



ORGANISATION STRUCTURE, CULTURE AND CONFLICTS

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ORGANISATION STRUCTURE




MEANING

WHEN THE MANAGERS ARE PERFORMING ORGANISING FUNCTION AN ORGANISATIONAL STRUCTURE GETS CREATED AUTOMATICALLY WHICH DEFINES:

- THE JOB POSITIONS,
 - THE AUTHORITY,
 - RESPONSIBILITIES OF DIFFERENT EMPLOYEES.
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DEFINITION

- **ORGANISATIONAL STRUCTURE CAN BE DEFINED AS, “ NETWORK OF JOB POSITIONS, RESPONSIBILITIES AND AUTHORITY AT DIFFERENT LEVELS.”**
 - IT CAN BE ALSO CALLED AS A FRAME WORK WITHIN WHICH MANAGERIAL AND OPERATIONAL TASKS ARE PERFORMED.
 - IT SPECIFIES THE RELATIONS BETWEEN PEOPLE, WORK, AND RESOURCES.
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WHY DO WE NEED AN ORGANISATIONAL STRUCTURE ?


ALL ORGANIZATIONS HAVE A MANAGEMENT STRUCTURE THAT DETERMINES THE RELATIONSHIPS BETWEEN FUNCTIONS AND POSITIONS AND SUBDIVIDES AND DELEGATES ROLES, RESPONSIBILITIES AND AUTHORITY TO CARRY OUT DEFINED TASKS.

IMPORTANCE OF ORGANISATIONAL STRUCTURE

- STRUCTURE ORGANISES PROPERLY ALL THE OPERATIONS OF BUSINESS AND ENSURE BETTER FLOW OF COMMUNICATIONS.
- A CLEAR STRUCTURE MAKES IT EASY TO CHECK THE RESPONSIBILITY OF EACH PART OF BUSINESS.
- A CLEAR IDEA ABOUT THE WORKING STYLE OF AN ENTERPRISE CAN BE KNOWN FROM ORGANISATIONAL STRUCTURE.
- ORGANISATIONAL STRUCTURE ALLOWS CORRELATION AND COORDINATION AMONG HUMAN, PHYSICAL, AND FINANCIAL RESOURCES.
- IT CLEARLY DEFINES THE LEVELS OF MANAGEMENT AND SPAN OF CONTROL UNDER EACH LEVEL.

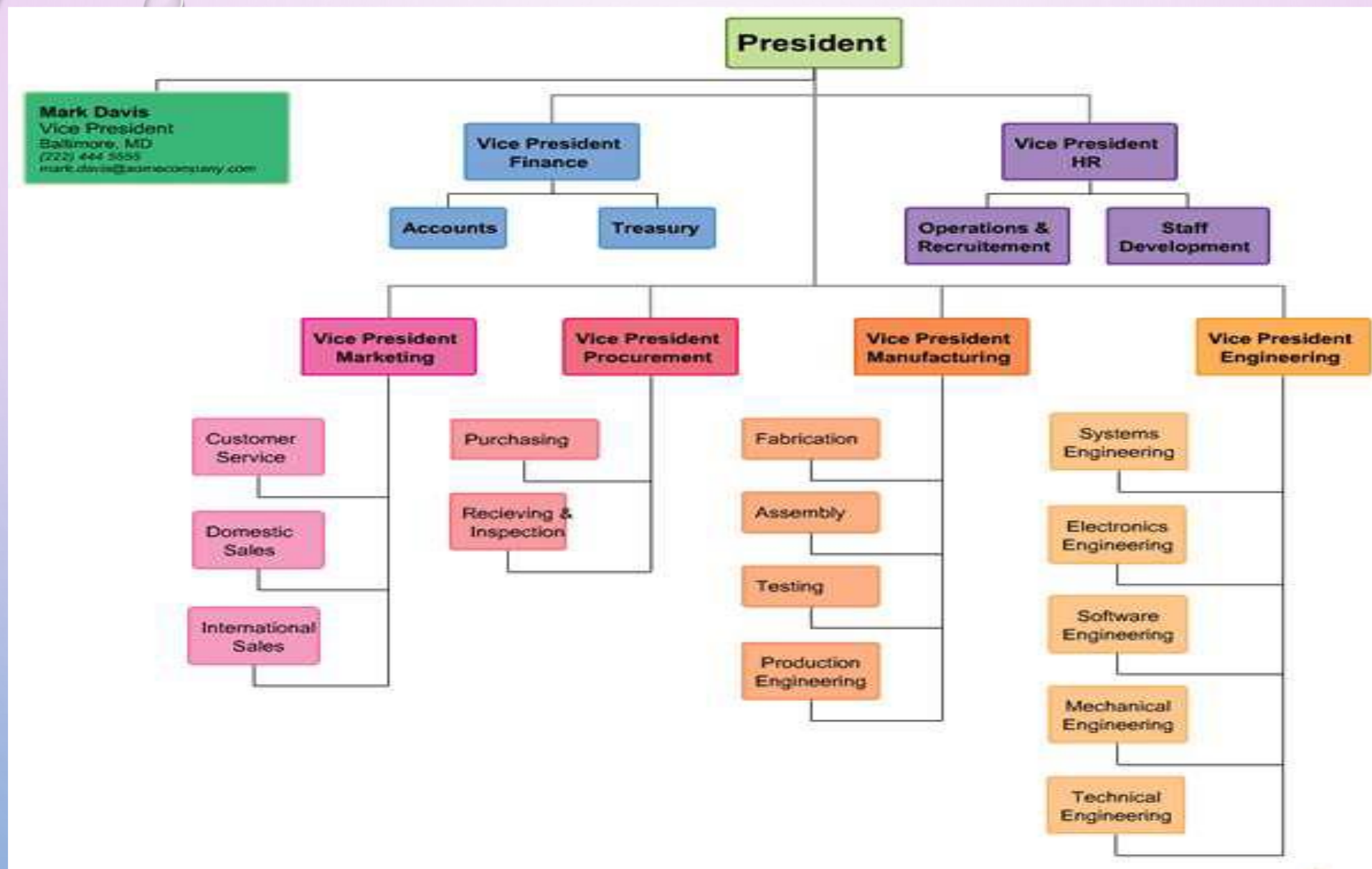


TYPES OF ORGANISATIONAL STRUCTURE

- TALL ORGANIZATIONAL STRUCTURE
 - FLAT ORGANIZATIONAL STRUCTURE
 - VIRTUAL ORGANIZATIONAL STRUCTURE
 - BOUNDARY LESS ORGANIZATIONAL STRUCTURE
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TALL ORGANIZATIONAL STRUCTURE

