education

Department:
Education
North West Provincial Government
REPUBLIC OF SOUTH AFRICA

BUSINESS STUDIES

GRADE 11

TERM THREE

CHAPTER 19

WEEK 6-7

2025

(25 AUGUST-5 SEPTEMBER)

NOTES ON TEAM PERFORMANCE & CONFLICT MANAGEMENT

CONTENT DETAILS FOR TEACHING, LEARNING AND ASSESSMENT PURPOSES
Refer to page 30 and 31 of the 2021 exam guidelines for Grade 11
Learners should be able to:

TEAMWORK

- Explain /Discuss the importance of teamwork
- Outline/Mention/Name/Explain the stages of team development, e.g.:
  - Forming
  - Storming
  - Norming
  - Performing
- Identify the stages of team development from given scenarios/statements/case studies.

CONFLICT MANAGEMENT

- Define the term conflict
- Identify and discuss causes of conflict from given scenarios/case studies.
- Outline/Mention/Explain/Discuss the function of workplace forums.
- Explain the differences between trade unions and workplace forums.

Downloaded from www.mycourses.co.za

Meaning of teamwork

- Teamwork can be defined as a joint action by a group of people in which each person gives up his/her individual interests and options for the common goal of the team.
- This means that effective and efficient teamwork goes beyond individual accomplishments.
- Teamwork is a joint effort by group members where they give up their individual opinions and strive to work together to achieve a common goal.

Importance of teamwork

- Teams have a common goal/purpose that unite team members.
- Teamwork leads to synergy, commitment, high productivity, employee empowerment, job satisfaction and organisational effectiveness.
- Effective teamwork can provide a basis for consistency performing at a high level

Stage of team development

1. **Forming stage**
   - This stage is the initial stage where team members get to know one another.
   - Team members think about their new tasks and new environment
   - The team learns about team processes and procedures.
   - Team members gather information and impressions about each other.
   - This is a comfortable stage to be in.
   - People focus on being busy with routines, such as team organisation e.g. who does what, when to meet each other, etc.
2. **Storming**
   - The team begins to face technical, interpersonal and social problems.
   - Team members could end up fighting and arguing.
   - At this stage, there is conflict because they confront each other with their ideas.
   - The true character of team members starts to show as they experience the first round of conflict
   - Different ideas from team members will compete for consideration.
   - Team members open-up to each other and confront each other's ideas/perspectives.
   - This stage is often unpleasant, but it is necessary for teams to grow.
   - Team members need to be matured, patient and tolerant of each other’s ideas and behaviour in order to move successfully to the next stage.
3. **Norming**
   - The team starts working through individual/social issues and start to settle down.
   - Team members establish their own norms and behaviour.
   - They begin to trust each other, and reconciliation takes place.
   - A team develops good interpersonal skills and members become better at problem solving.
   - Team members accept each other and set common goals and values for the team.
   - Team members form agreement and consensus.
   - Roles and responsibilities are clear and accepted.
   - Team members have the ambition to work for the success of the team's goals.
   - They cross-train and learn new job skills.
   - Team members manage time and quality work with growing competence, confidence and independence.

Downloaded from www.mycourses.co.za

4. Performing/Working together towards achieving a goal

- In this stage, the teams are achieving their goals by helping each other
- Team members are aware of strategies and aims of the team.
- They have direction without interference from the leader.
- Leaders delegate and oversee the processes and procedures.
- Team members know each other and can function as a unit.
- They find ways to get the job done smoothly without conflict/external supervision.
- Conflict disappears, problems are solved, and successive goals are achieved.
- Team members are motivated and can handle disagreements maturely/positivey.
- The team takes pride in its own work and accomplishments.

.

CONFLICT MANAGEMENT

1.Meaning of conflict

- Conflict is a struggle/disagreement/argument between two people.
- Disagreement between two parties in which one or both parties believe that a personal interest/need is threatened

2.Causes of conflict

- Personal differences/Different personalities
- Poor communication
- Competition
- Ignoring rules/procedures
- Poor organization/leadership/administrative procedures and systems
- Workload and stress/Unrealistic expectation
- Confusion about scheduling and deadlines
- Unclear responsibilities
- Distracted by personal objectives
- Lack of/Insufficient resources
- Constant changes
- Different goals/objectives for group/individuals
- Different opinions
- Unrealistic expectations
- Poor organisation/leadership/administrative procedures and systems
- Confusion about scheduling/deadlines
- Misconduct/Unacceptable behaviour
- Unclear responsibilities
- Distracted by personal objectives
- Constant changes in the workplace
- Unfair treatment of workers/Favouritism by management/Discrimination
- Lack of trust amongst workers

Downloaded from www.mycourses.co.za

3.Explanation of causes of conflict in the workplace

- Lack of proper communication between management and workers.
- Ignoring rules/procedures may result in disagreements and conflict.
- Management and/or workers may have different personalities/ backgrounds.
- Different values/levels of knowledge/skills/experience of managers/workers.
- Little/no co-operation between internal and/or external parties/stakeholders.
- Lack of recognition for good work, e.g. a manager may not show appreciation for extra hours worked to meet deadlines.
- Lack of employee development may increase frustration levels as workers may repeat errors due to a lack of knowledge/skills.
- Unfair disciplinary procedures, e.g. favouritism/nepotism.
- Little/no support from management with regards to supplying the necessary resources and providing guidelines.
- Leadership styles used, e.g. autocratic managers may not consider worker inputs.
- Unrealistic deadlines/Heavy workloads lead to stress resulting in conflict.
- Lack of agreement on mutual matters, e.g. remuneration/working hours.
- Unhealthy competition/Inter-team rivalry may cause workers to lose focus on team targets.
- Lack of commitment/Distracted by personal objectives which may lead to an inability to meet pre-set targets.
- Constant changes may cause instability
- Lack of clarity regarding employees' roles and responsibilities.

4. The difference between trade unions and workplace forums

- A trade union negotiates salaries and wages, whereas a workplace forum
- does not deal with remuneration.
- A trade union can organise a strike under certain circumstances, whereas a
- workplace forum cannot.
- A trade union is a legal entity that can sue or be sued in its name.
- Non-union members can belong to a workplace f orum.

Downloaded from www.mycourses.co.za