaka, T., and Parehaereone, L. (2007). Target Article 1: Mentoring Māori within a Pākehā framework. *MAI Review*, 1 (3), 1-13. [Online]
<http://ojs.review.mai.ac.nz/index.php/MR/article/view/70>

Abstract “Mentoring Māori within a Pākehā framework is a challenge that faces many government agencies and corporate entities in New Zealand as they try to promote more Māori into management and upper management roles. Unless this process is considered and carefully managed it could give rise to unexpected outcomes such as resentment and dissention triggered by insensitive attempts to layer one set of cultural values on those of another. While the intentions may be good the pathways leading to hoped for outcomes are not identical for Māori and Pākehā. For example, the reductionistic approach to business management of Pākehā contrasts with the holistic approach arising out of the Māori world view and the individualistic or self-centred philosophies of Pākehā contrast with the group orientation of Māori. In this paper the two approaches to mentoring are compared and contrasted with the intention of reaching a studied and useful integrated approach to the mentoring of Māori workers in a Pākehā framework”.

29. **Subject Headings:** Māori Responsiveness, Organisational Behaviour, Culture & Worldview, Diversity & EEO, HRM, Pedagogy

Keywords: Biculturalism, Communication, Culture, Diversity, HRM, Organisational Dynamics, Pedagogy, Training and Development, Values/Objectives/Missions/Strategies, Worldview

Ratima, M. and Grant, B. (2007). Peer Commentary 1 - Thinking about difference across and within mentoring. *MAI Review*, 1 (3), 1-5. [Online]
<http://ojs.review.mai.ac.nz/index.php/MR/article/view/71/89>

Middleton, S. (2007). Peer Commentary 2 - Mentoring and teaching in academic settings: Professional and cultural identities from one Pākehā's perspective. *MAI Review*, 1 (3), 1-6. [Online]
<http://ojs.review.mai.ac.nz/index.php/MR/article/view/76/86>

Abstract: These articles are written in response to the paper by Hook, Waaka and Parehaereone (above).

Ratima and Grant brings together two different but complementary responses. First, Matiu Ratima engages with the aspects of the argument that stand out for him as key points of difference between Māori and Pākehā worldviews with respect to mentoring. Then, Barbara Grant draws on her experience with mentoring programmes at the University of Auckland to offer a different view of Pākehā mentoring from that emphasised in the article. Both respondents are united in their acknowledgement of the importance of critical work that seeks to throw lines of understanding between Māori and Pākehā worldviews.”

Middleton explores the reality of Māori working in predominantly Pākehā organisations, and thus operating and being mentored within Pākehā cultural frameworks (particularly in academic settings). “So it is important to unravel the complexities of what exactly is included in this idea of the Pākehā framework.” In exploring the Pākehā framework, the author looks at its historical origins and influences, as well as looking at its interactions and “points of affinity, as well as difference” with Māori frameworks.

30. **Subject Headings:** Māori Responsiveness, Culture & Worldview, Diversity & EEO

Keywords: Biculturalism, Creativity, Diversity, Values/Objectives/Missions/Strategies, Worldview

Wolfgramm, Rachel (2008). Creativity and Institutional Innovation in Intercultural Research. *MAI Review*, 3, Article 6, 1-10. [Online] <http://ojs.review.mai.ac.nz/index.php/MR/article/view/169/182>

Abstract: “As researchers build interdisciplinary and international teams to ensure global reach and relevance, challenges encountered in intercultural research are increasing. Sophisticated forms of methodological plurality are engaged and comprehensive multi-method approaches utilized to address complexities involved in such research programmes. The focus of this article is to offer insights into qualitative intercultural research based on current and past individual and team experiences. The primary purpose of this article is to elucidate the dynamics of intercultural research from a Māori perspective.”

31. Subject Headings: Māori Responsiveness, Diversity & EEO, Culture & Worldview, HRM, Organisational Behaviour, Systems & Decision-Making

Keywords: Biculturalism, Diversity, Group Dynamics, HRIR, Māori Responsiveness, Organisational Behaviour, Organisational Design, Quality Management, Ways of Organising

Huygens, Ingrid (1999). An Accountability Model for Pākehā Practitioners. In Robertson, N. (Ed.), *Māori and Psychology: Research and Practice – The Proceedings of a Symposium Sponsored by the Māori and Psychology Research Unit*. [Online] <http://hdl.handle.net/10289/877>

Abstract: “This paper outlines a model of accountability for Pākehā practitioners developed over many years as a practising community psychologist involved in research and development projects in Aotearoa in the 1980s and 1990s, during an era of contract-funded health projects, and increasing prominence of the Treaty of Waitangi. The model could be termed ‘transformative’ in that it reverses the usual flow of power by making the Pākehā practitioner accountable to relevant Māori authority, and maximises the potential for new outcomes and new learning for all parties. A brief case study is outlined where the model placed a local iwi governance structure and a national psychiatric survivor organisation in positions of authority alongside the funder of a mental health project. Helpful conditions, positive outcomes and barriers to transformative accountability processes are briefly discussed.”

