



Personnel Management N6 - ASS 2

Personnel Management n5 (Oxbridge Academy (South Africa))



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Module: Personnel Management N6

Assignment 2

Question 1

1.1 False

1.2 False

1.3 False

1.4 True

1.5 True

1.6 True

1.7 True

1.8 False

1.9 True

1.10 False

Question 2

2.1 B

2.2 D

2.3 D

2.4 A

2.5 A

Question 3

3.1 The difference between formal and informal groups are:-

Formal

Formal groups can be categorized according to how they interact. There are:

Interacting groups (working together) – here the work of one group is the input for another, e.g. the human resources departments employ people, and the finance department has to pay their salaries.

Co-acting groups (working at the same time) – the work carried out by one group does not influence the work of another group. For example, the work of machine operators is not influenced by the work done public relations officer and vice versa.

Counter-acting groups (working on opposite sides) – groups on opposite sides work together to resolve difference, e.g. management and labour unions.

Formal groups can also be categorized according to the reason of their existence.

- Groups based on the structure of the organization – e.g. the marketing department.
- Groups based on work flow – e.g. a manager dictates a report, a secretary types it, and filing clerk files it.

- Groups based on needs – e.g. where individuals from various parts of the organization organize a sports function. This is an informal group which operates within the formal structure.

Informal groups

Informal groups, although existing within the formal structure of an organization, ignore hierarchical levels, span of control and job content. Interaction within these groups crosses all formal lines and boundaries i.e. the informal group will not be formally determined by the organization.

Such informal networks exist so that individual employees may:

- Seek advice
- Share information
- Develop friendships
- Discuss common interests
- Meet their social needs

Informal groups can also be categorized according to how they interact.

There are:

Reference groups – where members have the same values and attitudes e.g. a religious group meeting for a prayer

Social groups – where members gather together for friendship and relaxation e.g. a soccer club. The individual members will usually have one or more common characteristics.

Interest groups – where members seek to affiliate with others who have a common interests. A united body can, for instance, be formed by a group of people who wish to have their salaries re-assessed.

Informal groups have an important impact on organizational effectiveness:

- Social interaction within these groups affects the behaviour and performance of individuals positively and negatively. The mood of these interacting groups can be a yardstick for management to know whether or not employees are happy, and to avert possible problems by paying attention to this mood.
- Informal groups tend to strengthen the norms and values of the members which has positive implications if aligned to the organization's value system but negative if not.
- Group members attain social satisfaction, status and security from informal groups. This is especially true in large organisations where the employees might feel that they are only numbers. The human need for friendship, support and security is therefore satisfied.
- Informal groups help supplement the lack of information from formal communication channels. The results of this so-called 'grapevine' The potential causes of conflict in Wynand's case would be:

3.1.1 A win-lose situation, where two parties pursue the same goal and only one party can win e.g two people apply for the senior post.

In relation – Ann also wants the senior post and seemingly does not voice/show her interest which could lead to built-up resentment towards Wynand.

- 3.1.2 Where two parties disagree on how to reach a goal e.g – an employee who feels overburdened at work and wants another person to be appointed to do some of the work, but the manager feels that the employee should simply work overtime to finish the task.

In relation – Should Wynand try to implement a new procedure on how to process customer's orders, saving time and money for the company - he might meet resistance from Leentjie and Zander whom are used to the old procedure.

- 3.1.3 Where senior employees abuse their authority over junior employees.

In relation – some senior employees might through their weight towards Wynand when he tries to implement new systems or procedures.

3.1.4 Where two parties have different perceptions i.e if finance staff consider themselves to be more important than the human resources staff.

In relation – Some sub-ordinates who have worked at the company longer than Wynand, might be apprehensive about accepting instructions from him.

3.1.5 When change is implemented and people feel threatened by it.

In relation – Though Wynand is regarded as an informal leader, he might be faced with difficult decisions and procedures that needs to be adhered to and this might create friction amongst his colleagues.

3.2 The five basic Conflict – resolution techniques that can be applied are: -

3.2.1 Accommodating - Organizing inter-group problem-solving sessions which are not confrontational. This will help the group to identify and

solve conflict. An effort must be made by each member to be committed and involved to work through the problems.

- 3.2.2 Compromising - Negotiating and bargaining in order to reach an agreement or compromise. All parties need to 'win' here by considering the other's situation, focusing on the problem and not on the person and keeping the entire process structured, positive, logical, objective and goal-oriented. An exchange of something valuable needs to be made in order for all parties to be satisfied.
- 3.2.3 Collaboration - Increasing communication to correct misunderstandings and develop positive intergroup feelings.
- 3.2.4 Avoiding - Reducing intergroup conflict by determining a common goal.
- 3.2.5 Compromising - Counselling employees who are often involved in conflict - using internal or external experts in the field. This approach is very slow and expensive but the results are not only a reduction in conflict in the workplace, but also a reduction of conflict in the personal life of the individual. This is the only technique that seeks to address the source of the conflict rather than the conflict situation.
- 3.2.6 Avoiding - Physically separating the conflicting parties by transfers in order to limit interaction between them.