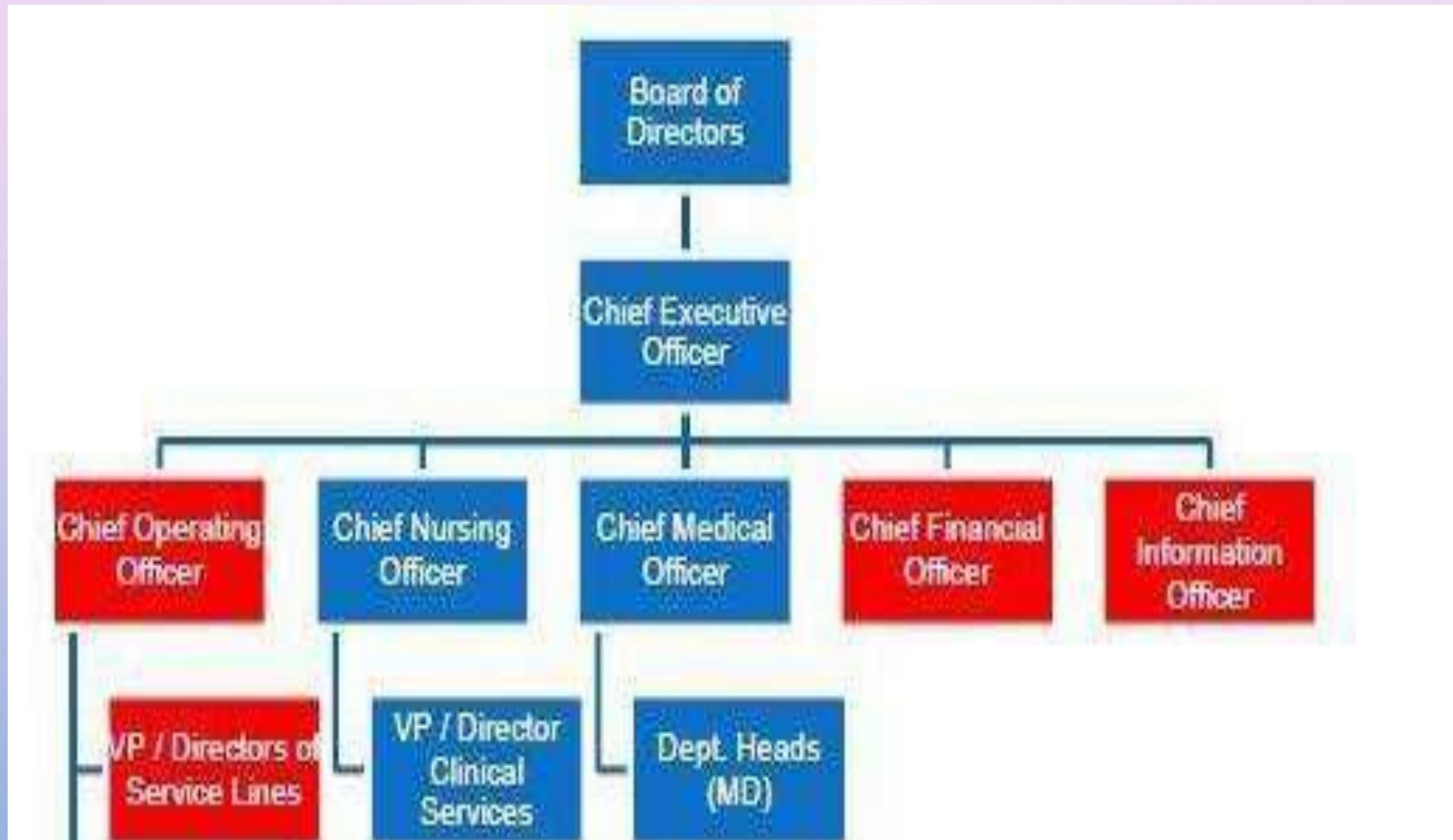
- LARGE, COMPLEX ORGANIZATIONS OFTEN REQUIRE A TALLER HIERARCHY.
- IN ITS SIMPLEST FORM, A TALL STRUCTURE RESULTS IN ONE LONG CHAIN OF COMMAND SIMILAR TO THE MILITARY.
- AS AN ORGANIZATION GROWS, THE NUMBER OF MANAGEMENT LEVELS INCREASES AND THE STRUCTURE GROWS TALLER. IN A TALL STRUCTURE, MANAGERS FORM MANY RANKS AND EACH HAS A SMALL AREA OF CONTROL.





FLAT ORGANIZATIONAL STRUCTURE

- FLAT STRUCTURES HAVE FEWER MANAGEMENT LEVELS, WITH EACH LEVEL CONTROLLING A BROAD AREA OR GROUP.
 - FLAT ORGANIZATIONS FOCUS ON EMPOWERING EMPLOYEES RATHER THAN ADHERING TO THE CHAIN OF COMMAND.
 - BY ENCOURAGING AUTONOMY AND SELF-DIRECTION, FLAT STRUCTURES ATTEMPT TO TAP INTO EMPLOYEES' CREATIVE TALENTS AND TO SOLVE PROBLEMS BY COLLABORATION.
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VIRTUAL ORGANIZATIONAL STRUCTURE

- VIRTUAL ORGANIZATION CAN BE THOUGHT OF AS A WAY IN WHICH AN ORGANIZATION USES INFORMATION AND COMMUNICATION TECHNOLOGIES TO REPLACE OR AUGMENT SOME ASPECT OF THE ORGANIZATION.
- PEOPLE WHO ARE VIRTUALLY ORGANIZED PRIMARILY INTERACT BY ELECTRONIC MEANS.
- FOR EXAMPLE, MANY CUSTOMER HELP DESKS LINK CUSTOMERS AND CONSULTANTS TOGETHER VIA TELEPHONE OR THE INTERNET AND PROBLEMS MAY BE SOLVED WITHOUT EVER BRINGING PEOPLE TOGETHER FACE-TO-FACE.

BOUNDARY LESS ORGANIZATIONAL STRUCTURE

- A BOUNDARY LESS ORGANIZATIONAL STRUCTURE IS A CONTEMPORARY APPROACH IN ORGANIZATIONAL DESIGN.
- IT IS AN ORGANIZATION THAT IS NOT DEFINED BY, OR LIMITED TO THE HORIZONTAL, VERTICAL OR EXTERNAL BOUNDARIES IMPOSED BY A PRE-DEFINED STRUCTURE.
- IT BEHAVES MORE LIKE AN ORGANISM ENCOURAGING BETTER INTEGRATION AMONG EMPLOYEES AND CLOSER PARTNERSHIP WITH STAKEHOLDERS.
- IT'S HIGHLY FLEXIBLE AND RESPONSIVE AND DRAWS ON TALENT WHEREVER IT'S FOUND.