32. Subject Headings: Māori Business, Māori Responsiveness, Organisational Behaviour, Research Methods, Strategy

Keywords: Basic Business Concepts in Māori and Māoridom, Biculturalism, Business Models, Culture, Entrepreneurship, Indigeneity, Indigenous Management Practices, Māori Organising, Ownership, Research Methods, Services, Systems, Values/Objectives/ Missions/Strategies, Worldview

Taurima, Wayne and Cash, Michael (1999). *Tumatanui: The Experience of a Group of Māori Funeral Directors*. Lower Hutt: The Open Polytechnic of New Zealand.

Abstract: This case study consists of interviews with four different Māori funeral directors. It provides a good foundation of Māori business concepts (specifically as pertains to the funeral directing industry), and how Māori worldview shapes standard business concepts and practice. The case study also provides an excellent look into the issues surrounding carrying out Māori research (and indigenous research in general), and how Māori research should differ from other Western types of research.

33. Subject Headings: Māori Responsiveness, Culture & Worldview, Diversity & EEO, Māori Business, Organisational Behaviour, Pedagogy

Keywords: Biculturalism, Cultural Impacts, Culture, Diversity, Governance, History of Iwi and Organisations, Indigeneity, Indigenous Management, Iwi Business, Māori Organising, Organisational Structure, Ownership, Pedagogy, Values, Worldview, Ways of Organising, Māori Organising, Group Dynamics, Discrimination

Taurima, Wayne and Cash, Michael (2000). *Tumatanui: The Experience of a Whanau Group at Te Waananga-O-Aotearoa*. Lower Hutt: The Open Polytechnic of New Zealand.

Abstract: This case study focuses on the experience of teachers and students at the Te Awamutu Te Waananga-O-Aotearoa. The case study explores issues of ways of learning, and how the Māori academic environment can and does differ from the Pākehā academic environment. There is a strong emphasis on how Māori worldview influences the structure and practice at the Waananga. The concept most strongly explored is that of *whanau*. The authors also analyze and model the Waananga structure as it has been described in the interviews which make up the greater part of the monograph.

34. **Subject Headings:** Culture & Worldview, Sustainability & Environment, Māori Business

Keywords: Culture, Environmental Impacts, Indigeneity, Indigenous Management Practices, Sustainability, Values/Objectives/Missions/Strategies, Worldview

Whiteman, G. and Cooper, W. H. (2000). Ecological Embeddedness. *Academy of Management Journal*, 43 (6), 1265-1282.

Banerjee, S. B. Linstead, S. (2004). Masking subversion: Neocolonial embeddedness in anthropological accounts of indigenous management. *Human Relations*, 57 (2), 221-247.

Whiteman, G., and Cooper, W. H. (2006). Sixty-six Ways to Get it Wrong: A Response to Banerjee and Linstead. *Human Relations*, 59(3), 409-27.

These three articles together present a useful debate on how issues of ‘indigenous management’ should be dealt with in management scholarship, centring around a powerful critique of an *AMJ* article describing Cree ‘management’ practices in Canada from a non-indigenous perspective. In the original article, Whiteman and Cooper “consider indigenous practitioners as managers, identify their management practices, and then reconsider contemporary management practice towards the environment in this light. The [Bannerjee and Linstead] article provides a critique of Whiteman and Cooper’s argument and explores the ways in which, at the same time as it is purportedly represented, indigenous thought is masked and thereby subverted. [They] argue that much of their theorizing ... is rooted in neocolonial thought and [that] a so-called ‘indigenous land ethic’ has limited, if any, relevance to current management theory and practice. This is because such a land ethic is disembedded from the indigenous consciousness of their own economic, social and political history; and similarly for its reception requires a similar disembeddedness in the receiving culture - which then applies a loose analogy or even caricature of indigenous behaviour to its own practices. [They] argue that... to import these features into organizational theorizing without recognizing the deeply problematic nature of contemporary anthropological practice can only produce a reductionist and romanticized picture of native ontologies”.

35. **Subject Headings:** Māori Responsiveness, Organisational Behaviour, Diversity & EEO, Strategy, Culture & Worldview

Keywords: Biculturalism, Communication, Discrimination, Diversity, Māori Responsiveness, Organisational Politics, Strategic Communication, Values/Objectives/ Missions/Strategies

Huygens, Ingrid (2006). Discourses for Decolonization: Affirming Māori Authority in New Zealand Workplaces. *Journal of Community & Applied Social Psychology*, 16, 363-78.

