

Telematic Schools Project



2022 SUBJECT WORKBOOK Grade 12



BUSINESS STUDIES

A joint initiative between the Western Cape Education Department and Stellenbosch University.



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BROADCAST SESSIONS

GRADE 12

Below, find the topics and dates of the 2022 Business Studies Telematics Sessions

Session	Date	Time	Topic
1	20/04/2022	16h00-17h00	Management & leadership
2	21/07/2022	16h00-17h00	Investments: Insurance
3	23/08/2022	16h00-17h00	Team performance and Conflict management

SESSION 1: MANAGEMENT & LEADERSHIP

In Grade 10 you were introduced to the concept's "management" and "leadership". The main difference between leaders and managers is that leaders have people that follow them while managers have people who work for them. A successful business owner needs to be both a strong leader and manager to get their team on board to follow him towards their vision of success. Leadership is about getting people to understand and believe in your vision and to work with you to achieve your goals. Managing is more about administering and making sure the day-to-day things are happening as they should.



WHAT THE LEARNER MUST KNOW:

- Define/Elaborate on the meaning of management and leadership
- Differentiate/Distinguish between management and leadership.
- Outline the differences/Differentiate/Distinguish between the leadership styles:
- Discuss/Evaluate/Analyse the impact (including positives/advantages and/or negatives/disadvantages) of each leadership style.
- Suggest/Recommend situations in which each leadership style can be applied in the workplace.
- Discuss/Explain the theories of management and leadership
- Explain/Discuss the role of personal attitude in successful leadership.

1. TERMINOLOGY

Term	Definition
Leadership Styles	Refers to the different methodologies that leaders employ to provide direction and guidance to employees.
Democratic leadership style	Employees are part of the decision-making process.
Autocratic leadership style	Employees are not involved in the decision-making process
Laissez-faire leadership style	The leader allows employees that are experienced, reliable, and trustworthy to make decisions in pursuit of the organisation's goals.
Charismatic leadership style	The leader uses charisma and charm to influence employees.
Transactional leadership style	The leaders uses rewards and punishments as incentives to influence the behaviour of employees
Leadership theories	Guide leaders on the different leadership styles that could be adopted.
Transformational leadership theory	Best used during a period of drastic change in an organisation.
Situational leadership theory	The leadership style depends on the situation
Leaders and Followers	Followers follow the instructions of the leader.
Personal attitude	An individual's emotional, psychological, and physical responses to events that influence their achievements.



2.1 MEANING OF MANAGEMENT & LEADERSHIP

Leadership

Refers to the ability of an individual or a group of individuals to influence and guide followers or other members of an organisation.

Management:

Refers to the Planning, organising, leading and controlling to ensure the objectives of the business are achieved.



The terms management and leadership are often used interchangeably, as if they have the same meaning. This is, however, not the case. You must know the difference between the two concepts to broaden your understanding of this topic.

2.2 DIFFERENTIATE/DISTINGUISH BETWEEN MANAGEMENT AND LEADERSHIP

Leadership	Management
<ul style="list-style-type: none"> • Lead by inspiring and motivating employees • Provide guidance and direction to employees • Promotes creativity to improve productivity levels • Focus on vision and mission of the organisation • Focus on potential of employees • Influence the actions of employees • Creative/Innovative when dealing with challenges • People Orientated, thus putting employees first 	<ul style="list-style-type: none"> • Manage processes by using his/her authority • Instructional in his approach when dealing with employees • Follow the plans to reach targets. • Focus on organisation targets • Focus on the processes involved in the production process • Control the actions of employees • Administer plans as set out by top-management • Task orientated, ensuring the job gets done



You could be asked to differentiate/distinguish between management and leadership. This question is best answered by drawing a table and **contrasting** the differences.

You should be able to identify the leadership styles from given scenarios/case studies and motivate answers.



