

BUSINESS STUDIES

BUSINESS ROLES



GRADE 11 CORE NOTES (2020)





**Western Cape
Government**

TOPIC 1: CREATIVE THINKING AND PROBLEM SOLVING

Explain/Elaborate on the meaning of creative thinking

- The ability to think of original, varied new ideas or new approaches.
- To be original, innovative and resourceful.
- You must try to think differently and to apply.

Differentiate between ROUTINE versus CREATIVE thinking

ROUTINE THINKING	CREATIVE THINKING
 <p>Is a LEFT-brain function. Focus on analytical thought, logic, reasoning, number and written skills.</p>	 <p>Is a RIGHT brain function. Focus on creativity, imagination, insight, holistic thought, art and music awareness.</p>

Differentiate between CONVENTIONAL and NON-CONVENTIONAL solutions

CONVENTIONAL SOLUTIONS	NON-CONVENTIONAL SOLUTIONS
<ul style="list-style-type: none"> • Getting solutions that are based on and that conforms to, what is generally done or believed. 	<ul style="list-style-type: none"> • Getting solutions that are <u>not</u> based on and do <u>not</u> conform to, what is generally done or believed.

Ways in which a business can create an environment that stimulate and promote creative thinking

- Emphasise the importance of creative thinking and ensure that all staff know that management want to hear their ideas.
- Encourage staff to come up with new ideas.
- Make time for brainstorming sessions to generate new ideas, e.g. regular workshops
- Place suggestion boxes around the workplace and keep communication channels open for new ideas.
- Train staff in innovative techniques, creative problem-solving skills, mind-mapping and lateral thinking.
- Encourage job swaps within the organisation and other businesses
- Encourage alternative ways of working
- Respond enthusiastically to all ideas and never let anyone feel less important.

Discuss/Describe/Explain the advantages/benefits of creative thinking in the workplace

- Better ideas are generated.
- May give the business a competitive advantage if unique strategies are implemented.
- Complex business problems may be solved.
- Productivity increases as management or employees may quickly generate multiple ideas which utilises time and money more effectively.
- Managers and employees have more confidence as they can live up to their full potential.
- Managers will be better leaders as they will be able to manage change(s) positively and creatively.
- Managers and employees can develop a completely new outlook, which may be applied to any task(s) they may do.
- Leads to more positive attitudes as managers and employees feel that they have contributed towards problem solving.
- Improves motivation amongst staff members.
- Managers and Employees have a feeling of great accomplishment and they will not resist the process once they contributed towards the success of the business.
- Management and employees may keep up with fast changing technology.
- Stimulates initiative from employees and managers, as they are continuously pushed out of their comfort zone.
- Creativity may lead to new inventions which improves the general standard of living.

Define PROBLEM SOLVING









- Process of analysing a situation to identify strategies to bring about change.
- Gathering facts that include problem findings and problem shaping.
- Problems can be solved by a group/ team or an individual team member.
- Alternative solutions are generated and critically evaluated.

Explain the meaning of a Delphi technique and Force-field analysis

DELPHI TECHNIQUE	FORCE-FIELD ANALYSIS
<ul style="list-style-type: none">• Is used to solve new and complex problems.	<ul style="list-style-type: none">• Used for decision making.
<ul style="list-style-type: none">• Uses an expert panel who never meets face-to-face.	<ul style="list-style-type: none">• Particularly when implementing change management.
<ul style="list-style-type: none">• This encourages creative problem solving without the disadvantage of group meetings.	<ul style="list-style-type: none">• Structured way of looking at the <u>pros</u> (advantages) and <u>cons</u> (disadvantages) as a plan for change.

Explain/Discuss/Describe how businesses can apply the **PROBLEM-SOLVING TECHNIQUES** to solve business problems

DELPHI TECHNIQUE

	<p>① Businesses must invite a PANEL of experts to research the complaints from customers.</p>
	<p>② Experts do not have to be in one PLACE and will be contacted individually.</p>
	<p>③ Design a QUESTIONNAIRE and distribute it to the experts.</p>
	<p>④ Request the panel to INDIVIDUALLY respond to the questionnaire and RETURN it to the business.</p>
	<p>⑤ SUMMARISE the responses from the experts in a feedback report.</p>
	<p>⑥ Send the feedback report and a SECOND set of questions based on the feedback report to the panel members.</p>
	<p>⑦ Request panel members to provide further input after they have STUDIED the results.</p>
	<p>⑧ Prepare a final SUMMARY REPORT.</p>
	<p>⑨ The business should CHOOSE the best solution after reaching consensus.</p>

FORCE-FIELD ANALYSIS TECHNIQUE

- Describe the **CURRENT** situation and the **DESIRED** situation.
- List all **DRIVING** (Pros) and **RESTRAINING** (Cons) **FORCES** that will support and resist change.
- Allocate a **SCORE** to each force using a numerical scale, where **1** is **WEAK** and **5** is **STRONG**.
- **WEIGH UP** the positives and negatives then decide if the project is viable.
- Choose the force with the **HIGHEST SCORE** as the **SOLUTION**.
- If the project is **VIABLE**, find ways to **INCREASE** the **FORCES** for **CHANGE**.
- Identify **PRIORITIES** and develop an **ACTION PLAN**.