FACTORS INFLUENCING ORGANISATIONAL STRUCTURE


- **SIZE OF THE UNIT:**

- ✓ SIZE INDICATES THE SCALE OF OPERATION.
- ✓ NORMALLY THERE ARE THREE SCALES OF OPERATION, I.E., SMALL, MEDIUM, AND LARGE.
- ✓ SIZE IS AN IMPORTANT FACTOR GOVERNING COST, EFFICIENCY, AND PROFITABILITY OF A BUSINESS ENTERPRISE.



CONTINUE...

- **JOB DESIGN:**

- ✓ JOB DESIGN IS THE FIRST MANAGERIAL DECISION OF THE ORGANISATIONAL STRUCTURE.
 - ✓ JOBS IN A TASK HAVE TO BE SPECIFIED AS ONE PERSON CANNOT PERFORM A TASK.
 - ✓ IT IS A TEAM WORK .
 - ✓ JOB IN EACH TASK IS TO BE SPECIFIED AND ASSIGNED.
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CONTINUE....

- **GROUPING OF ACTIVITIES:**

- ✓ THE DESIGNED JOBS HAVE TO BE FORMED INTO GROUPS ACCORDING TO THE NATURE OF ACTIVITY.
- ✓ GROUPING OF ACTIVITIES ARE ESSENTIAL TO ACHIEVE COORDINATION.
- ✓ EACH GROUP IS TERMED AS "DEPARTMENT."
- ✓ IN EACH BUSINESS ORGANISATION WE OBSERVE DEPARTMENTS LIKE MARKETING DEPARTMENT, PRODUCTION DEPARTMENT, FINANCE DEPARTMENT ETC. WHICH DISCHARGE THEIR FUNCTIONS.

CONTINUE...

- **SPAN OF CONTROL :**

- ✓ FACTOR THAT DETERMINES THE ORGANISATION STRUCTURE IS THE NUMBER OF PERSONS TO BE MANAGED BY EACH MANAGER IS CALLED "SPAN OF MANAGEMENT."
- ✓ DEPENDING UPON THE NATURE OF ORGANISATION SOME DEPARTMENTS WILL BE BIG IN SIZE AND SOME WILL BE SMALL. THEREFORE, EACH MANAGER SHOULD BE ASSIGNED WITH MANAGEABLE TASKS AND PERSONNEL.
- ✓ IF THE TASKS ARE MANY IN A DEPARTMENT, THERE SHOULD BE SPLITTING THE TASKS INTO NUMBER OF DIVISIONS AND LOWER LEVELS ARE TO BE CREATED.

CONTINUE...

- **DELEGATION OF AUTHORITY :**

- ✓ AUTHORITY RELATIONSHIP ALSO DECIDES THE ORGANISATION STRUCTURE.
- ✓ IF THE SPAN IS MORE, THERE WILL BE MORE AUTHORITY LEVELS AND TOP MANAGEMENT HAS TO DELEGATE AUTHORITY TO EACH LEVEL.
- ✓ AUTHORITY, MEANS "THE RIGHT TO MAKE DECISIONS WITHOUT HAVING TO OBTAIN APPROVAL FROM A HIGHER UP."
- ✓ IN AN ORGANISATION STRUCTURE, IF THE SPAN AND LEVELS OF MANAGEMENT ARE MORE, THE DELEGATION OF AUTHORITY WILL BE MORE AND THERE WILL BE DECENTRALIZATION OF AUTHORITY FOR SMOOTH FUNCTIONING OF TASKS.

DEPARTMENTALIZATION

- DEPARTMENTALIZATION OR DEPARTMENTATION IS A PROCESS WHEREIN JOBS/TEAMS ARE COMBINED TOGETHER INTO FUNCTIONAL UNITS CALLED AS DEPARTMENTS.
- ON THE BASIS OF THEIR AREA OF SPECIALIZATION, TO ACHIEVE THE GOALS OF THE ORGANISATION.
- SO, IN THIS WAY, THE ENTIRE ORGANIZATION IS DIVIDED INTO PARTS, I.E. **DEPARTMENTS** WHICH COMPRISE OF A GROUP OF EMPLOYEES, WHO CARRY OUT ACTIVITIES OF SIMILAR NATURE.
- THE VARIOUS DEPARTMENTS OF AN ORGANISATION ARE AS PRODUCTION, MARKETING, FINANCE, HUMAN RESOURCE, RESEARCH AND DEVELOPMENT, ETC.

OBJECTIVES OF DEPARTMENTALIZATION

- TO SPECIALIZE ACTIVITIES.
- TO SIMPLIFY THE PROCESS AND OPERATIONS OF THE ORGANIZATION
- TO MAINTAIN CONTROL

DEPARTMENTALIZATION OF ACTIVITIES RESULTS IN THE INCREASE IN EFFICIENCY OF THE MANAGEMENT AND ULTIMATELY THE ENTERPRISE. IT IS HELPFUL IN FIXING RESPONSIBILITIES AND ACCOUNTABILITY.

SPAN OF MANAGEMENT

- SPAN OF MANAGEMENT CONTROL MEANS HOW MANY EMPLOYEES OR SUBORDINATES CAN BE EFFECTIVELY MANAGED BY ONE MANAGER OR HOW MANY SUBORDINATES ARE UNDER ONE SUPERIOR.
- WHEN THE AUTHORITY AND RESPONSIBILITY RELATIONSHIPS ARE ESTABLISHED IN ORGANISING PROCESS THEN THE MANAGERS MUST KEEP IN MIND THE SPAN OF CONTROL.
- THE SPAN OF CONTROL DEPENDS UPON:
 - CAPACITY AND INTELLIGENCE LEVEL OF MANAGERS
 - THE TRUST OF MANAGERS IN THEIR EMPLOYEES
 - THE EMPLOYEES' INTELLIGENCE LEVEL
 - NATURE OF JOB



CONTINUE...

➤ **CAPACITY AND INTELLIGENCE LEVEL OF MANAGERS :**

- ✓ IF THE MANAGERS ARE SMART AND INTELLIGENT THEN THEY CAN HAVE A LARGE SPAN.
- ✓ **WHICH MEANS** MORE NUMBER OF SUBORDINATES CAN WORK UNDER THEM.

➤ **THE TRUST OF MANAGERS IN THEIR EMPLOYEES :**

- ✓ THE MANAGERS WHO HAVE MORE TRUST AND FAITH IN THEIR EMPLOYEES, CAN HAVE A LARGE SPAN.
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CONTINUE...

➤ **THE EMPLOYEES' INTELLIGENCE LEVEL :**

- ✓ IF THE EMPLOYEES ARE TRAINED AND PROFESSIONAL THEN THERE CAN BE LARGE SPAN,
- ✓ BUT IF THEY ARE UNSKILLED THEN SMALL SPAN BECAUSE UNSKILLED EMPLOYEES NEED MORE GUIDANCE OF SUPERIOR SO SMALL SPAN IS NEEDED.