3. LEADERSHIP STYLES

Democratic	Autocratic	Laissez-faire	Charismatic	Transactional
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3.1 MEANING OF LEADERSHIP STYLES

Democratic	Autocratic
A democratic leader involves employees in the decision-making process. This leadership style is also called the participatory leadership style.	An autocratic leader does not involve employees in the decision-making process. Employees are told what to do and must implement the decisions of the leader without questioning his decisions.
Laissez-faire	Charismatic
A laissez-faire/free reign leader delegates decision-making to employees that he/she trusts. The leader separates him/herself from the decision-making process and allows employees to make decisions in the best interest of the organisation.	A charismatic leader uses his/her personality and charm to influence the behaviour and actions of employees. Employees are inspired by the energy and keenness of the charismatic leader.
Transactional	A transactional leader uses rewards and punishments to drive employees towards business goals and targets. The transaction leaders focus on the results/performance of employees to measure their effectiveness in terms of the goals of the organisation.

4. SITUATIONS IN WHICH LEADERSHIP STYLES MAY BE APPLIED

Democratic	Autocratic
<ul style="list-style-type: none"> The leader knows his/her limitations and is open to new ideas. Employees are experienced/ experts in their chosen fields of occupation. 	<ul style="list-style-type: none"> If a crisis arises that requires immediate action on the part of the leader. In the event of an emergency occurring that requires the leader to act immediately
Laissez-faire	Charismatic
<ul style="list-style-type: none"> The leader is busy with important aspects of the business and delegation of duties may improve the efficiency of the organisation. Employees are experienced in their chosen field, are trusted to make decisions. 	<ul style="list-style-type: none"> Organisation wants to implement changes and uses the leader to get the support of employees. Confidence levels of employees are low; and employees need to be inspired
Transactional	<ul style="list-style-type: none"> The leader wants employees to exceed target levels. The leader wants employees to adhere to deadlines that are shorter than the normal period required to perform such tasks.



5. IMPACT OF LEADERSHIP STYLES

	Advantages	Disadvantages
Democratic	<ul style="list-style-type: none"> The leaders do not have to rely on his/her own knowledge to solve complex problems. Employees feel motivated, resulting in increased productivity levels. Regular communications between leaders and employees, leads to improved decision making. 	<ul style="list-style-type: none"> Input from inexperienced employees could lead to decisions that's not in the best interest of the organisation. Leader may not be in the position to take decisions immediately, because key employees are unable to attend the meeting. The reliability of feedback provided by some employees may not be accurate.
Autocratic	<ul style="list-style-type: none"> The leader can take quick decisions, without consulting employees. Strict monitoring of production processes by the leader ensures quality products and services Clear direction from the leader, provides certainty to new employees 	<ul style="list-style-type: none"> Tension could arise between the leaders and employees, if there are disagreements on strategies Employees could become frustrated if their inputs are not considered The organisation could lose out on innovative ideas from employees
	Advantages	Disadvantages
Laissez-faire	<ul style="list-style-type: none"> Employees are trusted and given the responsibility of making decisions in areas of their own expertise Motivation levels of employees increases, because the leader recognizes their abilities to make decisions Employees experience personal growth as they are allowed to make decisions on their own 	<ul style="list-style-type: none"> The uncertainty regarding clear decision making could be influence the morale of employees negatively Employees may find it difficult to get fellow members to meet deadlines, which may impact negatively on deadlines being met. Productivity levels may decrease if the employees lack the skills necessary to make the right decisions
Charismatic	<ul style="list-style-type: none"> Leader communicates the goals of the organisation in a clear manner, that inspire confidence amongst employees Employees are inspired by the passion of the charismatic leader. Employees are motivated to exceed their own expectations and overcome their own fears 	<ul style="list-style-type: none"> Leader may promote his own personal interest, instead of leading for the benefit of the organisation. Employees rely on the leader to improve their moral levels. The organisation may be over-reliant on the presence of the leader, which could harm the organisation if the leader should leave the organisation.



5. IMPACT OF LEADERSHIP STYLES

	Advantages	Disadvantages
Transactional	<ul style="list-style-type: none"> Linking rewards to targets encourages workers to work effectively Employees are given targets and that they know the targets they need to work towards. Employees are aware of the punishment, should targets not be met. 	<ul style="list-style-type: none"> Employees may feel demoralised if they're punished for not meeting targets. Leader may need to monitor the performance of employees to ensure that targets are met The health of employees could be negatively affected by increased stress levels in pursuit of targets by employees.