Explain the advantage of **WORKING WITH OTHERS** to solve problems










- Difficult to be creative and innovative on your own.
- It helps if you can bounce ideas off others and get their opinion on a matter.
- Hearing other people expressing ideas often triggers more ideas in your own mind
- Working in groups, is a good way to generate ideas.
- With a group of people, the total experience and knowledge increases.
- This allows the group to view problems from a different perspective.

TOPIC 2: STRESS AND CRISIS MANAGEMENT

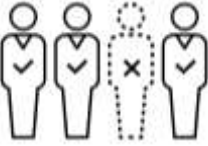







Explain the meaning of STRESS

Stress is the body's way of responding to change that requires a **PHYSICAL, MENTAL** or **EMOTIONAL** adjustment or response.

Outline/Mention/Explain the CAUSES OF STRESS in the business environment

	<p>WORK CONTENT:</p> <ul style="list-style-type: none"> • Lack of variety and / or tedious tasks • Unpleasant tasks • Dangerous tasks
	<p>WORK LOAD:</p> <ul style="list-style-type: none"> • To have too much or too little to do • To work under time pressure
	<p>WORKING HOURS:</p> <ul style="list-style-type: none"> • Strict work schedules • Long hours to work alone • Unpredictable working hours and / or poorly designed shift systems
	<p>PARTICIPATION & MANAGEMENT:</p> <ul style="list-style-type: none"> • Lack of participation in decision making • Lack of control (eg about working methods or pace of work)
	<p>DEVELOPMENT, STATUS & PAYMENT:</p> <ul style="list-style-type: none"> • Job security • Lack of promotion opportunities • Unclear / unfair performance evaluation system
	<p>ROLE WITHIN THE ORGANIZATION:</p> <ul style="list-style-type: none"> • Unclear role in the organogram • Contradictory roles in the same work • Responsibility for people
	<p>INTERPERSONAL RELATIONSHIPS:</p> <ul style="list-style-type: none"> • Poor and careless supervision • Poor relationships with co-workers • Isolated or solitary work (work alone)
	<p>ORGANIZATIONAL CULTURE:</p> <ul style="list-style-type: none"> • Poor communication • Poor leadership • Lack of clarity on business goals
	<p>HOME VS. WORK:</p> <ul style="list-style-type: none"> • Work and home claims that interfere • No support at work for problems at home or vica versa.

Discuss the IMPORTANCE of **STRESS MANAGEMENT** in the workplace

	<p>ABSENCE:</p> <ul style="list-style-type: none"> • Staff may be absent due to health problems such as heart attacks & strokes.
	<p>POOR JUDGEMENT:</p> <ul style="list-style-type: none"> • Especially in crisis & emergency situations leading to accidents (eg in factories).
	<p>GRIEVANCES AND COMPLAINTS:</p> <ul style="list-style-type: none"> • Unresolved grievances lead to resignations & higher staff turnover = lower productivity & additional costs.
	<p>CONFLICT & INTERPERSONAL PROBLEMS:</p> <ul style="list-style-type: none"> • Diverse workforce generally restricts teamwork, but interpersonal demands made by teamwork among members lead to overstraining.
	<p>CUSTOMER SERVICE PROBLEMS:</p> <ul style="list-style-type: none"> • Workers who are tired & stressed can vent their frustration on customers, which can impact profit margins.
	<p>RESISTANCE TO CHANGE:</p> <ul style="list-style-type: none"> • Stressed workers tend to cling to the old way of doing things, even if they are not effective - develop NEOPHOBIE (fear of new things)
	<p>UNPRODUCTIVE LABOR FORCE:</p> <ul style="list-style-type: none"> • Extremely stressful worker will be very unproductive.
	<p>POOR PERFORMANCE:</p> <ul style="list-style-type: none"> • Too much stress reduces the performance of workers.

Suggest/Recommend WAYS TO MANAGE STRESS

- Be aware of your needs and wants.
- Predict stressful situations and make changes where possible.
- Manage your time.
- Avoid conflict.
- Get enough sleep.
- Find a relaxation technique that works for you.
- Follow a balanced lifestyle.
- Find creative ways to balance work with relaxation.

Define the term CRISIS and give typical EXAMPLES of crisis in the WORKPLACE

- Crisis is any event that is expected to lead to an unstable and dangerous situation affecting the business.
- It is a situation that is unpredictable, but it is not unexpected
- Examples include: financial crisis, technological crisis, crisis of malevolence, natural crisis, workplace violence.