Abstract: “When dominant group members participate in the work of decolonization, their tasks are different from those of indigenous peoples. This study identifies key features of alternative discourses used by members of the dominant group in New Zealand workplaces. Sixteen accounts of organisational changes to implement *te Tiriti o Waitangi*...were analysed using the methods of critical discourse analysis. Two new resources were critically important to narrators of such change: (i) affirmation of self-determined Māori authority (*tino rangatiratanga*) and (ii) pursuit of a ‘right relationship’ between Māori and Pākehā in

a new constitutional framework of dual authorities. These discursive resources are discussed in the context of an ongoing critical dialogue between Māori and Pākehā about decolonization work.”

36. Subject Headings: Culture & Worldview, Māori Responsiveness, Māori Business, Organisational Behaviour

Keywords: Governance, Government Policy, History of Iwi and their Organisations, Indigeneity, Māori Responsiveness, Ownership, Structure of Māoridom, Values/Objectives/Missions/Strategies

Panoho, Joy, and Stablein, Ralph (2005). *A Postcolonial Perspective on Organisational Governance in New Zealand: Reconciling Māori and Pākehā Forms*. Paper presented at: Critical Management Studies 4. Cambridge, UK. July 2005. [Online]
<http://www.mngt.waikato.ac.nz/ejrot/cmsconference/2005/proceedings/postcolonialism/Panoho.pdf>

Abstract: “In response to recent calls for organisational research informed by postcolonial scholarship we examine the governance of contemporary organisations oriented to Māori development. We begin by providing a brief historical description of the colonial experience as the context for contemporary corporate and institutional governance arrangements. We then examine several cases that illustrate innovative attempts to create more responsive and independent governance arrangements that value Māori knowledge and participation. ... We conclude with some observations regarding the utility of a postcolonial perspective in the study of governance of organisations.” Note that the history provided in this article is excellent, and also includes an incisive discussion of current problems stemming from historical (mis)interpretations of Treaty and cultural issues.

37. Subject Headings: Māori Responsiveness, Strategy, Organisational Behaviour, Culture & Worldview, Diversity & EEO, Māori Business

Keywords: Biculturalism, Change, Communication, Cultural Impacts, Discrimination, Governance, Government Policy, Indigeneity, Values/Objectives/Missions/Strategies

Pihema, Wayne. (2006) *Deploying Renditions as Modes for Indigenous Critique: Why Indigenous Communities Must Kidnap and Torture the Language, Theory and Practices of Critical Management Studies to Renew Ideas of Organisation, Identity and Locality*. Paper presented at: Organisation, Identity and Locality II. Victoria Management School, Wellington. February 10, 2006. [Online] <http://tur-www1.massey.ac.nz/~cprichar/OIL/pihema.pdf>

Abstract: This conference paper is based on the premise of wresting away the tools and language of Critical Management Studies (seen by the author as subjugating indigenous/Māori perspectives) and using them instead to bolster and build up previously dismissed Māori critiques of late-capitalism. As the author states, “We must take the CMS critiques hybridized and radicalized within the theories, languages and practices of the indigenous problematic to use them as a battering ram to derail late-capitalism’s project of subordinating indigenous identity and localities within the striated space of a society increasingly disciplined and controlled.”

Note: This article contains so many typos and punctuation errors that it ought to be edited before being used by students or professors.

38. Subject Headings: Māori Business, Culture & Worldview, Sustainability & Environment, Strategy, Tourism

Keywords: Basic Business Concepts in Māoridom, Business Models, Cultural Impacts, Culture, Economic Impacts, Economic Perspectives, Entrepreneurship, Indigenous Management Practices, Strategic Management, Sustainability, Sustainable Tourism, Tourism Strategy, Values/Objectives/Mission/Strategies, Worldview

Foley, Dennis (2008). *Māori Indigenous Sustainable Entrepreneurship within Tourism: Is the Determining Sustainable Factor Economic or is it Indigenous Cultural Values?* Proceedings of the 23rd Annual Conference of the Australian & New Zealand Academy of Management (ANZAM). University of Auckland. December 2008. CD-ROM.

Abstract: “Eight Māori businesses involved in tourism operations were studied with the aim of determining is sustainability based on profit maximisation or are indigenous cultural values the determining factor of sustainability. A qualitative case study analysis using a grounded theory approach was applied. The conclusions reached provide an insight into the growing Indigenous participation at the Small to Medium Enterprise (SME) level within Aotearoa relating to Māori cultural values. The choice between cultural values versus economic values can result in sacrificing income; the Māori entrepreneur has to make a conscious decision as to which value they adopt in their business.”

Note: This article contains many typos and punctuation errors.