When you are required to answer questions on the impact you could either provide only the advantages (positives); only disadvantages (negatives)/ or sufficient facts that cover both the advantages (positives) and disadvantages (negatives).

6. LEADERSHIP THEORIES

Transformational / Transitional	Situational	Leaders & Followers
Transformational / Transitional		
<ul style="list-style-type: none"> This leadership theory would be adopted by the leader during a period in which the organisation is experiencing radical changes. The leader may use his communication skills with employees to convince employees to accept the changes that are planned in the organisation. Employees in turn admire the leader and trust the leaders' judgement regarding the planned changes within the organisation. Strategic thinking leaders use this leadership theory to convince employees to accept the long-term vision of the organisation. Leaders have strong and charismatic personalities, that they use to increase the productivity levels of workers. 		



The terms transformational and transitional are used interchangeable, as both refer to periods of change within an organisation /society.



6. LEADERSHIP THEORIES

Situational

- Leaders are required to manage employees under different conditions and different character traits are required to deal with each situation within the workplace.
- A different leadership style would be adopted by the leader, based on the prevailing circumstances at a particular time.
- Effective leaders may adopt the leadership style that will ensure that the goals of the organisation are achieved.
- The relationship between the leader and the employees are based on value of trust.

Leaders & Followers

- The relationship between the leader and employees has a major impact on the goals that the organisation has set out to achieve.
- Employees, as followers of the leader, follow the instructions of the leader and collectively work towards the organisation's goals.
- Leaders allow followers to be creative and encourage them to explore alternative methods to increase productivity.
- Leaders lead by example and provide incentives for positive behaviours.
- Followers take responsibility for goals not achieved.



You must be able to identify the above-mentioned leadership theories from given scenarios/case studies/statements.

7. PERSONAL ATTITUDE IN SUCCESSFUL LEADERSHIP

- Exceptional leaders will ensure that the environment at work is filled with a positive attitude starting with him/her.
- A positive attitude from the leader may have a positive effect on the employees, resulting in increased levels of motivation.
- A negative attitude from the leader may have a converse effect on employees.
- Employees must see the type of behaviour they are required to adopt and display at the workplace displayed by the leader.
- Successful leaders allocate responsibilities to employees based on the knowledge of the employees



You must be able to identify the role of personal attitude in successful leadership from given scenarios and/case studies



SESSION 1: MANAGEMENT & LEADERSHIP



WORKSHEET

TOPIC:

Answer the THREE questions and write the correct answers on the right hand side of the page

You should be able to complete the THREE question within 10 minutes

Question 01

Indicate which of the following statements refer to leadership or management

- 1.1 Lead by inspiring and motivating employees.
- 1.2. Focus on the processes involved in the production process
- 1.3 Focus on potential of employees

Answer 01

1.1 _____

1.2 _____

1.3 _____

Question 02

Indicate the leadership style or theory referred to in the statements below:

- 2.1 Leader uses his personality and charm to influence the behaviour
- 2.2 Leader involves employees in the decision-making process
- 2.3 Adopted by the leader during a period in which the organisation would experience radical change

Answer 02

2.1 _____

2.2 _____

2.3 _____

Question 03

Indicate the leadership styles in which the following situations could be applied

- 3.1 The business appointed new employees that could benefit from this type of leadership style.
- 3.2 Confidence levels of employees are low, and employees need to be inspired.
- 3.3 Teamwork is promoted and the inputs of employees are valued

Answer 03

3.1 _____

3.2 _____

3.3 _____



ACTIVITY 1

TOPIC: MANAGEMENT & LEADERSHIP

Section C - Essay type question

Democratic and autocratic leadership are two traditional leadership styles. The preferred leadership style has an impact on the business. Leadership theories guide leaders on the different leadership styles that could be adopted. There are certain situations when charismatic and transactional leadership styles can be applied in the workplace.