Recommend/Suggest WAYS business can deal with crisis in the workplace

- Communicate the crisis with all those involved, even if there isn't a solution yet.
- Communicate the potential resolution.
- Have a flexible, or growth, mindset.
- Evaluate the situation.

Outline/Mention INTERNAL/EXTERNAL CAUSES OF CHANGE

The changes, which occur within the business, can result from:

INTERNAL ENVIRONMENT	EXTERNAL ENVIRONMENT
<ul style="list-style-type: none"> • Changes in direction and objectives. • Changes in ideology of a company. 	<ul style="list-style-type: none"> • Development of technology. • Globalisation of markets. • New competitors on the market.

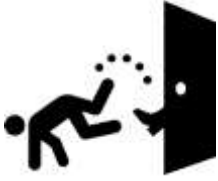



Outline/Mention/Discuss/Explain John Kotter's EIGHT STEPS of leading change

A model for understanding people's response to change, and managing change




- 01 URGENCY**
Increasing **URGENCY** by inspiring people to change
- 02 WORK TOGETHER**
Management & workers need to **WORK TOGETHER**
- 03 VISION**
Getting the team to establish the **VISION**
- 04 COMMUNICATING**
Involving as many people as possible by **COMMUNICATING** the vision
- 05 ACTION**
Empowering **ACTION** by removing obstacles, giving support and rewarding progress
- 06 SHORT-TERM SUCCESSES**
Creating **SHORT-TERM SUCCESSES** by setting goals that are easy to achieve
- 07 HIGHLIGHTING**
HIGHLIGHTING what has been achieved and identifying future goals
- 08 VALUE OF CHANGE**
Reinforcing the **VALUE OF CHANGE** and making it part of the culture

Discuss/Explain/Describe **MAJOR CHANGES** that people and business deal with.

	<p>Retrenchment</p> <ul style="list-style-type: none"> • Business cuts the number of workers to reduce their wage and salary bill • Business must operate with reduced staff and pay out retrenchment packages
	<p>UNEMPLOYMENT</p> <ul style="list-style-type: none"> • Change can lead to unemployment, e.g. retrenchment of staff, business close down, are sold or merge with another business • This reduces the standard of living of the community
	<p>GLOBALISATION</p> <ul style="list-style-type: none"> • Business can trade in different countries. • Business must adapt to changes brought about by globalisation. • New technology must be incorporated to make processes more efficient. • Product or service differentiation and improved quality is essential. • This leads to strong competition.
	<p>AFFIRMATIVE ACTION</p> <ul style="list-style-type: none"> • Laws have forced business to ensure that they offer equal opportunities to the previously disadvantaged. • This can lead to resentment of affirmative action appointments. • People who have been appointment is these positions struggle to be accepted by other employees.

Suggest **STRATEGIES** business can use to deal with **GLOBALISATION** and **AFFIRMATIVE ACTION**

	<p>GLOBALISATION</p> <ul style="list-style-type: none"> • Be aware of changes in your related industry. • Keep abreast of new technology, processes and developments that could give your business a competitive edge. • Investigate overseas markets for your products. • Source overseas manufacturers, materials and suppliers.
	<p>AFFIRMATIVE ACTION</p> <ul style="list-style-type: none"> • Increase skills level in order to be more competitive for positions and promotion. • Acknowledge and respect differences, and focus on achieving the goals and objectives. • Look for self-employment opportunities.

Recommend ways business can MANAGE change in the **WORKPLACE**

- Benut doeltreffende en gepaste besluitnemingsvaardighede.
- Benut effektiewe en gepaste benaderings tot kreatiwiteit.
- Herken en aanvaar verandering.
- Bestuur onbekende situasies en reageer positief daarop.
- Hanteer konflik.
- Wees kreatief en veelsydig.

TOPIC 3: PROFESSIONALISM AND ETHICS

Define **ETHICAL** and **PROFESSIONAL BEHAVIOUR**

ETHICAL BEHAVIOUR

- Refers to acting in ways consistent with what society and individuals think are good values.
- Ethical behaviour is expected from every employee in the business.
- It means that the highest legal and moral standards are upheld when dealing with stakeholders.

PROFESSIONAL BEHAVIOUR






- Professionalism refers to the competent and skilful behaviour expected of a professional person.
- It includes taking pride in your actions and never compromising your standards.
- Professionalism is an attitude towards what you do and towards the people around you.