39. Subject Headings: Strategy, Organisational Behaviour, Culture & Worldview, Māori Business

Keywords: Change, Communication, Cultural Impacts, Indigeneity, Values/
Objectives/Missions/Strategies, Worldview

Panoho, Joy (2007). *Who is Afraid of the Postcolonial?* Paper presented at: Organisation, Identity, Locality III. Massey University, Albany, Auckland. February 16, 2007. [Online]
http://www.massey.ac.nz/~cprichar/OIL/OIL3%20papers/Panoho_Who%20is%20afraid%20of%20the%20postcolonial.pdf

Abstract: “Precolonial/decolonial/anticolonial/neocolonial/postcolonial/counter-colonial/re-colonial not to mention Kaupapa Māori, the Indigenist Position, the Fourth World, and... Post-development. How do these terms relate to each other? Can it be that they are all terms of resistance to ‘postcolonial’, if so, what is the problem with postcolonial? Why are we afraid of the postcolonial?” This article explores the multiple meanings and interpretations of postcolonialism, as well as looking at the baggage that it may carry. Postcolonialism’s interaction with Indigeneity is also explored, specifically as it relates to Kaupapa Māori.

40. Subject Headings: Culture & Worldview, HRM, Workforce & Statistics

Keywords: Culture, Employment, HRM, Labour, Values, Workforce, Worldview

Reid, Lynette (2008). *Journeys Begin on the Back Road: Journey of ‘Career’ for Māori*. Proceedings of the 23rd Annual Conference of the Australian & New Zealand Academy of Management (ANZAM). University of Auckland. December 2008. CD-ROM.

Abstract: The author postulates that ‘career’ has been conceptualized in a Western manner, and that re-imagining the term from a Māori perspective provides valuable insights. Through interviews with Māori in different careers and different age groups, the author puts forward some of the things that ‘career’ means to Māori, illuminating some of the differences between the Māori and the Western understandings of the concept. The author calls for a broader and more inclusive understanding of the term.

41. Subject Headings: Culture & Worldview, Organisational Behaviour, Research Methods

Keywords: Authenticity, Communication, Culture, Research Methods, Worldview

Ruwhiu, Diane (2008). *Raranga Korero: The Utility of Narrative Analysis for Kaupapa Māori Research*. Proceedings of the 23rd Annual Conference of the Australian & New Zealand Academy of Management (ANZAM). University of Auckland. December 5, 2008. CD-ROM.

Abstract: “This paper is a product of my experience as an Indigenous Māori business researcher, conducting research in Indigenous Māori organisations. Given the context of my research a major emphasis in my search for an appropriate method was one that would provide an avenue of authentic engagement with the Māori cultural field. One that could articulate, with integrity, the historical narratives and symbolic meanings, based in social processes entwined around ritual, myth and cosmology of Māori society. This paper presents narrative inquiry as a research strategy I engaged to accord full recognition of Māori cultural norms, value systems and practices.” The author explores the narrative as a research tool, and examines what steps are critical in producing a trustworthy narrative (esp. within the Māori context).

42. Subject Headings: Tourism, Māori Business

Keywords: Cultural Tourism, Marketing, Tourism Management, Tourism Strategy, Visitor Management

Ryan, Chris, and Higgins, Opal (2006). Experiencing Cultural Tourism: Visitors at the Māori Arts and Crafts Institute, New Zealand. *Journal of Travel Research*, 44, 308-17.

Abstract: “This study reports results derived from semistructured interviews with 40 visitors to the Māori Arts and Crafts Institute in Rotorua, New Zealand. The article discusses...why people visit such a site and what it is they seek. In general, visitors reported high levels of satisfaction, yet the cultural component of their experience was primarily reported in terms of the visit being informative and entertaining. Additionally, whereas modest levels of interest in things Māori seemed to motivate visits to other Māori sites, the actual list of other locations being nominated was few in number. The impression results that visits are made to Māori sites because this is a “done thing” when visiting New Zealand, but overall, the level of interest shown by most visitors in indigenous culture is modest.”

43. Subject Headings: Culture & Worldview, Organisational Behaviour, Māori Business, Māori Responsiveness, Research Methods

Keywords: Authenticity, Communication, Culture, Indigeneity, Māori responsiveness, Research Methods, Values/Objectives/Missions/Strategies, Worldview

Ruwhiu, Diane, and Wolfgramm, Rachel. (2006) *Kaupapa Māori Research: A Contribution to Critical Management Studies in New Zealand*. Paper presented at: Organisation, Identity and Locality II. Victoria Management School, Wellington. February 10, 2006. [Online] http://tur-www1.massey.ac.nz/~cprichar/OIL/ruwhiu.wolfgramm.Oil_Positionpaper.pdf

Abstract: This article questions how research may best explore, understand and report the great diversity present in its subjects (i.e. Māori). The article argues that when undertaking Māori research, an approach that takes into account Māori worldviews and paradigms is most appropriate, and will more accurately be able to encompass the meaning of observations and data. To this extent the authors advocate the use of Kaupapa Māori research. The promotion of this Māori research paradigm coincides with greater interest in indigenous research and research methods.