3.3 I believe Wynand's relationship will change drastically when he becomes their supervisor. He will not only be in a more senior position but will be expected to follow through with the organization's policies and procedures diligently and successfully. There is specific steps that he can take in order to help him maintain good relations with his subordinates as well as not compromising his role as a supervisor. These steps include:

- Preparing and adjusting to managing people and displaying authority
 - First-time managers find it difficult to transition from being a colleague to a superior, all while maintaining positive personal relationships and gaining respect. New skills include [influencing others](#), managing, and coordinating employees who aren't in their direct line of authority.
- Developing managerial and personal effectiveness
 - First-time managers must learn to be leaders while still being productive employees. New skills include time management, stress management, relationship management, and industry-specific expertise.
- Leading towards team achievement
 - First-time managers must provide leadership and guidance to their team when directions and expectations are unclear. New skills include the ability to give directions to team members and

monitor the team's work to stay organized and meet deadlines, the ability to [build and lead a team](#), and the ability to maintain or enhance team chemistry.

- **Motivating others, while always keeping the end goal in sight.**
 - First-time managers must be able to motivate direct and non-direct reports. New skills include the ability to inspire their subordinates to complete assigned work, to encourage others to surpass expectations, to understand what motivates others, and to be able to motivate without monetary incentives.

- **Managing performance and accountability.**
 - First-time managers have to overcome discomfort with giving subordinates feedback about poor performance. New skills include holding subordinates accountable for their actions, and effectively dealing with employees who lack ability, knowledge, or experience.

- **Dealing with office politics conflict**
 - First-time managers must proactively and reactively resolve conflicts between group members, which some people can find very challenging. New skills include identifying and addressing

smaller issues before they turn into larger conflicts, mitigating conflict once it occurs, and dealing with confrontation or resistance from team members.

- **Communicating**
 - First-time managers must communicate with people across all levels in the organization, including team members, superiors, and peers in other departments. New skills include keeping lines of communication open, learning how to communicate to achieve the best outcome, and effectively communicating goals and expectations with subordinates and superiors. [Communication is one of the most important skills for leaders.](#)

- **Realizing all employees are different and unique and should be treated as such**
 - First-time managers must be able to effectively work with and lead employees who have different opinions, personalities, and skills or abilities. New skills include the ability to adapt their behavior based on the ways in which different people work and sensitivity when [leading multicultural teams.](#)

- **Taking criticism as constructive and try to improve one's leadership**
 - Understanding that as a manager you may not be proficient in everything and may fall short. When receiving constructive

criticism, allow yourself time to do introspection and identify what you can and cannot change for the betterment of your new role.

Question 4

4.1 The six characteristics of effective groups are:

1. The group has common goal or objective. Members of a group interact/communicate with one another to achieve the goal or objective.
2. Members of the group are aware of one another.
3. Members agree that they belong to the group.
4. The group functions as a system with inputs, throughputs and outputs.
5. The activities of the group are directed by guidelines or procedures to achieve group objectives.
6. The group handles conflict in a constructive way.

4.2 The seven reasons for group cohesion are:

- Goals are clearly specified and compatible with the needs of its individual members

- Goals are accomplished or, if failure is experienced, it is experienced by the group as a whole
- does not grow too fast or too large – groups are more than seven members start to lose cohesion
- has an effective leader
- resists attached from external sources together
- status is seen to be high by non-members
- does not get involved in internal competition between members
- members respect individual abilities and skills
- is physically isolated from other groups and individuals

Group cohesion are advantageous for:

- Groups set norms for the group as a whole and the behavior of the group therefore becomes predictable. If norms are broken, the group will discipline the guilty individual.
- Groups will act in a cohesive manner – ensuring consistent decisions.
- Groups will have more information and knowledge than individuals and will therefore be able to make more effective decisions than any individual.

- Acceptance – groups are more likely to accept something that all members have agreed to – reducing the threat of individuals resisting implementation.
- Co – operation – a group will work together to ensure that the organization achieves its goals.
- Groups will satisfy the affiliation needs, enhance the self – esteem, reduce feelings of insecurity and powerlessness of members.
- Variety – groups bring out a greater variety of opinions and approaches, and therefore will be in a positions to make more creative decisions.

4.3 The stages for group formation are:

Forming – each member is likely to have his or her own concerns, fears and aspirations. Some people will be looking to make friends rather than concentrating only on the task at hand.

Storming – where each member will ‘test to the waters’ to see who is in competition to be the leader. Conflict is likely to arise during this stage as the individual differences are manifested into behavior.

Norming – through countless debates, disagreements and discussions, the emergence of leadership qualities will come forth. When individuals start displaying leadership qualities, norming occurs where members start to behave according to certain ‘rules’ and impose these on everyone as an

expected 'norm' of group behaviour. A sense of 'this is the way things are done here' starts to become entrenched.

Performing – following the norming stage, which does have certain constraints, this stage allows for the 'group' to become a 'team'. It also allows for the organization's objectives to be reached and not just met.

Adjourning – this stage, which primarily focuses on teams with a project, means that there is a time that the project will reach completion and the group will no longer be needed.

Mourning – this stage allows for the team to bask in the glory of their achievement, and acknowledge each individual's contribution to the overall success of the project.

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Module: Personnel Management N6 – Assignment 1

Signed: _____