Differentiate/Tabulate/Distinguish the DIFFERENCES between **PROFESSIONALISM** and **ETHICS**

PROFESSIONALISM	ETHICS
<ul style="list-style-type: none">• Refers to what is right / wrong / acceptable in a business	<ul style="list-style-type: none">• Refers to the principles of right and wrong/acceptable in society
<ul style="list-style-type: none">• Set of standards of expected behaviour	<ul style="list-style-type: none">• Conforms to a set of values that are morally acceptable
<ul style="list-style-type: none">• Applying a code of conduct of a profession or business	<ul style="list-style-type: none">• Forms part of a code of conduct to guide employees to act ethically
<ul style="list-style-type: none">• Focuses on developing a moral compass for decision making	<ul style="list-style-type: none">• Focuses on upholding the reputation of a business/profession
<ul style="list-style-type: none">• Includes guidelines on employees' appearance / communication / attitude / responsibility, etc	<ul style="list-style-type: none">• Involves following the principles of right and wrong in business practices

Outline/Mention/Explain the PRINCIPLES of PROFESSIONALISM and ETHICS

PRINCIPLES OF PROFESSIONALISM

	COMPETENCY <ul style="list-style-type: none">• Employees apply their knowledge and skills in the interests of society and the environment.
	INTEGRITY <ul style="list-style-type: none">• Employees work with integrity, honesty and according to the law and generally-accepted norms of professional conduct.
	RESPECT <ul style="list-style-type: none">• Employees respect the dignity and rights of others and the image of the profession or business.
	OBJECTIVITY <ul style="list-style-type: none">• Employees remain objective and act in a way that is fair and just to all without any bias or favour.
	CONFIDENTIALITY <ul style="list-style-type: none">• Employees do not divulge any details of the business or clients to others or use confidential information for their own benefit.

PRINCIPLES OF ETHICS

	TRANSPARENCY <ul style="list-style-type: none">• Pay heed to transparency and full disclosure.
	AVOID SELF-INTEREST <ul style="list-style-type: none">• Avoid conflict of interest.
	COMMITMENT <ul style="list-style-type: none">• Employees respect the dignity and rights of others and the image of the profession or business.
	CARING <ul style="list-style-type: none">• Practise social responsibility.
	ENVIRONMENT-RESPONSIBILITY <ul style="list-style-type: none">• Look after the environment.

Briefly explain the following THEORIES OF ETHICS that are applicable to the workplace

CONSEQUENTIALIST THEORY

- Consequentialist theory tries to answer the ethical questions about right or wrong and how we arrive at this answer.
- Consequentialist theory determines whether to do or not do something based on the expected result of the action.
- If the expected result is good then it's ethically right to do, if it's bad then it is wrong.

THE COMMON GOOD APPROACH

- Ensures that business values and ethical principles are in line with the society in which the business operates.
- Recognises that ethics and values vary from area to area and from country to country.

THE RIGHTS APPROACH

- The focus is on individual rights where people are treated with respect and dignity.
- No person should be ill-treated.
- Business does not impose its mission or products on people.

Differentiate/Distinguish between GOOD and BAD DECISIONS and give PRACTICAL EXAMPLES of each

GOOD DECISIONS

- Often these right decisions made with thought, sufficient information and by following ethical principles.
- It is often best to follow your instinct once you have all the facts.

BAD DECISIONS

- These are often the result of spur of the moment decisions, without having all the facts available or checking if they are complete and correct.
- The opinions of other stakeholders are not taken into account.
- The consequences and ethics are not considered.

Suggest/Recommend way in which PROFESSIONAL, RESPONSIBLE, ETHICAL and EFFECTIVE BUSINESS PRACTICE should be conducted.

- Businesses should treat all their employees equally, regardless of their race / colour / age / gender / disability etc.
- Mission statement should include values of equality/respect.
- Treat workers with respect / dignity by recognising work well done / the value of human capital
- Pay fair wages / salaries which is in line with the minimum requirements of the BCEA / Remunerate employees for working overtime / during public holidays.
- All workers should have access to equal opportunities/positions/resources.
- Plan properly and put preventative measures in place.
- Ensure that employees work in a work environment that is conducive to safety / fairness / free from embarrassment.
- Refrain from starting a venture using other businesses' ideas that are protected by law.

- Engage in environmental awareness programmes / Refrain from polluting the environment, e.g. by legally disposing of toxic waste.
- Employers and employees need to comply with legislation with regard to equal opportunities / human rights in the workplace.
- Businesses should develop equity programmes / promote strategies to ensure that all employees are treated equally regardless of status / rank / power.
- Training / Information / Business policies should include issues such as diversity/discrimination/harassment.
- Employers should respond swiftly and fairly to reported incidents of discrimination in the workplace.
- Orders / Tasks should be given respectfully and allow the recipient/employee to have a say in the way the task should be performed.

Explain/Discuss the ADVANTAGES/BENEFITS of ETHICAL BUSINESS VENTURES

- Build a good reputation.
- Create loyal customers.
- Keep staff morale high.
- Boost investor confidence.