Write an essay on management and leadership in which you include the following aspects:

- Outline the differences between democratic and autocratic leadership.
- Evaluate the impact of the laissez faire leadership style.
- Discuss the following leadership theories.
 - Transformational
 - Situational
- Recommend situations in which the charismatic and transactional leadership styles can be applied in the workplace.

[40]

TRY AND LEARN

ACTIVITY 1

In your Controlled Test and Examinations, you will be required to answer ONE essay type question of 40 marks. You must be able to complete the answer of the essay within 30 minutes.

Please note the following regarding an essay in Business Studies:

Your essay consist of:

- ❖ Introduction
- ❖ Body
- ❖ Conclusion

Introduction:

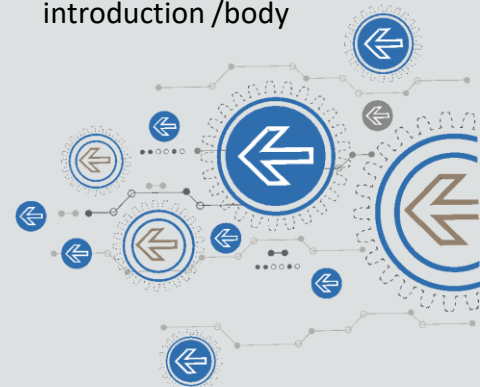
- Start with the word 'Introduction' as a heading.
- Your opening statements must be linked to the bulleted questions.

Body:

- Don't write the word 'Body' as a heading.
- Use information in the questions below the scenario as headings in the body.

Conclusion

- Write the word 'Conclusion' as a heading.
- End your essay with ONE meaningful fact – not repeating what was said in the introduction /body





SESSION 2: INVESTMENT INSURANCE

The introduction of insurance into the business world was necessary because of the various risks that assets of individuals and businesses were exposed to. The value of insurance for businesses and individuals is indispensable in the modern economy.

WHAT THE LEARNERS MUST KNOW

- Explain/Elaborate on the meaning of compulsory and non-compulsory insurance
- Explain the differences between over and under insurance
- Differentiate/Distinguish between insurance and assurance. Give examples.
- Name/Give examples of short term and long-term insurance.
- Name/Explain/ Discuss the principles of insurance
- Apply the average clause to calculate the compensation in the case of under-insurance.
- Explain/Discuss the advantages/importance of insurance.
- Explain the meaning of insurable and non-insurable risks.
- Outline/Give examples of insurable and non-insurable risks
- Discuss/Explain types of compulsory insurance e.g. UIF; RAF/RABS and COIDA
- Explain the types of benefits paid out by the UIF.

1. TERMINOLOGY

Term	Definition
Insurance	Agreement between insured and insurer in which the insurer agrees to compensate the insured in the event of a specified loss, in exchange for a premium
Compulsory insurance	Insurance required by law
Non-compulsory insurance:	Optional insurance against specified losses that may or may not occur.
Under-insurance	Individual or business insures assets or possessions for an amount of money that is less than the market value of the assets or possessions
Over-insurance	Individual or business insures assets or possessions for an amount of money that is more than the market value of the assets or possessions.
Risk:	The possibility that losses/damages/injury may occur.
Premium	The amount of money that the insured must pay to the insurer.
Average clause	Applies to assets/items that are under insured
Reinstatement	Damages to items/assets will be compensated by repairing/replacing the item instead of making a cash payment to the insured
Excess	Excess is the amount the that the insured agrees to pay should they claim for losses/damages



2. MEANING OF COMPULSORY & NON-COMPULSORY INSURANCE

Compulsory insurance	Non-compulsory insurance
<ul style="list-style-type: none"> • Compulsory insurance refers to insurance that individuals/ businesses are compelled to take out. • Individuals/Businesses are legally obliged to insure against certain risks that may or may not occur. 	<ul style="list-style-type: none"> • Refers to insurance where the insured has the option of insuring against certain risks that may or may not occur. • The decision to insure an asset/risk, lies solely with the insurer and is not influenced by the government.