➤ **NATURE OF JOB :**

- ✓ IF THE ROUTINE JOB HAS TO BE PERFORMED THEN THERE CAN BE LARGE SPAN,
- ✓ BUT FOR SPECIALISED AND CHALLENGING JOB SMALL SPAN OF CONTROL IS PREFERRED.

CENTRALIZATION AND DECENTRALIZATION

- **CENTRALIZATION :**

- ✓ THE AUTHORITY TO MAKE IMPORTANT DECISIONS IS RETAINED BY TOP LEVEL MANAGERS.
- ✓ THE IMPLICATION OF CENTRALIZATION CAN BE :-
 - ❑ RESERVATION OF DECISION MAKING POWER AT TOP LEVEL.
 - ❑ RESERVATION OF OPERATING AUTHORITY WITH THE MIDDLE LEVEL MANAGERS.
 - ❑ RESERVATION OF OPERATION AT LOWER LEVEL AT THE DIRECTIONS OF THE TOP LEVEL.
- ✓ **EXAMPLES:** DICTATORSHIP, MILITARY, GOVERNMENT, TELEVISION, ETC.

CONTINUE...

- **DECENTRALIZATION :**

- ✓ “DECENTRALIZATION” IS A SYSTEMATIC DELEGATION OF AUTHORITY AT ALL LEVELS OF MANAGEMENT AND IN ALL OF THE ORGANIZATION.
- ✓ “EVERYTHING THAT INCREASING THE ROLE OF SUBORDINATES IS DECENTRALIZATION AND THAT DECREASES THE ROLE IS CENTRALIZATION”.
- ✓ AUTHORITY IN RETAINED BY THE TOP MANAGEMENT FOR TAKING MAJOR DECISIONS.
- ✓ DECENTRALIZATION PATTERN IS WIDER IS SCOPE.
- ✓ **EXAMPLES :** OPEN SOURCE SOFTWARE, TERRORIST CELLS, THE INTERNET, ETC.

• ADVANTAGES OF CENTRALISED AND DECENTRALISED ORGANISATION STRUCTURE

- CENTRALISED ORGANISATION STRUCTURE:
 - ✓ REDUCED COST
 - ✓ PERSONAL LEADERSHIP
 - ✓ FLEXIBILITY
 - ✓ IMPROVED QUALITY OF WORK
- DECENTRALISED ORGANISATION STRUCTURE:
 - ✓ DISTRIBUTION OF BURDEN OF TOP EXECUTIVE
 - ✓ INCREASED MOTIVATION AND MORALE
 - ✓ BETTER CO-ORDINATION
 - ✓ FACILITATE EFFECTIVE CONTROL AND QUICK DECISION

DISADVANTAGES OF CENTRALISED AND DECENTRALISED ORGANISATION STRUCTURE

- CENTRALISED ORGANISATION STRUCTURE:
 - ✓ DELAY IN WORK
 - ✓ NO LOYALTY
 - ✓ NO SECRECY
 - ✓ NO SPECIAL ATTENTION
- DECENTRALISED ORGANISATION STRUCTURE:
 - ✓ MORE COST
 - ✓ NEED MORE SPECIALISTS
 - ✓ CONTROL SYSTEMS
 - ✓ NO EQUITABLE DISTRIBUTION OF WORK



DELEGATION OF AUTHORITY

- DELEGATION OF AUTHORITY MEANS DIVISION OF AUTHORITY AND POWERS DOWNWARDS TO THE SUBORDINATE.
- DELEGATION IS ABOUT ENTRUSTING SOMEONE ELSE TO DO PARTS OF YOUR JOB.
- DELEGATION OF AUTHORITY CAN BE DEFINED AS SUBDIVISION AND SUB-ALLOCATION OF POWERS TO THE SUBORDINATES IN ORDER TO ACHIEVE EFFECTIVE RESULTS.

ELEMENTS OF DELEGATION

1. **AUTHORITY** - AUTHORITY CAN BE DEFINED AS THE POWER AND RIGHT OF A PERSON TO USE AND ALLOCATE THE RESOURCES EFFICIENTLY, TO TAKE DECISIONS AND TO GIVE ORDERS SO AS TO ACHIEVE THE ORGANIZATIONAL OBJECTIVES.
2. **RESPONSIBILITY** - IN WHICH A PERSON WHO IS GIVEN THE RESPONSIBILITY SHOULD ENSURE THAT HE ACCOMPLISHES THE TASKS ASSIGNED TO HIM. IF THE TASKS FOR WHICH HE WAS HELD RESPONSIBLE ARE NOT COMPLETED, THEN HE SHOULD NOT GIVE EXPLANATIONS OR EXCUSES.
3. **ACCOUNTABILITY** - MEANS GIVING EXPLANATIONS FOR ANY VARIANCE IN THE ACTUAL PERFORMANCE FROM THE EXPECTATIONS SET. ACCOUNTABILITY CAN NOT BE DELEGATED.

STEPS FOR DELEGATION OF AUTHORITY

FOR ACHIEVING DELEGATION, A MANAGER HAS TO WORK IN A SYSTEM AND HAS TO PERFORM FOLLOWING STEPS : -

- ✓ ASSIGNMENT OF TASKS AND DUTIES
- ✓ GRANTING OF AUTHORITY
- ✓ CREATING RESPONSIBILITY AND ACCOUNTABILITY

DIFFERENCE BETWEEN AUTHORITY AND RESPONSIBILITY

Authority	Responsibility
It is the legal right of a person or a superior to command his subordinates.	It is the obligation of subordinate to perform the work assigned to him.
Authority is attached to the position of a superior in concern.	Responsibility arises out of superior-subordinate relationship in which subordinate agrees to carry out duty given to him.
Authority can be delegated by a superior to a subordinate	Responsibility cannot be shifted and is absolute
It flows from top to bottom.	It flows from bottom to top.



ORGANISATION CULTURE

ORGANISATION CULTURE

- **ORGANISATION:** AN ORGANIZATION IS A GROUP OF TWO OR MORE PERSONS WORKING TOGETHER FOR THE ATTAINMENT OF COMMON GOALS.
- **CULTURE:**
 - EVERY FAMILY, REGION, CASTE OR COUNTRY HAS AN UNIQUE CULTURE WITH WHICH IT IS IDENTIFIED.
 - SIMILARLY, EVERY ORGANISATION HAS ALSO ITS OWN CULTURE

ELEMENTS OF ORGANISATIONAL CULTURE

- SUPPORT
- DIFFERENCE
- CONTROL
- DEVELOPMENT
- AWARD
- TAKING RISKS
- WORKING CONDITION

CHARACTERISTICS OF ORGANISATIONAL CULTURE

- OBSERVED BEHAVIORAL REGULARITIES
- STANDARD
- VALUE
- PHILOSOPHY
- RULES AND REGULATIONS
- ORGANIZATIONAL CLIMATE

IMPACT OF ORGANISATIONAL CULTURE

- CULTURE PROVIDES SENSE OF IDENTITY .
- CULTURE HELPS TO CREATE A COMMITMENT TO THE VISION AND THE MISSION OF THE ORGANISATION.
- CULTURE CLARIFIES AND REINFORCES STANDARDS OF BEHAVIOUR.