44. Subject Headings: Culture & Worldview, Research Methods

Keywords: Authenticity, Culture, Research Methods, Values, Worldview

Pihema, Wayne (2007). *Is it Really Still a Life? Sunflowers, Mangos and Coin Slot: The Kumete of Patoromu Tamatea and the Implicit Economies of Postcolonial Engagements as a Cautionary Tale for Researchers*. Paper presented at: OIL Participatory Conference 2007. Massey University, Albany, Auckland. [Online] http://tur-www1.massey.ac.nz/~cprichar/OIL/OIL3%20papers/Pihema_The%20kumete%20of%20Patoromu%20Tamatea%20and%20the%20implicit%20economies%20of%20postcolonial%20engagements.pdf

Abstract: Pihema traces the fascinating history of a particular Māori art object to explore the concept of (mis)translation of Māori ideas and culture. His point in doing so is to remind researchers of the care that must be taken when researching, discussing and analyzing objects or ideas from other cultures. In order to give the proper respect to the research subject, the subject's worldview must be taken into consideration.

45. Subject Headings: Culture & Worldview, Diversity & EEO, Māori Business, Research Methods

Keywords: Culture, Diversity, Indigeneity, Research Methods, Values, Worldview

Ruwhiu, Diane (2008). *Whakawhanaungatanga – Culturally Situating the Organisational Researcher*. Proceedings of the 23rd Annual Conference of the Australian & New Zealand Academy of Management (ANZAM): “Managing in the Pacific Century”. University of Auckland Business School. December 3, 2008. CD-ROM.

Abstract: “Research in indigenous contexts face the ideological tensions created by the disjunction of applying methodologies that align with what I conceptualise as a mainstream Western worldview of knowledge creation, and maintaining the integrity of taking an indigenous worldview. Researcher imposition of what constitutes legitimate knowledge and practice is a crucial aspect of this tension. ...I offer the notion of whakawhanaungatanga as a culturally appropriate approach to situating the researcher and allowing for the co-joint construction of meaning and facilitated creation of collaborative stories predicated on mutual respect and commitment to the outcomes of the research.” This article provides concrete examples of why the whakawhanaungatanga approach to Māori research may be highly effective.

46. Subject Headings: Culture & Worldview, Māori Business, Māori Responsiveness, Pedagogy

Keywords: History of Iwi and their Organisations, Indigeneity, Biculturalism, Pedagogy

Panoho, J (2006). *The Establishment and Growth of Kaupapa Māori as a form of Critical Management Study in Aotearoa*. Paper presented at: Organisational, Identity, Locality (OIL) II. Victoria Management School, Wellington. February 10, 2006. [Online]
<http://www.massey.ac.nz/~cprichar/OIL/oilconferenceproceedings.pdf>

Abstract: “This paper attempts to trace the development and nature of the ‘Māori voice’ in Western institutions over time. Attempts to connect early political governance and contemporary scholarly activity are made. I begin with a description of the changing landscape of Māori leadership during early colonisation, outlining subsequent 20th century political representations. I then describe the development of the Māori academic voice proposing that the Kaupapa Māori discourse, a significant Māori voice of today, speaks from an indigenist position, a position arrived at with the assistance of the tools of critical theory.”

47. Subject Headings: Culture & Worldview

Keywords: Culture, Worldview, Cultural Impacts, Values

Sayers, Janet, Low, Will and Davenport, Eileen (2008). Te Warewhare: The Impact of the Warehouse on Māori in Kaitia, Kerikeri and Motueka. *University of Auckland Business Review*, 10(2), 36-43.

Abstract: “The socio-economic impact of “big-box” retail on small town life is widely assumed to be negative. This research finds a more complex relationship that is influenced by ethnic and historical contexts. How much do we really know about the impact of the rapidly changing retail landscape on our communities?” This article examines Māori relationships with, and perceptions of The Warehouse, and explores the associated ethnic and cultural underpinnings. It also examines how Māori have in effect incorporated The Warehouse into their lives and their culture. A very good article.

48. Subject Headings: Culture & Worldview, Māori Business, Tourism

Keywords: Authenticity, Cultural Impacts, Cultural Tourism, Culture, Indigeneity, Tourism Development, Tourism Strategy, Visitor Management

Taylor, John P. (2000). Authenticity and Sincerity in Tourism. *Annals of Tourism Research*, 28 (1), 7-26.

Abstract: “This paper explores the concept of authenticity with regard to the presentation of Māori in New Zealand. It is argued that the creation of authenticity is important to tourism as a distancing device which prompts desire and the production of value. However, this analysis also suggests that its temporal implications and “tradition” in tourism have tended toward the reification of modernist essentialization concerning Otherness, and to a negativity that would undermine experience and the touristic presentation of local identities. A further term, “sincerity”, is introduced by way of contrast to the notion of authenticity and illustrated by corresponding examples of two kinds of Māori tourism.”