Give EXAMPLES of ETHICAL BUSINESS PRACTICES

- Generally, businesses strive to be and to be seen as being more ethical.
- Many businesses have joined Business Unity South Africa (BUSA) and the Ethics Institute of South Africa.
- Businesses also try to improve their corporate governance.
- Businesses are encouraged to comply with the King Code of Governance for South Africa.
- Corporate governance is the framework of rules and practices by which a Board of Directors ensures accountability, fairness and transparency in all company relationships.
- The King Code III emphasises the cultivation and promotion of an ethical corporate cultures.

Discuss the different PERSPECTIVES on ETHICS

- Ethics are not universal.
- Ethics differ according to culture, religion, socialisation and education.
- There is no absolute right or absolute wrong when it comes to ethics.
- Each society needs to decide by itself what is acceptable.
- Business is entitled to decide the kind of behaviour that it demands from its employees.
- This is where a code of ethics is useful.

TOPIC 4: CITIZENSHIP ROLES AND RESPONSIBILITIES







Explain/Discuss **REASONS** why businesses have to become involved in **SOCIAL PROGRAMMES**

- Expands the potential customer target market size.
- Incentivises customers to pay a premium price.
- Increases customer advocacy and loyalty in all markets.
- Is seen by customers as a competitive edge.
- Improves your team motivation and productivity.
- Improves employee retention and attracts better candidates.
- Provides governance flexibility and financial grant opportunities.
- Makes your business more attractive to investors.

Define the term **CITIZENSHIP**

- The state of being a **MEMBER** of a particular country and having **RIGHTS** because of it.

Outline the **RIGHTS** and **RESPONSIBILITIES** of **CITIZENS**

RIGHTS	RESPONSIBILITIES
EDUCATION 	<ul style="list-style-type: none"> • Attend school regularly, to learn and work hard. • Adhere to rules and conduct of the school.
SAFETY 	<ul style="list-style-type: none"> • Do not hurt, bully or intimidate others. • Solve any conflict in a peaceful manner.
EQUALITY 	<ul style="list-style-type: none"> • Treat every person equally and fairly. • Do not discriminate on the bases of race, religion and gender .
CITIZENSHIP 	<ul style="list-style-type: none"> • Obey the laws of the country. • Ensure others obey the laws.
FREEDOM OF THOUGHT 	<ul style="list-style-type: none"> • Respect the religions, beliefs and opinions of others.
LIFE 	<ul style="list-style-type: none"> • Protect and defend the lives of others. • Do not endanger the lives of others by carrying dangerous weapons, acting recklessly of disobeying the rules and laws of the country.

SOCIAL & ECONOMIC DEVELOPMENT:

Outline the **ROLES OF CITIZENS** and explain how businesses can contribute to the **SOCIAL & ECONOMIC DEVELOPMENT** of their communities.

- Every citizen has the responsibility to give back to the country in whatever way they can.
- South Africa is a country with great levels of inequalities, which manifest itself in:
 - High levels of poverty;
 - Low skill levels;
 - High levels of unemployment; and
 - High levels of crime.
- It is impossible for the government to solve all the problems facing the country on its own.
- Businesses and individuals have the responsibility to assist government in solving the problems the country faces.
- Most healthcare professionals in South Africa have to do compulsory community service the year before they register with their professional council. Example: doctors, nurses, vets, etc.
- Other professionals volunteer their service to those who cannot afford to pay their high fees, Example: lawyers do pro-bono work.
- Other individuals find a way to share their knowledge, skills and resources with others to contribute to the upliftment of the community.

Suggest/Recommend ROLES that the following INDIVIDUALS and INSTITUTIONS can play in the social and economic development of communities:

1. INDIVIDUAL BUSINESS PRACTITIONERS

- Businesses establish themselves within a community.
- They employ staff from that community.
- They sell the goods and services to that community.
- They derive their profit from the intimate relationship with the community.
- The business must therefore develop a good, solid relationship with the community.
- They must get involved with the development of the community so that the community has potential employees who are skilled and well-educated.
- This will increase the purchasing power of the community, thus ensuring the existence of the business.
- Some businesses take on a specific project and get the staff involved.
- Other businesses encourage their staff to get involved with projects of their choice.

2. CIVIL SOCIETY

- **Civil society** = Collective names given to all kinds of organisations and associations that are not part of government.
- Includes professions, interest groups, cultural groups, religious groups and voluntary organisations.
- Also includes Non-governmental organisations and Community based organisations:



2.1. NON-GOVERNMENTAL ORGANISATIONS (NGO's)

- Refers to groupings of people who have a common mission to meet a particular need in a community that the government is not meeting.
- NGOs are financed by donations by the community, from businesses, government, Lotto, Foreign businesses, and foreign governments.
- Examples of NGOs: Child-line, Family Life Centre, Cancer Association of South Africa, SPCA, Business Against Crime South Africa and many more.
- NGOs educate, develop, protect and care for the needy, helpless and marginalised people and animals.