DEFINITION OF **SOCIO**-**CULTURAL**

- Socio cultural is a framework that emphasizes the responsibility of social and cultural context in human learning.
- **MIXTURE OR INTERACTION** of social and cultural elements



having **different cultures**
respect each **other's**
differences

Socio-cultural characteristics



A diagram illustrating socio-cultural characteristics. At the top, a blue banner contains the title 'Socio-cultural characteristics'. Below the banner, four light blue thought bubbles are arranged in a loose circle. Each bubble contains a characteristic in red text. The bubbles are connected by a series of small, light blue circles of varying sizes, suggesting a network or flow of influence between the characteristics.

**Home
Environment**

Gender

Language

**Ethnic
background**



EFFECTS OF SOCIO- CULTURAL DIVERSITY

- 1. Structured classroom activities can highlight diversity.** In a classroom the teacher can structure learning groups that are diverse and devise activities that require each student to contribute to the group. In this way students learn that each person in a group can contribute and has something of value to say.
- 2. Mutual respect is part of the equation.** Teachers should never tolerate disrespect. They should establish ground rules for the class, and even let the kids help to establish these rules.
- 3. No Child Left Behind shines the light on achievement gaps among diverse groups of students.** Schools should strive to create an environment where all children feel valued and all children can learn.



ORGANISATIONAL CONFLICTS

DEFINITION

- ORGANIZATIONAL CONFLICT OR OTHERWISE KNOWN AS WORKPLACE CONFLICT, IS DESCRIBED AS THE STATE OF DISAGREEMENT OR MISUNDERSTANDING, RESULTING FROM THE ACTUAL OR PERCEIVED DISSENT OF NEEDS, BELIEFS, RESOURCES AND RELATIONSHIP BETWEEN THE MEMBERS OF THE ORGANIZATION. AT THE WORKPLACE, WHENEVER, TWO OR MORE PERSONS INTERACT, CONFLICT OCCURS WHEN OPINIONS WITH RESPECT TO ANY TASK OR DECISION ARE IN CONTRADICTION.
- IN SIMPLE TERMS, ORGANIZATIONAL CONFLICT ALLUDES TO THE RESULT OF HUMAN INTERACTION, THAT STARTS WHEN ONE MEMBER OF THE ORGANIZATION DISCERNS THAT HIS/HER GOALS, VALUES OR ATTITUDE ARE INCOMPATIBLE, WITH THOSE OF OTHER MEMBERS OF THE ORGANIZATION. THE INCOMPATIBILITY IN OPINIONS CAN COME INTO BEING, WITHIN A MEMBER, BETWEEN TWO MEMBERS, OR BETWEEN GROUPS OF THE ORGANIZATION.

FACTORS INFLUENCING ORGANIZATIONAL CONFLICT

- **UNCLEAR RESPONSIBILITY:** IF THERE IS LACK OF CLARITY, REGARDING WHO IS RESPONSIBLE FOR WHICH SECTION OF A TASK OR PROJECT, CONFLICT TAKES PLACE. AND, TO AVOID THIS SITUATION, THE ROLES AND RESPONSIBILITY OF THE TEAM MEMBERS SHOULD BE STATED CLEARLY AND ALSO AGREED UPON BY ALL.
- **INTERPERSONAL RELATIONSHIP:** EVERY MEMBER OF AN ORGANIZATION, POSSESSES DIFFERENT PERSONALITY, WHICH PLAYS A CRUCIAL ROLE IN RESOLVING CONFLICT IN AN ORGANIZATION. CONFLICTS AT THE WORKPLACE, ARE OFTEN CAUSED BY INTERPERSONAL ISSUES BETWEEN THE MEMBERS OF THE ORGANIZATION.

CONTINUE...

- **SCARCITY OF RESOURCES:** ONE OF THE MAIN REASON FOR OCCURENCE OF CONFLICT IN AN ORGANIZATION IS THE INADEQUACY OF RESOURCES LIKE TIME, MONEY, MATERIALS ETC. DUE TO WHICH MEMBERS OF THE ORGANIZATION COMPETE WITH EACH OTHER, LEADING TO CONFLICT BETWEEN THEM.
- **CONFLICT OF INTEREST:** WHEN THERE IS A DISORIENTATION BETWEEN THE PERSONAL GOALS OF THE INDIVIDUAL AND THE GOALS OF THE ORGANIZATION, CONFLICT OF INTEREST ARISES, AS THE INDIVIDUAL MAY FIGHT FOR HIS PERSONAL GOALS, WHICH HINDERS THE OVERALL SUCCESS OF THE PROJECT. CONFLICTS ALLEVIATE AT THE WORKPLACE DUE TO INDIVIDUAL AND INTER-INDIVIDUAL FACTORS. INDIVIDUAL RELATED CAUSES ENTAILS ATTITUDES, BELIEFS, PERSONALITY ORIENTATION AND HUMAN-FRAILTIES. INTER-INDIVIDUAL CONFLICTS ARISES WHEN A MANAGER BREACHES NORMS OF THE ORGANIZATION.

TYPES OF ORGANIZATIONAL CONFLICT

1. **RELATIONSHIP CONFLICT:** THE CONFLICT ARISING OUT OF INTERPERSONAL TENSION AMONG EMPLOYEES, WHICH IS CONCERNED WITH THE RELATIONSHIP INTRINSICALLY, NOT THE PROJECT AT HAND.
2. **TASK CONFLICT:** WHEN THERE IS A DISCORD, AMONG MEMBERS REGARDING NATURE OF WORK TO BE PERFORMED IS TASK CONFLICT
3. **PROCESS CONFLICT:** CLASHES AMONG THE TEAM MEMBERS DUE TO THE DIFFERENCE IN OPINIONS, ON HOW WORK SHOULD BE COMPLETED, IS CALLED PROCESS CONFLICT.

ORGANIZATIONAL CONFLICT CAN ALSO BE PERSONAL CONFLICT (ONE THAT EXIST BETWEEN TWO PEOPLE BECAUSE OF MUTUAL DISLIKE), INTRAGROUP CONFLICT (ONE ARISING OUT OF LACK OF LIBERTY, RESOURCE, ETC. IN A GROUP) AND INTERGROUP CONFLICT (ONE THAT EXIST BETWEEN TWO GROUPS).