49. Subject Headings: Culture & Worldview, Māori Business, Tourism

Keywords: Authenticity, Cultural Tourism, Culture, Cultural Impacts, Entrepreneurship, Tourism Development, Worldview

Barnett, Shirley (1999). Manaakitanga: Māori Hospitality – A Case Study of Māori Accommodation Providers. *Tourism Management*, 22(2001), 83-92.

Abstract: “Māori tourism accounts for little more than 1 per cent of tourism turnover in Aotearoa/New Zealand. As the new millennium approaches, the important role that Aotearoa’s unique Māori culture plays in attracting international visitors needs to be recognised. Accommodation operations now make up 30 per cent of all operations that are owned or operated by Māori in Aotearoa. Currently, these operations are not recognised in any of the four categories of Māori tourism product defined by the Aotearoa Māori Tourism Federation (AMTF). This article discusses Māori accommodation operations generally and then looks in detail at five operations that are providing a Māori tourism product to their guests.”

50. Subject Headings: Culture & Worldview, Māori Business

Keywords: Authenticity, Māori Responsiveness, Marketing

Asplet, Maggie, and Cooper, Malcolm (1998). Cultural Designs in New Zealand Souvenir Clothing: The Question of Authenticity. *Tourism Management*, 21(2000), 307-12.

Abstract: “This paper reports on one aspect of a two-year study into the viability of markets for Australasian tourist apparel, that of the authenticity of the motifs used when local cultural themes are depicted on clothing. When the wider study is complete, the result will be a comparative analysis of the importance of such motifs in the production of clothing, and to the shopping behaviour of tourists in relation to these products. Following a pilot study carried out during 1996, a survey of 322 visitors was carried out by face-to-face interview in New Zealand during May-December 1997. The results suggest that there is indeed an important niche market in the production of designer textiles and clothing incorporating local New Zealand cultural motifs for sale to tourists. The data derived from the visitor survey also show that authenticity with respect to cultural merchandise is significant, though the results are not as conclusive as expected.”

51. Subject Headings: Māori Business, Māori Responsiveness, Tourism, Organisational Behaviour, Sustainability & Environment, Culture & Worldview

Keywords: Basic Business Concepts in Māori and Māoridom, Biculturalism, Cultural Tourism, Culture, Indigeneity, Māori Organising, Organisational Design, Ownership, Sustainability, Tourism Development, Values, Worldview

Zygadlo, Frania Kanara et al (2003). *Māori Tourism: Concepts, Characteristics and Definition*. Tourism Recreation Research and Education Centre (TRREC), Lincoln University. Report No. 36. [Online] <http://hdl.handle.net/10182/345>

Abstract: A primer on Māori tourism. “The lack of a recognised definition of Māori tourism is partly due to the conceptual difficulty in defining a Māori tourism business and product. The concept encompasses different elements: ‘Māori culture and identity’, ‘tourism’, ‘business’ and ‘product’. This results in difficulty in measuring the terms. The wide range of different criteria used to define Māori tourism also contributes to the lack of an agreed definition. Significantly, these different criteria reflect the different policy issues or agenda of various organisations, groups or individuals. Thus different perspectives elicit different definitions. This report aims to address the lack of definitions of Māori tourism, Māori tourism business and Māori tourism product.”

52. Subject Headings: Culture & Worldview, Tourism, Sustainability & Environment

Keywords: Authenticity, Cultural Tourism, Impact Management, Indigeneity, Tourism Planning, Tourism Strategy, Visitor Management

McIntosh, Alison J. (2002). Tourists’ Appreciation of Māori Culture in New Zealand. *Tourism Management*, 25(2004), 1-15.

Abstract: “Tourists’ perspectives of indigenous tourism are not fully understood. This paper explores the nature of demand for indigenous tourism with particular attention to the appreciation of indigenous culture gained by tourists. The latter is explored using in-depth interviews with international tourists visiting New Zealand to examine tourists’ motivations, perceptions, and experiences of Māori culture. Findings of the present study provide some evidence to support anecdotal conclusions about the similar demands tourists require from their encounters with indigenous peoples. Five central dimensions of experience from which tourists come to appreciate the cultures of indigenous peoples are reported, namely; *gazing, lifestyle, authenticity, personal interaction* and *informal learning*. Important issues of product development and options for the sustainable development of indigenous communities are considered.”

53. Subject Headings: Māori Responsiveness, Organisational Behaviour, Diversity & EEO, Māori Business, Strategy, Culture & Worldview

Keywords: Biculturalism, Corporate Structure, Diversity, Indigeneity, Organisational Design, Organisational Structure, Strategic Planning, Māori Responsiveness, Values/Objectives/Missions/Strategies

Woods, Huia (2008). Indigenous Space in Institutions: Frameworks around Māori Legal Academics at Waikato. *MAI Review*, 2, Article 5. [Online] <http://ojs.review.mai.ac.nz/index.php/MR/article/view/154/160>

NOTE: *MAI Review* is an excellent online source of a number of relevant resources.