2.2. COMMUNITY BASED ORGANISATIONS (CBO's)

- Refers to groups of people that provide social services at a local level.
- Volunteer-based and get very little government funding.
- Some CBOs serve the rights and interest of their own members.
- Other CBOs try to serve the interest of others in the community.
- CBOs are located within the communities that they serve and are run by members of the community.
- Many CBOs work in the areas of:
 - Human and legal rights;
 - HIV /Aids and other health issues;
 - Education;
 - Income generation.

Identify initiatives taken by businesses to address SOCIAL & ECONOMIC DEVELOPMENT from given scenarios / case studies etc.

	<ul style="list-style-type: none"> • This programme supports employees who want to volunteer in community-building efforts. • FirstRand matches the funding of the projects to any money donated by employees. • <u>Projects ranges:</u> <ul style="list-style-type: none"> ○ From supporting homes for the handicapped; ○ Promoting vegetable gardens; ○ Co-ordinating skills volunteers; ○ Supporting environmental and wildlife programmes
	<ul style="list-style-type: none"> • Involved in various social investment projects. • <u>Main focus is on:</u> <ul style="list-style-type: none"> ○ Education; ○ Skills development; ○ Enterprise and entrepreneurial development; ○ Health and social development.
	<ul style="list-style-type: none"> • Spends 1% of its profit before tax each year on Corporate Social Responsibility initiatives. • <u>Main focus is on:</u> <ul style="list-style-type: none"> ○ Health and wellness programmes; ○ Assist organisation dealing with HIV/Aids, TB and malaria; ○ Also has an employee community involvement programme where it matches funds raised by employees for community charities and programmes

Briefly explain/Discuss the IMPORTANCE of TEAM WORK

- Teamwork motivates unity in the workplace.
- Teamwork offers differing perspectives and feedback.
- Teamwork provides improved efficiency and productivity.
- Teamwork provides great learning opportunities.
- Teamwork promotes workplace synergy.

Outline/Mention/Name/Explain the STAGES OF TEAM DEVELOPMENT

FORMING STAGE:



- It is a comfortable stage to be in.
- At the formation stage, the team members do not have clarity on the purpose, goals and objectives of the team and the role they have to fulfill



- The team members are fighting for the roles they want to fulfill.
- Power struggles may occur for the position of team leader.
- Clarity is provided about the purpose, but many uncertainties remain.



- Individuals gather information and impressions about each other and the scope of the task and how to approach it.
- People focus on doing routines, such as team organization, e.g. who does what, when to meet, etc.

STORMING STAGE:



- Teams go through a period of discomfort / conflict after formation.
- Team members know each other and their true characters are now beginning to emerge.
- They now begin to express their thoughts, ideas and opinions and confront each other's ideas / perspectives.



- Tensions / struggles / arguments occur and upset the team members. There may be a power struggle for the position of team leader.
- Tensions will run high and team members will try to enforce their power and authority.



- Some teams are able to overcome the storm phase very quickly, but others may never succeed and therefore never succeed which results in the team failing.
- Successful handling of the stage will depend on the team leadership and the maturity and experience of the team members.



- This stage is necessary / important for the growth of the team.
- Some team members simply tolerate each other just to survive this stage.

NORMING STAGE:



- Team members agree and reach group consensus.
- Roles and responsibilities are clear and accepted.
- Processes / working style and respect develop among members.
- Team members have the ambition to work for the success of the team.



- Commit to the same goal and fall into certain decisions, even when they personally disagree with it.
- Individuals ' motivation has shifted from personal achievement to team performance.



- Conflict can occur, but commitment and unity are strong.
- Relationships stabilize at this stage.

PERFORMING STAGE:



- Team members are aware of the strategies and objectives of the team.
- They have leadership without interference from the leader.
- Processes and structures are set.
- Leaders delegate and oversee the processes and procedures.



- All members are now competent, autonomous and able to handle the decision-making process without supervision.
- Differences between members are appreciated and used to improve the team's performance.










TEAM DYNAMICS THEORIES

Briefly explain/Discuss the REASONS why businesses use TEAM DYNAMIC THEORIES.



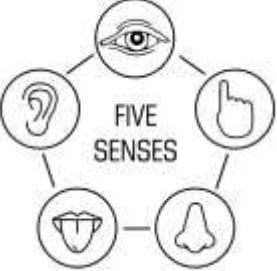





- Team dynamic theories explain how effective teams work/operate.
- Businesses are able to allocate tasks according to the roles of team members.
- Team members can maximise performance as tasks are allocated according to their abilities/skills/attributes/personalities.
- Team members with similar strengths may compete for team tasks/ responsibilities that best suit their abilities/competencies.
- Theories assist team leaders to understand the personality types of team members so that tasks are assigned more effectively.
- Conflict may be minimised when team members perform different roles.