CAUSES OF ORGANIZATIONAL CONFLICT

1. **MANAGERIAL EXPECTATIONS:** EVERY EMPLOYEE IS EXPECTED TO MEET THE TARGETS, IMPOSED BY HIS/HER SUPERIOR AND WHEN THESE EXPECTATIONS ARE MISUNDERSTOOD OR NOT FULFILLED WITHIN THE STIPULATED TIME, CONFLICTS ARISES.
2. **COMMUNICATION DISRUPTION:** ONE OF THE MAJOR CAUSE OF CONFLICT AT THE WORKPLACE IS DISRUPTION IN THE COMMUNICATION, I.E. IF ONE EMPLOYEE REQUIRES CERTAIN INFORMATION FROM ANOTHER, WHO DOES NOT RESPOND PROPERLY, CONFLICT SPARKS IN THE ORGANIZATION.



CONTINUE...

- **MISUNDERSTANDING:** MISUNDERSTANDING OF INFORMATION, CAN ALSO ALLEVIATE DISPUTE IN ORGANIZATION, IN THE SENSE THAT IF ONE PERSON MISINTERPRET SOME INFORMATION, IT CAN LEAD TO SERIES OF CONFLICTS.
- **LACK OF ACCOUNTABILITY:** IF IN A PROJECT, RESPONSIBILITIES ARE NOT CLEAR AND SOME MISTAKE HAS ARISEN, OF WHICH NO MEMBER OF THE TEAM WANTS TO TAKE RESPONSIBILITY CAN ALSO BECOME A CAUSE OF CONFLICT IN THE ORGANIZATION.

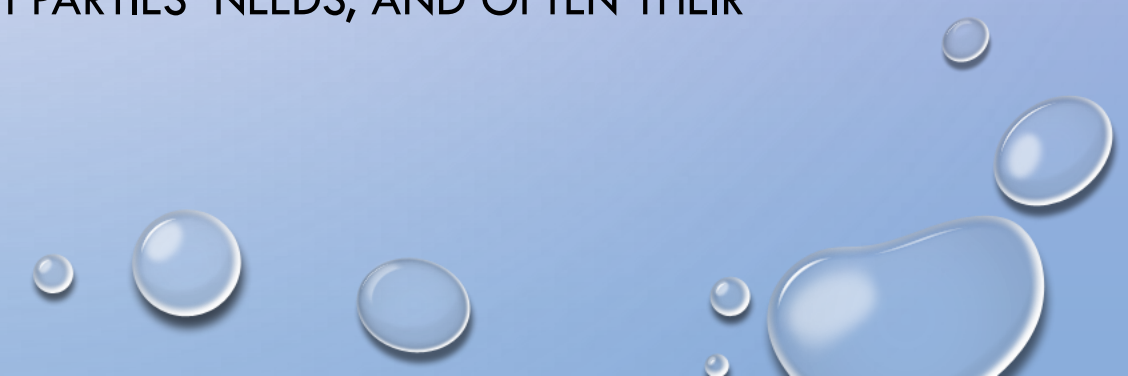


POSITIVE EFFECTS OF CONFLICT IN AN ORGANIZATION

- SOCIAL CHANGE,
- DECISION MAKING,
- RECONCILIATION,
- GROUP UNITY,
- GROUP COOPERATION,
- INSPIRE CREATIVITY,
- SHARE AND RESPECT OPINIONS,
- IMPROVE FUTURE COMMUNICATION, AND
- IDENTIFY NEW MEMBERS.

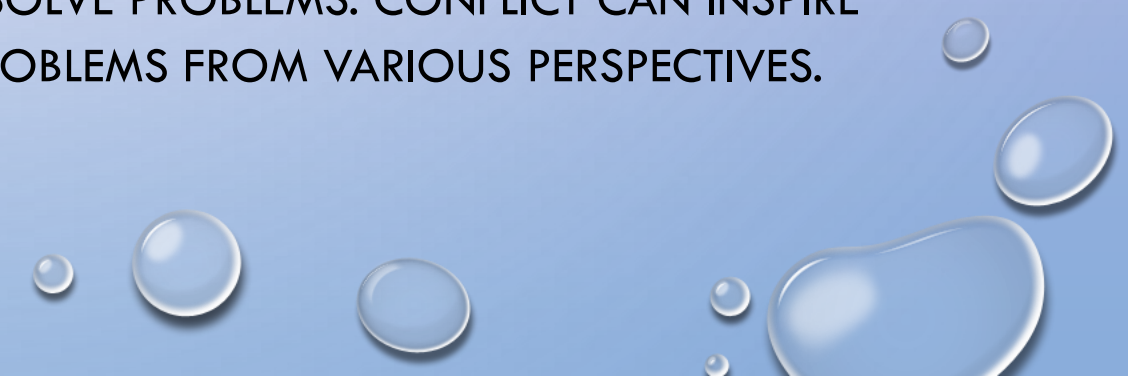


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- **SOCIAL CHANGE:** CONFLICT CONTRIBUTES TO SOCIAL CHANGE ENSURING BOTH INTERPERSONAL AND INTERGROUP DYNAMICS REMAIN FRESH AND REFLECTIVE OF CURRENT INTERESTS AND REALITIES.
 - **DECISION MAKING:** CONFLICT SERVES TO “DISCOURAGE PREMATURE GROUP DECISION MAKING,” FORCING PARTICIPANTS IN THE DECISION-MAKING PROCESS TO EXPLORE THE ISSUES AND INTERESTS AT STAKE.
 - **RECONCILIATION:** CONFLICT ALLOWS FOR THE RECONCILIATION OF THE PARTIES’ CONCERNS, WHICH CAN LEAD TO AN AGREEMENT BENEFITING BOTH PARTIES’ NEEDS, AND OFTEN THEIR RELATIONSHIP AND ORGANIZATIONS
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CONTINUE...

- **GROUP UNITY:** CONFLICT STRENGTHENS INTRAGROUP UNITY BY PROVIDING AN OUTLET FOR GROUP MEMBERS TO DISCUSS AND NEGOTIATE THEIR INTERESTS WITHIN THE GROUP. WITHOUT INTRAGROUP CONFLICT, THE HEALTH OF THE GROUP TYPICALLY DECLINES.
 - **GROUP COOPERATION:** CONFLICT BETWEEN GROUPS PRODUCES INTRA-GROUP UNITY AS THE CONFLICT PROVIDES THE OPPORTUNITY FOR INCREASED INTRA-GROUP COOPERATION WHILE WORKING TOWARDS THE GROUP'S COMMON GOAL FOR THE CONFLICT'S OUTCOME.
 - **INSPIRE CREATIVITY:** FORTUNATELY, SOME ORGANIZATION MEMBERS VIEW CONFLICT AS AN OPPORTUNITY FOR FINDING CREATIVE SOLUTIONS TO SOLVE PROBLEMS. CONFLICT CAN INSPIRE MEMBERS TO BRAINSTORM IDEAS WHILE EXAMINING PROBLEMS FROM VARIOUS PERSPECTIVES.
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CONTINUE...

