GAUTENG PROVINCE
EDUCATION
REPUBLIC OF SOUTH AFRICA

BUSINESS STUDIES

GRADE 11

PAPER 2

TERM 3

CHAPTER 17

STAGES OF TEAM DEVELOPMENT AND CONFLICT MANAGEMENT

REVISED NOTES

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This chapter consists of 7 pages.

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CONTENT DETAILS FOR TEACHING, LEARNING AND ASSESSMENT PURPOSES

Learners must be able to:

TEAMWORK

- Briefly 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.
- Discuss the following conflict management theories:
  - Traditional theory
  - Contemporary theory
- Select one of the above-mentioned conflict management theories and justify the reason why businesses should use this theory to solve business problems.
- Outline/Mention/Explain/Discuss the function of workplace forums.
- Explain the differences between trade unions and workplace forums.

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1. TERMS AND DEFINITIONS

TERM	DEFINITION
Team	Group of people who work together to achieve a common goal.
Conflict	The difference in view and approach. the difference or disagreement or disharmony or clash between persons.
Conflict management	A practice of identifying and handling conflict in a sensible /fair and efficient manner. the plans we make to prevent or resolve conflict.
Teamwork	Interactions with team members to achieve a common goal. the joint action by a group of people in which each person strives to work towards a common goal.
Team dynamics	A way in which team members work together in a group. forces that influence how a team behaves, performs, or responds.
Forming stage	Team members get to know each other and accept their roles in the team.
Storming stage	Team members confront each other with their different ideas.
Norming stage	Team members accept each other and set common goals and values for the team.
Performing stage	Teams are achieving their goals.
Mourning/ Adjourning stage	Team members have to leave a team after completion of the tasks. the fifth stage of team development. The adjourning stage occurs at the end of the project when the team is moving on in different directions.
Grievance	A formal complaint is laid by an employee when he/she feels that he/she has been ill-treated by the employer. a concern or a complaint at work, for example, discrimination or workload.
Co-operation/	Willingness to co-operate in the team to achieve objectives.

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Collaboration	
Consensus	A process for group decision-making

1 Meaning of teamwork

- Teamwork can be defined as a joint action by a group of people in which each person gives up his/her 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.
- Teamwork is a sense of unity that enable team members to share common interests and responsibilities.

1.1 Importance of teamwork

- Teams have a common goal/purpose that unites team members.
- Teamwork leads to synergy, commitment, high productivity, employee empowerment, job satisfaction and organisational effectiveness.
- Effective teamwork can provide a basis for consistency in performing at a high level.
- It reduces stress and enable them to work together towards achieving a common goal.
- Some of the benefits of teamwork are increased productivity and job satisfaction, employee empowerment, improved quality, and organisational effectiveness.

2 Stage of team development

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.
- Team members are aware of themselves.
- Team members show good behaviour as they are new to the group.
- Team members plan their work and new roles.

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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 teams must grow.
- Team members need to be mature, patient and tolerant of each other's ideas and behaviour in order to move successfully to the next stage.
- Team members actively engage in the tasks at hand.
- There may be power struggles for the position of team leader.

Norming/ Settling and Reconciliation

- The team starts working through individual/social issues and starts to settle down.
- Team members establish their 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.

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 the strategies and aims of the team.

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- 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/positively.
- The team takes pride in its work and accomplishments.

Adjourning/ Mourning

- In this stage, team members must leave the team and prepare themselves for the next team.
- The focus is on the completion of the task/ending the project rather than on task performance.
- All tasks need to be completed before the team finally dissolves
- It`s also the stage for recognition for participation and achievement.
- Breaking up the team may be traumatic as team members may find it difficult to perform as individuals once again.

3 Conflict Management

Meaning of conflict management

- Conflict management is the process of planning to prevent conflict where possible and organising to resolve conflict as quickly as possible.
- All members of the organisation need to develop ways of keeping conflict to a minimum and solving problems caused by conflict.
- Conflict can be positive if managed correctly since it means communication is taking place.

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.

4 Causes of Conflict

- Personal differences/Different personalities
- Poor communication

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- 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 groups/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 among workers

5 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 cooperation 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.

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- 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 regard 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.

6 Conflict Management Theories/Skills

Traditional theory

- This theory is based on the notion that conflict is bad and should be avoided as it disturbs the running of an organisation.
- This approach assumes that conflict is caused by troublemakers who do not identify with the goals of the organisation.
- These troublemakers are seen as undesirable because they are seen as causing trouble for management.
- Conflict should therefore be avoided according to this approach.
- Management thus uses its power to suppress the troublemakers and should force them out of the organisation.
- This leads to a win-lose situation, with management retaining control and restoring their order while the troublemaker is forced to fit in or move out of the organisation.

Contemporary theory

- This theory is based on the belief that conflict is a normal part of human interaction.
- Conflict arises as a normal result of change.
- It is understood that conflict can be beneficial and has the potential to lead to constructive

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changes within the organisation.

- Conflict must be managed through conflict resolution skills.
- Conflict situations often generate new ideas and change.
- Management thus seeks to use strategies such as negotiation and consultation to arrive at a win-win situation.
- Consultation and negotiations with unions and workplace forums are good examples of implementing contemporary theories.
- Management can thus achieve an outcome that is acceptable to management and employees through such negotiations.

7 Meaning of workplace forums

- A workplace forum is an elected organisation consisting of employees in a workplace.
- It is a forum for employees of a business that employs more than 100 people.
- Workplace forums were introduced by the Labour Relations Act.
- They are useful for promoting communication, minimising and resolving conflict in the workplace.
- A trade union will request the CCMA to form a workplace forum.
- Employers must give workplace forums all information that's relevant to workers.
- Workplace forums prevent employers from making all the decisions about matters which directly affect employees without consulting them.

8 Function of workplace forums

- Prevent unilateral decisions made by employers on issues affecting the employees.
- Encourages worker's participation in decision-making.
- The workplace forum has the right to be consulted by the employer.
- Promotes the interests of all employees in the workplace.
- Promotes efficiency in the workplace through inputs/recommendations.
- Consult with the employer to reach a consensus about working conditions.
- Consult with the employer on issues that could cause conflict
- Resolves conflict between employers and employees.
- Improve efficiency and productivity through input/recommendations.

9 Ways in which a workplace forum differs from a trade union

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- A trade union is a legal entity that can be sued or be sued in its name.
- 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.
- Non-union members can belong to a workplace forum.

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