Describe/Explain/Discuss the following team **DYNAMIC THEORIES**:









BELBIN ROLE THEORY

<p>NATURE</p>	<ul style="list-style-type: none"> • Success had more to do with the BEHAVIOUR of team members than to do with intellect or skill.
	<ul style="list-style-type: none"> • SHAPERS are people who challenge the team to improve. • They are dynamic and they enjoy stimulating others, questioning norms, and finding the best approaches for solving problems.
	<ul style="list-style-type: none"> • IMPLEMENTERS are the people who get things done. • They turn the team's ideas and concepts into practical actions and plans.
	<ul style="list-style-type: none"> • COMPLETER-FINISHERS are the people who see that projects are completed thoroughly. • They are very concerned with deadlines and will push the team to make sure the job is completed on time.
	<ul style="list-style-type: none"> • COORDINATORS are the ones who take on the traditional team-leader role and have also been referred to as the chairmen. • They guide the team to what they perceive are the objectives.
	<ul style="list-style-type: none"> • TEAM-WORKERS are people who provide support and make sure that people within the team are working together effectively. • These people fill the role of negotiators within the team and they are flexible, diplomatic and perceptive.
	<ul style="list-style-type: none"> • RESOURCE INVESTIGATORS are innovative and curious. • They explore available options, develop contacts, and negotiate for resources on behalf of the team.
	<ul style="list-style-type: none"> • THE PLANTER is the creative innovator who comes up with new ideas and approaches. • They thrive on praise but criticism is especially hard for them to deal with.
	<ul style="list-style-type: none"> • MONITOR-EVALUATORS are best at analyzing and evaluating ideas that other people (often Plants) come up with. • Monitor-Evaluators are critical thinkers and very strategic in their approach.
	<ul style="list-style-type: none"> • SPECIALISTS are people who have specialized knowledge that is needed to get the job done. • Their job within the team is to be an expert in the area, and they commit themselves fully to their field of expertise.

JUNGIAN THEORY

<p>NATURE</p>	<ul style="list-style-type: none"> • Jungian focussed on PERSONALITY TYPES. • According Charl Jung it is essential that team members know their own personality types and the personality types of the rest of the team. • According to Jung we are born with preferences to certain attitudes and functions. • Jung identified FOUR PAIR of <u>opposing</u> attitudes and functions. 		
	<p>EXTRAVERT</p> <p>Gebruik energie om by interaksie met mense en dinge betrokke te raak</p>	<p>INTROVERT</p> <p>Gebruik energie om gedagtes en idees te ontwikkel en uit te klaar</p>	
	<p>SENSING</p> <p>Hou daarvan om inligting te hanteer wat feitelik en definitief is</p>	<p>INTUITION</p> <p>Hou daarvan om met dinge of inligting te werk wat potensiaal van nuwe moontlikhede het</p>	
	<p>THINKING</p> <p>Neem besluite op grond van onpersoonlike logika of ontleding</p>	<p>FEELING</p> <p>Neem besluite op grond van wat jy glo inherent belangrik is</p>	
	<p>JUDGING</p> <p>Verkies 'n leefstyl wat gevestig en georganiseerd is</p>	<p>PERCEIVING</p> <p>Verkies 'n leefstyl wat vloeibaar en aanpasbaar is</p>	

MTR-i APPROACH

<p>NATURE</p>	<ul style="list-style-type: none"> • Defines team roles in terms of the contributions each member brings to the team. • AGT MTR-i team roles are identified:
	<p>COACHES</p> <ul style="list-style-type: none"> • Create a positive team atmosphere and reach consensus.
	<p>CRUSADERS</p> <ul style="list-style-type: none"> • Focus on the important issues.
	<p>EXPLORERS</p> <ul style="list-style-type: none"> • Explore new ideas and possibilities.
	<p>INNOVATORS</p> <ul style="list-style-type: none"> • Bring new and alternative perspectives.
	<p>SCULPTORS</p> <ul style="list-style-type: none"> • Get the team to work on urgent issues. • Use their experience.
	<p>CURATORS</p> <ul style="list-style-type: none"> • Produce a clearer picture and more in-depth knowledge.
	<p>CONDUCTORS</p> <ul style="list-style-type: none"> • Introduce a logical organisation into the way things are done.
	<p>SCIENTISTS</p> <ul style="list-style-type: none"> • Generate models to demonstrate how things work.

GROUP CONSENSUS

- Team discusses, identifies and defines the problem, situation or issue.
- List of alternative proposals are brainstormed, without rejecting any ideas.
- Participation is actively encouraged in an open forum.
- Proposals are discussed, changes made and priorities set.

- Test for consensus
- Some disagree, further discussion takes place and the proposal is modified.
- Proposal is modified to the extent that it satisfies the most possible team members.
- Group decides.
- Action is planned once consensus is achieved.
- Those not in agreement are encouraged to experiment with the decision for a set period, after which the team will res-assess the decision.
- If they do not agree to stand aside, the proposal is considered blocked and alternative solutions will have to be sought.