Abstract: “Te Wahanga Ture (the School of Law) at the University of Waikato was established in 1990 under the three principles of biculturalism, law in context and professionalism. While the history of the School is well documented the context of the School in University-wide support programmes for Māori and how these have impacted on increased participation in the decision-making processes at a faculty level and above have not been analysed. This paper uses ordinary forms of legal analysis to investigate how the higher level documents can be used to justify and support increased participation of Māori within the decision-making processes of the institution.”

54. Subject Headings: Māori Responsiveness, Strategy, Culture & Worldview, Diversity & EEO, HRM, Māori Business, Organisational Behaviour

Keywords: Biculturalism, Change, Culture, Discrimination, Employment, HRM, Human Rights, Indigenous Management Practices, Māori Responsiveness, Organisational Behaviour, Organisational Politics, Values/Objectives/Mission/Strategies, Ways of Organising, Worldview

Henry, Ella and Pringle, Judith (1996). Making Voices, Being Heard in Aotearoa/New Zealand. *Organization*, 3(4), 534-40.

Abstract: “This article addresses the intersections of ethnicity and gender and by implication, race. Our focus of interest is women and the two major ethnic groups in Aotearoa/New Zealand: Māori, the indigenous people; and Pākehā, European descendants of the colonizers. First, we sketch the emergence of this bicultural country from the time of colonization, considering the cultural characteristics of Māori and Pākehā women. Later we draw implications of these ethnic/gender intersections from two research studies: one on Māori and Pākehā women-run organisations and another on Māori women leaders and managers. Finally, we reflect upon the problems of representation for (post) colonial organisation studies.”

55. Subject Headings: Māori Business, Tourism, Culture & Worldview, Organisational Behaviour, Strategy, Sustainability & Environment

Keywords: Basic Business Concepts in Māori and Māoridom, Cultural Tourism, Culture, Governance, Indigeneity, Organisational Design, Strategic Planning, Tourism Planning, Values/Objectives/Missions/Strategies, Sustainable Tourism, Sustainability, Worldview

McIntosh, Alison J., Zygadlo, Frania Kanara, and Matunga, Hirini (2004). Rethinking Māori Tourism. *Asia Pacific Journal of Tourism Research*, 9(4), 331-51.

Abstract: “This paper seeks a conceptual clarification of “Māori tourism” from a values-based perspective. While useful as a tool for measuring Māori involvement in tourism, the majority of existing definitions have failed to incorporate unique Māori cultural values and have not been derived from an approach that is culturally acceptable to Māori. Yet, a values-based definition is important for the protection and development of cultural values, as well as for the support and promotion of sustainable Māori self-determined tourism development. To this end, the notion of “Māori -centred tourism” is introduced.”

56. Subject Headings: Māori Business, Systems & Decision-Making, Sustainability & Environment, Culture & Worldview, Operations, Strategy

Keywords: Business Models, Decision-Making, Environmental Impacts, Economic Perspectives, Entrepreneurship, Governance, Indigenous Management Practices, Iwi Business, Māori Organising, Operations Management, Strategic Management

Te Puni Kokiri (2004). *He Mahi, He Ritenga Hei Whakatinana i te Turua Po - Case Studies: Māori Organisations, Business, Governance & Management Practice*. Te Puni Kokiri Ministry of Māori Development and Federation of Māori Authorities, Inc.

30 Case studies of Māori organisations posted individually: [\[Online\]](http://www.governance.tpk.govt.nz/share/casestudies.aspx)

<http://www.governance.tpk.govt.nz/share/casestudies.aspx>

Full document including overview report and all cases: [\[Online\]](http://www.tpk.govt.nz/en/in-print/our-publications/publications/he-mahi-he-ritenga/) <http://www.tpk.govt.nz/en/in-print/our-publications/publications/he-mahi-he-ritenga/>

Abstract: “This report was commissioned by Te Puni Kokiri to provide insight into Māori collective organisational policies and practices that are used for decision making, particularly at the governance level. The report is in the form of ten case studies, providing information on the business, governance, management, policies and organisational structure of ten organisations. The report is also intended to give

an insight into why policies and procedures are important to the operations of the organisations and how they provide accountability and ways to measure performance and ensure good practice is followed. Lastly the report recommends the development and implementation of a programme to assist organisations increase productivity, value and opportunities.”

These case studies deal mostly with agri-businesses and look mostly at governance, decision-making and operations, touching occasionally on strategy. The case studies also look at organisational structure, and the diversification of holdings. The “Māori-ness” of the organisations studied seems to be downplayed, if present at all, though there are some Māori features to be seen, i.e. through the spending of profits on community initiatives, rehabilitation of land assets, etc. The presentation is very factual and nonanalytical. The format of each case study is that of a basic business report, with the overall goal of the report being to demonstrate how Māori organisations contribute to New Zealand’s GDP using their own methods of governance, decision making, etc.