3. INSURANCE VS ASSURANCE

Insurance	Assurance
<ul style="list-style-type: none"> • Based on the principle of indemnity • The insured transfers the cost of potential loss to the insurer at a premium. • It covers a specified event that may occur. • Applicable to short-term insurance. 	<ul style="list-style-type: none"> • Based on the principle of security/ certainty. • The insurer undertakes to pay an agreed sum of money after a certain period has expired • Specified event is a certainty, but the time of the event is uncertain • Applicable to long-term insurance
<p>Examples:</p> <ul style="list-style-type: none"> ○ Property insurance ○ Cash in transit ○ Theft ○ Burglary ○ Fire 	<p>Examples:</p> <ul style="list-style-type: none"> ○ Life insurance ○ Endowment policy ○ Retirement annuities



Ensure that you can differentiate between insurance and assurance. Insurance is a term that describes short term insurance agreements. Whereas assurance refers to long term insurance agreements.



4. EXAMPLES OF SHORT TERM AND LONG-TERM INSURANCE.

Short-term insurance	Long-term insurance
<ul style="list-style-type: none"> • Property insurance • Money in transit • Theft • Burglary • Fire 	<ul style="list-style-type: none"> • Endowment policy • Life cover policy/Life insurance • Retirement annuity/Pension fund/ Provident fund • Funeral insurance • Health insurance/Medical insurance

5. PRINCIPLES OF INSURANCE

Principles	Assurance
Indemnification	<ul style="list-style-type: none"> • Applies to short term insurance, as the insured is compensated for specified loss. • Protects the insured against the specified event that may occur • The insured must be placed in the same position as before the occurrence of the loss/damage
Certainty/Security	<ul style="list-style-type: none"> • Applies to long-term insurance where the insurer undertakes to pay out an agreed upon amount in the event of loss of life. • A predetermined amount will be paid out when the insured reaches a predetermined age/or gets injured due to a predetermined event. • Aims to provide financial security to the insured at retirement/the dependents of the deceased.
Utmost good faith	<ul style="list-style-type: none"> • Insured has to be honest in supplying details when entering in an insurance contract. • Both parties/insurer and insured must disclose all relevant facts. • Insured must disclose everything that may affect the extent of the risk
Insurable risk	<ul style="list-style-type: none"> • Insured must prove that he/she will suffer a financial loss if the insured object is damaged • An insurable interest must be expressed in financial terms. • Insured must have a legal relationship with the insured object in the contract.



Do not confuse insurable interest with insurable risk.



6. APPLICATION OF THE AVERAGE CLAUSE

- The insured amount is divided by the market value of the insured item and multiplied by the total value/amount of the damages/loss.
- Insurance companies apply the following formula to determine the amount to be paid out to the insured in the event of a claim when under-insured

FORMULA: (Amount insured ÷ Market value) x damages

$\frac{\text{Amount insured}}{\text{Value of insured item}} \times \text{Amount of damages/loss}$



The average clause applies when assets/possessions are under-insured.

7. IMPORTANCE OF INSURANCE

- Transfers the risk from the business/insured to an insurance company/insurer.
- Transfer of risk is subject to the terms and conditions of the insurance contract.
- Protects businesses against dishonest employees.
- Protects businesses against losses due to death of a debtor.
- Protects the business against theft/loss of stock and/or damages caused by natural disasters such as floods and storm damage.
- Protects businesses from claims made by members of the public for damages that the business is responsible for.
- Businesses will be compensated for insurable losses, for example, destruction of property through fire.
- Businesses assets need to be insured against damage and/or theft.

8. INSURABLE RISK VS NON-INSURABLE RISK

Insurable Risk	Non-insurable risk
<ul style="list-style-type: none"> • These risks are insured by insurance companies. • Insurance companies decide on the likelihood of an event and then decide if they want to insure the risk. 	<ul style="list-style-type: none"> • These risks are not insured by insurance companies as insurance cost/risks are to high/remains the responsibility of the business. • The insurance company cannot calculate the profitability of the risk and therefore they cannot work out a premium that the business must pay.
<p>Examples: theft; fidelity insurance; burglary, money in transit, fire</p>	<p>Examples: losses/damages incurred as a result of a war; fluctuations in fashion and trends, new inventions were created by the improvement in technology.</p>