MARGERISON-MCCANN- PROFILES

NATURE	<ul style="list-style-type: none"> • Margerison-McCann Team Management Profile explains how people's <u>preferences</u> influence their approach to their jobs and performance as team members. • Eight roles are identified that different people prefer to take in a team. 	
R A	Reporter Adviser	<ul style="list-style-type: none"> • Helps other and is tolerant.
C I	Creator Innovator	<ul style="list-style-type: none"> • Thinks creatively and is imaginative and innovative.
E P	Explorer Promoter	<ul style="list-style-type: none"> • Connects with people outside and in the group.
D A	Developer Assessor	<ul style="list-style-type: none"> • Experiment with new ideas.
C P	Concluder Producer	<ul style="list-style-type: none"> • Likes completing things on time, on budget and to specification.
C I	Controller Inspector	<ul style="list-style-type: none"> • Likes working with detailed information.
U O	Upholder Maintainer	<ul style="list-style-type: none"> • Looks after the physical & social elements of the team.
T O	Thruster Organiser	<ul style="list-style-type: none"> • Makes things happen & is results oriented.

Compare the NATURE of the above-mentioned theories

THEORY	NATURE
Belbin role theory	Success had more to do with the <u>behaviour</u> of team members than to do with intellect or skill.
Jung's theory	Jungian focussed on <u>personality types</u> .
MTR-I approach	Defines team roles in terms of the <u>contributions</u> each member brings to the team
Group consensus	Based on <u>group participation</u> and all team members must <u>agree</u> .
Margerison-McCann profiles	Margerison-McCann Team Management Profile explains how people's <u>preferences</u> influence their approach to their jobs and performance as team members

TOPIC 6: CONFLICT MANAGEMENT

Define the term CONFLICT

Conflict refers to a clash of opinions / ideas / view points in the workplace. A disagreement between two or more parties in the workplace.

Identify and discuss causes of conflict from given scenarios / case studies.

Conflict can be caused by internal or external factors.

INTERNAL conflict is related to the <u>personalities and emotions of individuals</u> within the business and may include:	EXTERNAL factors that are NOT related to the personalities of the individuals involved:
1. Personality clashes or differences in backgrounds.	1. Poor management.
2. Ego problems & low self-esteem.	2. Unfair treatment at work eg. favoritism / nepotism.
3. Underlying stress & tension.	3. Unclear work roles.
4. Differences in values / levels of knowledge / skills / experience.	4. Increase in workload & unrealistic deadlines.
5. Misunderstandings during communication.	5. Poor communication between management and workers.
6. An actual or enduring breach of trust.	6. Inadequate training / provision of necessary resources.
7. Unresolved issues.	7. Poor working environment.
8. Lack of commitment leading to inability to reach pre-set targets.	8. Lack of equal opportunities.
9. Unhealthy competition can cause workers to lose focus on team targets.	9. Bullying and harassment.
10. Ignoring rules / procedures can lead to differences of opinion and conflict.	10. Change in management / leadership styles / environment / circumstances / methodology.

Discuss the following CONFLICT MANAGEMENT THEORIES:

TRADITIONAL theory

- Conflict is caused by trouble-makers.
- Conflict is bad.
- Conflict should be avoided or suppressed.

CONTEMPORARY theory

- Conflict is inevitable between human beings.
- Conflict is often beneficial.
- Conflict is the natural result of change.
- Conflict can and should be managed.
- Conflict situations often generate new ideas and change.

WHAT IS A WORKPLACE FORUM?

The Labor Relations Act has created workplace forums as a powerful tool for collective bargaining, especially in small businesses. A workplace forum ensures that workers gain control over decision-making that affects their working conditions. This creates room for direct communication with management.

To set up a workplace forum, there must be more than 100 employees in the employ of the employer. A trade union can apply to the Commission for Conciliation, Mediation and Arbitration (CCMA) to establish a workplace forum.

Outline/Mention/Explain/Discuss the FUNCTION of WORKPLACE FORUMS

- Promote the interest of all employees in the workplace.
- Promote efficiency in the workplace by means of co-operation.
- Be consulted by the employer and to participate in joint decisions-making about several issues.

Explain the DIFFERENCES between TRADE UNIONS and WORKPLACE FORUMS

WORKPLACE FORUM	TRADE UNION
<ul style="list-style-type: none">• Part of the workplace.	<ul style="list-style-type: none">• Legal entity, that can sue or be sued.
<ul style="list-style-type: none">• Does not deal with remuneration.	<ul style="list-style-type: none">• Negotiates salaries & wages.
<ul style="list-style-type: none">• Cannot organise a strike.	<ul style="list-style-type: none">• Can organise a strike.
<ul style="list-style-type: none">• Open to union and non-union members.	<ul style="list-style-type: none">• Open only to union members.