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"HOW DO MAORI LAND OWNERS JUDGE WHETHER THE MANAGEMENT OF MAORI INCORPORATIONS IS SUCCESSFUL?"

**A 52.786 research report presented in partial fulfilment
of the requirements of the degree of
Master of Business Systems, in management
at Massey University.**

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ABSTRACT

This research report has looked at the question of how Maori land owners judge success. The study has focused on the management of Maori incorporations and has engaged 47 Maori people in the exercise. It attempted to establish Maori perspectives on what constitutes successful management and to develop a framework of factors to order and describe the judgement of landowners. This framework could then be used to compare management, and to give weighting to the factors identified as being most important to success.

The research findings have illustrated that the perspectives of Maori land owners in the Tai Tokerau can be described by a complex amalgam of factors. These factors include cultural, social, political, financial, physical, and operational concerns. Many of these concerns have the potential to be at variance with each other. The research has also revealed the many differences in thinking between various sub-groups of Maori land owners. The results suggest that successful management is likely to be about managing the tensions that arise between the different types of success Maori are seeking. Managing Maori land to meet the aspirations of success held by large numbers of owners is an increasingly complex matter.

The findings of this research contrast with the limited literature in relation to Maori land management and success. Most written material emphasises the importance of financial considerations, and relies heavily on western concepts and perspectives of business success in terms of profit, growth in share value, and dividends.

It is hoped that the findings will act as a stimulus for debate among Maori and lead to the identification of a series of key factors that contribute to success and failure. Unless those people managing Maori land have the necessary training and experience, management will not be successful. However, without knowledge of what Maori land owners consider to be successful management, training is not likely to be well designed and targeted. This research will enable strategies to be identified to ensure that Maori land managers and custodians have the best training and advice available to them to increase their chances of success in Maori terms.

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