9. COMPULSORY INSURANCE

<p>Unemployment Insurance Fund [UIF]</p>	<ul style="list-style-type: none"> • The Unemployment Insurance Fund (UIF) was established to assist employees with financial aid should they become unemployed due to termination of the employment contract by the employer. • The UIF provided financial assistance for a limited period to the dependents of a deceased employee who was registered with the UIF. • The employer is required to register their employees with the UIF and to pay the levy of 2% of the employee’s salary/remuneration to SARS every month. • The employee contributes 1% of his/her salary/remuneration towards the UIF. • The employer contributes an additional 1% of the employee’s salary towards the UIF fund. • Employees must work at least 24 hours a month before they are required to contribute towards the UIF fund.
<p>COIDA</p>	<ul style="list-style-type: none"> • The Compensation for Occupational Injuries and Diseases Act covers occupational diseases and injuries sustained by employees during the performance of their official duties. • COIDA makes provision for the compensation of employees who sustain injuries/diseases at work. • All employers are compelled to register with the Compensation Fund so that employees may be compensated for accidents and diseases sustained in the workplace. • Employers are required to report all accidents within seven days and occupational diseases within fourteen days to the Compensation Commissioner. • The levy paid to the Compensation Fund is the responsibility of the employer.
<p>RAF/RABS</p>	<ul style="list-style-type: none"> • The RAF/RABS is responsible for providing appropriate cover to all road users within the borders of South Africa. • The Fund compensates a person in accordance with the RAF/RABS Act for loss or damage wrongfully caused by driving a motor vehicle. • The RAF/RABS provides a social security safety net to the country and economy by making available compulsory social insurance cover to all South African road users. • The RAF/RABS indemnifies the wrongdoer from liability to any victim of a car accident.



You should be able to identify types of compulsory insurance from given scenarios/statements.

Keep abreast of the changes in legislation from time to time, for example, the RAF is changing to the RABS (Road Accident Benefit Scheme).



SESSION 2: INVESTMENT - INSURANCE



WORKSHEET

TOPIC:

Answer the THREE questions and write the correct answer on the right hand side of the page

You should be able to complete the THREE question within 10 minutes

Question 01

Indicate the type of insurance each of the statements below refer to:

- 1.1 Insurance that individuals/businesses are compelled to take out.
- 1.2. The insured has the option of insuring against certain risks that may or may not occur.

Answer 01

1.1 _____

1.2 _____

Question 02

Indicate the principle of insurance each of statements below refer to:

- 2.1 The insured is compensated for specified loss.
- 2.2 Insured must prove that he/she will suffer a financial loss if the insured object is damaged
- 2.3 Both parties/insurer and insured must disclose all relevant facts

Answer 02

2.1 _____

2.2 _____

2.3 _____

Question 03

Indicate the type of compulsory insurance referred to in each of the statements below:

- 3.1 Assist employees with financial aid should they become unemployed due to termination of the employment contract by the employer.
- 3.2 Provides appropriate cover to all road users within the borders of South Africa.
- 3.3 Covers occupational diseases and injuries sustained by employees during the performance of their official duties.

Answer 03

3.1 _____

3.2 _____

3.3 _____



ACTIVITY 1

TOPIC: INVESTMENT - INSURANCE

Section B – Indirect type question

1. Read the scenario below and answer the questions that follow:

Peter owns a thatched house valued at R 1 000 000. He insured his house with Pro-Cover Insurers for R 800 000. A fire in the kitchen caused damages of R 30 000.

- 1.1 Calculate the amount that Pro-Cover Insurers will pay Peter to cover damages. Show ALL calculations.

- 1.2 Explain to Peter the reason why he did not qualify for the full amount of damages sustained.