- **SHARE AND RESPECT OPINIONS:** AS ORGANIZATION MEMBERS WORK TOGETHER TO SOLVE A CONFLICT, THEY ARE MORE WILLING TO SHARE THEIR OPINIONS WITH THE GROUP. CONFLICT CAN ALSO CAUSE MEMBERS TO ACTIVELY LISTEN TO EACH AS THEY WORK TO ACCOMPLISH THE ORGANIZATIONS' GOALS.
- **IMPROVE FUTURE COMMUNICATION:**
 - ✓ CONFLICT CAN BRING GROUP MEMBERS TOGETHER AND HELP THEM LEARN MORE ABOUT EACH OTHER.
 - ✓ FROM LEARNING EACH OTHERS' OPINIONS ON TOPICS RELEVANT TO THE ORGANIZATION'S GROWTH TO UNDERSTANDING EACH MEMBER'S PREFERRED COMMUNICATION STYLE, CONFLICT WITHIN AN ORGANIZATION CAN GIVE MEMBERS THE TOOLS NECESSARY TO EASILY SOLVE CONFLICTS IN THE FUTURE.

CONTINUE...

- **MENTAL HEALTH CONCERNS:**

- ✓ CONFLICT WITHIN AN ORGANIZATION CAN CAUSE MEMBERS TO BECOME FRUSTRATED IF THEY FEEL AS IF THERE'S NO SOLUTION IN SIGHT, OR IF THEY FEEL THAT THEIR OPINIONS GO UNRECOGNIZED BY OTHER GROUP MEMBERS.
- ✓ AS A RESULT, MEMBERS BECOME STRESSED, WHICH ADVERSELY AFFECTS THEIR PROFESSIONAL AND PERSONAL LIVES.
- ✓ ORGANIZATION MEMBERS MAY HAVE PROBLEMS SLEEPING, LOSS OF APPETITE OR OVEREATING, HEADACHES AND BECOME UNAPPROACHABLE. IN SOME INSTANCES, ORGANIZATION MEMBERS MAY AVOID MEETINGS TO PREVENT THEMSELVES FROM EXPERIENCING STRESS AND STRESS-RELATED SYMPTOMS.



CONTINUE...

- **IDENTIFY NEW MEMBERS:**

- ✓ WITHIN ORGANIZATIONS MEMBERS ACTIVELY PARTICIPATE IN EACH MEETING, ENJOY SERVING ON MULTIPLE COMMITTEES AND HAVE AN OPINION ON EACH TOPIC THE GROUP DISCUSSES. THERE ARE ALSO MEMBERS WHO SEEMINGLY CONTRIBUTE LITTLE TO THE GROUP AND OBSERVE MORE THAN TALK.
- ✓ CONFLICT WITHIN AN ORGANIZATION CAN INSPIRE TYPICALLY SILENT MEMBERS TO STEP UP AND DEMONSTRATE THEIR LEADERSHIP SKILLS BY OFFERING MEANINGFUL SOLUTIONS TO THE PROBLEM THE GROUP IS FACING.




NEGATIVE EFFECTS OF CONFLICT IN AN ORGANIZATION

- MENTAL HEALTH CONCERNS,
- DECREASE IN PRODUCTIVITY,
- MEMBERS LEAVE ORGANIZATION,
- VIOLENCE,
- DISTRACT PRIMARY PURPOSES, AND
- PSYCHOLOGICAL PROBLEM.



CONTINUE...

- **MENTAL HEALTH CONCERNS:** CONFLICT WITHIN AN ORGANIZATION CAN CAUSE MEMBERS TO BECOME FRUSTRATED IF THEY FEEL AS IF THERE'S NO SOLUTION IN SIGHT, OR IF THEY FEEL THAT THEIR OPINIONS GO UNRECOGNIZED BY OTHER GROUP MEMBERS.
 - **DECREASE IN PRODUCTIVITY:**
 - ✓ WHEN AN ORGANIZATION SPENDS MUCH OF ITS TIME DEALING WITH CONFLICT, MEMBERS TAKE TIME AWAY FROM FOCUSING ON THE CORE GOALS THEY ARE TASKED WITH ACHIEVING.
 - ✓ CONFLICT CAUSES MEMBERS TO FOCUS LESS ON THE PROJECT AT HAND AND MORE ON GOSSIPING ABOUT CONFLICT OR VENTING ABOUT FRUSTRATIONS.
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CONTINUE...

- **MEMBERS LEAVE ORGANIZATION:**

- ✓ ORGANIZATION MEMBERS WHO ARE INCREASINGLY FRUSTRATED WITH THE LEVEL OF CONFLICT WITHIN AN ORGANIZATION MAY DECIDE TO END THEIR MEMBERSHIP. THIS IS ESPECIALLY DETRIMENTAL WHEN MEMBERS ARE A PART OF THE EXECUTIVE BOARD OR HEADS OF COMMITTEES
- ✓ ONCE MEMBERS BEGIN TO LEAVE, THE ORGANIZATION HAS TO RECRUIT NEW MEMBERS AND APPOINT ACTING BOARD MEMBERS.

- **VIOLENCE:** WHEN CONFLICT ESCALATES WITHOUT MEDIATION, INTENSE SITUATIONS MAY ARISE, BETWEEN ORGANIZATION MEMBERS. IT'S UNFORTUNATE, BUT ORGANIZATIONAL CONFLICTS MAY CAUSE VIOLENCE AMONG MEMBERS, RESULTING IN LEGAL PROBLEMS FOR MEMBERS AND POSSIBLY THE ORGANIZATION.

CONTINUE...

- **DISTRACT PRIMARY PURPOSES:**

- ✓ CONFLICT CAN DISTRACT INDIVIDUALS AND GROUPS FROM THEIR PRIMARY PURPOSES, LEAVING THEM WITH LESS TIME AND RESOURCES FOR OTHER ACTIVITIES.
- ✓ WHEN A CONFLICT INVOLVES THE USE OF “HEAVY CONTENTIOUS TACTICS,” IT CAN CAUSE THE INDIVIDUALS OR GROUPS INVOLVED IN THE CONFLICT AS WELL AS INDIVIDUALS OR GROUPS NOT INVOLVED IN THE CONFLICT TO DIVERT TIME AND RESOURCES AWAY FROM OTHER NEEDS.

- **PSYCHOLOGICAL PROBLEM:** CONFLICT CAN HAVE BOTH SHORT TERM AND LONG TERM EFFECTS ON THE PHYSICAL AND PSYCHOLOGICAL HEALTH OF THE INDIVIDUALS INVOLVED IN OR AFFECTED BY THE CONFLICT.