57. Subject Headings: Māori Business, Organisational Behaviour, Culture & Worldview, Sustainability & Environment, Māori Responsiveness, Operations, Strategy

Keywords: Basic Business Concepts in Māori and Māoridom, Business Models, Corporate Strategy, Corporate Structure, Culture, Worldview, Economic Impacts, Economic Perspectives, Entrepreneurship, Governance, Government Policy, Indigenous Management Practices, Iwi Business, Māori Organising, Operations Management, Strategic Management, Values

Te Puni Kokiri (2006). *Hei Whakamarama i nga Ahuatanga o te Turua Po – Investigating Key Māori Business Characteristics for Future Measures: Thinking Paper*. Te Puni Kokiri and Federation of Māori Authorities, Inc. [Online] <http://www.tpk.govt.nz/en/in-print/our-publications/publications/investigating-key-maori-business-characteristics/>

Abstract: “This thinking paper’s parameter is to analyse thirty case studies and to ascertain core business characteristics, themes and values. This paper also supplements the analysis with a survey, which was completed by a sub-group (random sample) of twelve of the thirty case study participants. The majority of the participants are Land Incorporations and Trusts and is reflected in the findings. This paper also explores at a high level a possible future policy framework and future measures. The thinking paper acknowledges that the information and findings are limited to the thirty case study participants and to the smaller sample who undertook the survey. Having noted this, the report does however, take the existing information and endeavours to build a picture of the business characteristics and provide an outline of potential measures.”

This report looks at Māori business in the context of New Zealand business as a whole. It then goes on to examine the characteristics of Māori business, i.e. sectors of operation, operating principles and values, finance management, the effects of government policy, areas for improvement, etc. A very comprehensive overview of Māori business.

58. Subject Headings: Māori Business, Workforce & Statistics, Culture & Worldview, Sustainability & Environment, Systems & Decision-Making, HRM

Keywords: Business Models, Statistics, Culture, Economic Impacts, Entrepreneurship, Management Problems, Strategic Planning, Training & Development, Values

Amoamo, Maria, Miroso, Miranda and Tutakangahau, Hiria (2007). *Māori Business Networks in Dunedin: Waiho i te Toipoto, Kaua i te Toiroa: Let Us Keep Close Together, Not Far Apart. Project Report*. Department of School of Business, University of Otago, Dunedin, Otago, New Zealand. [Online] <http://eprints.otago.ac.nz/711/>

Abstract: This report takes a look at the Dunedin members of a South Island Māori business association. It explores their strengths and weaknesses, aspirates, values, etc. and how these things influence their businesses. The article also provides Māori business statistics, an overview of the “Māori economy” and its

contribution to the NZ economy as a whole, as well as discussing strategies for greater Māori economic development. The article also touches on how Māori values, even in businesses that choose not to describe themselves as “Māori businesses”, affect business practice.

59. Subject Headings: Māori Business, Systems & Decision-Making, Operations, Organisational Behaviour, Workforce & Statistics

Keywords: Business Models, Decision-Making, Economic Perspectives, Entrepreneurship, Governance, Indigenous Management Practices, Iwi Business, Operations Management, Organisational Structure, Statistics

Te Puni Kokiri (2005). *Māori Business Innovation and Venture Partnerships 2005 – Hei Whakatinana i te Turua Po*. Te Puni Kokiri Ministry of Māori Development and Federation of Māori Authorities, Inc.

[Online] <http://www.governance.tpk.govt.nz/share/casestudies.aspx>

Abstract: “These ten case studies of Māori businesses along with the twenty others previously studied in 2003 and 2004 collectively provide a body of knowledge on Māori businesses and provide an insight into the speed with which these organisations are adopting, modifying and supplementing recognised business, management and governance practices. The ten businesses profiled in this publication provide examples of Māori businesses building on their experience, looking for new opportunities, cultivating relationships and then translating these relationships into meaningful business endeavours and joint ventures. In this sample of organisations, there are examples of:

- international relationships and partnerships being fostered, resulting in business ventures and new markets and distribution channels;
- intermediaries brokering relationships between organisations to create value through new ventures and partnerships from existing resources;
- diversification and developments associated with rural and urban land and financial investment;
- tribal entities developing their organisational infrastructure, strengthening their constituency profile and planning pathways following major settlements;
- joint ventures, processes of analysis and due diligence, structuring, shareholder agreements, governance, management and performance monitoring;
- innovative and entrepreneurial attitudes that enable the smart use of land based resources, within Te Ture Whenua Māori Act 1993.”

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Edited Deborah Jones
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