FIVE LEVELS OF ORGANIZATIONAL CONFLICT

AS A BUSINESS OWNER, CHOOSING THE APPROPRIATE STRUCTURE FOR YOUR COMPANY IS ESSENTIAL. EQUALLY IMPORTANT, HOWEVER, IS UNDERSTANDING HOW TO MANAGE PROBLEMS AMONG YOUR EMPLOYEES WHEN THEY OCCUR. THERE ARE VARIOUS LEVELS OF CONFLICT THAT ARE COMMON TO MOST BUSINESSES, BUT IF YOU DON'T KNOW THE SOURCES OF THESE PROBLEMS, RESOLVING THEM WILL BE EVEN MORE CHALLENGING. THE THOMAS-KILMANN CONFLICT MODE INSTRUMENT WAS DEVELOPED IN THE 1970S TO EXPLAIN CONFLICT IN THE WORKPLACE AND THE BEST WAYS TO HANDLE THESE ISSUES. KNOWING WHICH OF THE LEVELS OF CONFLICT APPLY IN A SITUATION HELPS YOU PREVENT A SMALL PROBLEM FROM TURNING INTO A MAJOR CRISIS.

1. THE COMPETING LEVEL OF CONFLICT

AT THE COMPETING LEVEL, CONFLICT IS RESOLVED WHEN AN INDIVIDUAL TAKES A STRONG POSITION AND DOESN'T DEVIATE FROM THAT POSITION. AT THIS LEVEL, GOAL CONFLICT IS HANDLED THROUGH THE APPLICATION OF POWER TO GAIN A DESIRABLE OUTCOME. COMPANY OWNERS AND SENIOR MANAGEMENT OFTEN NEGOTIATE FROM A COMPETITIVE LEVEL TO RESOLVE CONFLICT IN THE WORKPLACE. THEY STATE WHAT THEY WANT TO ACHIEVE, AND THEY USE PERSUASION, ARGUMENT AND KNOWLEDGE TO CONVINCE THE OTHER PERSON THAT WHAT THEY WANT IS REASONABLE.

THIS MODE IS USEFUL WHEN THERE IS A GOAL CONFLICT OR WHEN YOUR STAFF IS RESISTANT TO CHANGES YOU WANT TO IMPLEMENT. HOWEVER, WHILE THIS MAY RESOLVE THE CONFLICT IN THE WORKPLACE, IT CAN ALSO MAKE SUBORDINATES FEEL BULLIED OR OFFENDED BECAUSE THEY LACK THE POWER OR AUTHORITY TO SAY "NO."

2. AVOIDING LEVEL OF CONFLICT

AT THE AVOIDING LEVEL, THE INDIVIDUALS INVOLVED REFUSE TO MAKE A DECISION TO CHANGE THE CIRCUMSTANCES. IN MOST CASES, THIS IS A WEAK AND INEFFECTIVE RESPONSE TO GOAL CONFLICT BECAUSE THE ISSUE CAN FESTER AND GROW WORSE. HOWEVER, NOT ALL AVOIDANCE IS WEAK. FOR EXAMPLE, IF THE OUTCOME DOESN'T MATTER IN THE BIG PICTURE, AVOIDANCE CAN BE EFFECTIVE. ANOTHER CIRCUMSTANCE IN WHICH AVOIDANCE IS EFFECTIVE IS IF IT'S USED AS A MEANS OF POSTPONEMENT TO ALLOW THINGS TO COOL DOWN BEFORE ADDRESSING THE ISSUE.

3. COLLABORATING LEVEL OF CONFLICT

THE COLLABORATING LEVEL INVOLVES A SERIOUS ATTEMPT TO FIND A SOLUTION THAT ALL SIDES WILL FIND ACCEPTABLE. AS A LEADER, YOUR JOB IS TO FIND OUT THE BEST WAY TO SATISFY THE WANTS AND NEEDS OF THOSE INVOLVED IN THE CONFLICT. AT THIS LEVEL, ALL IDEAS ARE CONSIDERED IMPORTANT AND THE GOAL IS TO FIND A SOLUTION THAT INCLUDES THE INPUT OF THOSE MOST AFFECTED BY THE CONFLICT. THIS MODE IS OFTEN USED WHEN THERE IS A HISTORY OF EXTREME CONFLICT AMONG EMPLOYEES.

4. COMPROMISING LEVEL OF CONFLICT

SOME LEVELS OF CONFLICT MODE ARE SIMILAR, WHICH IS THE CASE WITH THE COLLABORATING LEVEL AND THE COMPROMISING LEVEL. AT THIS LEVEL, HOWEVER, THE GOAL IS TO ACHIEVE A SOLUTION IN WHICH EVERY PERSON INVOLVED IN THE CONFLICT MUST GIVE UP SOMETHING. IN OTHER WORDS, IN THE TRUE SENSE OF A NEGOTIATION, EVERYONE SHOULD LEAVE THE SITUATION FEELING SLIGHTLY DISSATISFIED THAT THEY DIDN'T GET EVERYTHING THAT THEY WANTED. THE COMPROMISING LEVEL DOESN'T DELVE AS DEEPLY INTO AN ISSUE AS THE COLLABORATING LEVEL, BECAUSE THE ULTIMATE GOAL ISN'T TO MAKE EVERYONE HAPPY. THIS MODE IS OFTEN USED WHEN A DEADLINE IS APPROACHING AND A PROJECT NEEDS COMPLETION.

5. ACCOMMODATING LEVEL OF CONFLICT

YOU SHOULD USE THE ACCOMMODATING LEVEL IN SITUATIONS OR CIRCUMSTANCES IN WHICH RESOLVING THE CONFLICT IS MORE IMPORTANT THAN THE ACTUAL OUTCOME. FOR EXAMPLE, IF YOU OWN A TELEMARKETING BUSINESS AND SEVERAL TEAM MEMBERS ARE RESISTING THE SCRIPT THEY HAVE TO READ TO PROSPECTIVE BUYERS, IT'S MORE IMPORTANT TO KEEP THE PEACE AND KEEP YOUR STAFF MAKING CALLS THAN IT IS TO INSIST ON THEM READING THE SCRIPT VERBATIM. USING THIS STYLE MEANS THAT YOU GIVE UP SOME OF YOUR REQUIREMENTS IN THE SITUATION AND LET OTHERS HAVE THEIR WAY. IN THE TELEMARKETING EXAMPLE, IT MEANS THAT YOU WOULD AGREE TO ALLOW CHANGES IN THE SCRIPT. THIS CAN HELP BRING PEACE TO A VOLATILE SITUATION AND BUILD GOODWILL AND TRUST AMONG YOUR STAFF.

Thank-you!