2. Complete the following statements regarding the importance of insurance

TRY AND LEARN

ACTIVITY 1

Use the average cause formula to calculate the amount that will be paid to Peter

Question 1 and 2 should be completed in 15 minutes

	Statements	Answers
1	Transfers the ... from the business/insured to an insurance company /insurer	
2	Transfer of risk is subject to the terms and conditions of the insurance ...	
3	Protects businesses against ... employees	
4	Protects businesses against losses due to ... of a debtor.	
5	Protects the business against theft/loss of stock and/or damages caused by natural ... such as floods and storm damage.	
6	Protects businesses from ... made by members of the public for damages that the business is responsible for.	
7	Businesses will be ... for insurable losses, for example, destruction of property through fire	
8	Businesses ... need to be insured against damage and/or theft	



SESSION 3: TEAM PERFORMANCE AND CONFLICT MANAGEMENT

In Grade 10 you were introduced to the concept of teamwork. The advantages of team-work for a business were outlined and the factors influencing team relationships were explained. You were required to recommend ways in which businesses can address factors that influence team relationships. The criteria for successful team performance were outlined. In Grade 11 the importance of a team was expanded on. The four stages of team development were outlined to you.

WHAT THE LEARNER MUST KNOW

- Outline/Explain/Discuss the criteria for successful team performance
- Outline/Explain/Discuss the characteristics of successful team performance.
- Explain/Describe/Discuss the stages of team development.
- Describe/Explain/Discuss/Elaborate on the importance of team dynamic theories in improving team performance
- Outline/Explain/Describe/Discuss causes of conflict in the workplace.
- Identify causes of conflict from given scenarios/statements
- Explain/Advise businesses on how they should handle conflict in the workplace (Conflict resolution steps/technique
- Differentiate between grievance and conflict.
- Explain/Discuss the correct procedures to deal with grievances in the workplace.
- Suggest/Recommend different ways in which businesses can deal with the difficult people/personalities in the workplace.
- Explain/Suggest different ways in which businesses can deal with difficult employees in the workplace



1. TERMINOLOGY

Term	Definition
Conflict	Disagreement between two or more employees.
Grievance	Complaint by an employee against the employer or a fellow employee.
Forming	Stage of development during which team members meet one another.
Storming	Stage of development during which team members oppose one another.
Norming	Stage of development during which team members work in harmony with one another
Performing	Team members demonstrate competence on their own and provide valuable input in decision making.
Adjourning	Stage of development in which the project has ended
Team work	The willingness of a group of people to work together in pursuit of a common goal.
Cooperation / Collaboration	the process of working together to achieve similar goals.
Interpersonal attitude	Attitude towards one another in group

2. CRITERIA FOR SUCCESSFUL TEAM PERFORMANCE

Interpersonal attitudes and behaviour	<ul style="list-style-type: none"> • Team members encourage one another in pursuit of the goals of the team. • By supporting one another, individual members experience job satisfaction which may lead to improved productivity. • Team members work together passionately to achieve a common goal.
Shared values/ Mutual trust and support	<ul style="list-style-type: none"> • Team members respect/trust one another despite differences that may exist among the team. • The experiences of other team members are acknowledged.



2. CRITERIA FOR SUCCESSFUL TEAM PERFORMANCE

<p>Communication</p>	<ul style="list-style-type: none"> • The role/s of every team member is set out in the procedures that the team must adhere to. • Speedy decisions are made if communication amongst team members is clear. • Constructive feedback leads to better decision-making at the next opportunity.
<p>Co-operation/ Collaboration</p>	<ul style="list-style-type: none"> • Each team member knows exactly what they are expected to do because the goals are clear. • Team members are willing to work with one another in pursuit of the goals of the team. • Decision-making is a collaborative effort between all team members and supervisors.



The criteria for successful teams serve as a guideline on how teams should interact with each other when working on a project.

3. CHARACTERISTICS OF SUCCESSFUL TEAMS

- Successful teams share a common goal as team members are part of the process of setting goals for the group.
- There is a climate of respect/trust and honesty.
- Share a set of team values and implement group decisions.
- Successful teams have sound intra-team relations.
- Teams value the contributions of individual members and reach consensus on differences.



The characteristics of a successful team must not be confused with the criteria for a successful team.

4. STAGES OF TEAM DEVELOPMENT

Forming	Storming	Norming	Performing	Adjourning
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You should be able to identify the stages of team development from given scenarios/statements OR Provide a detailed explanation of EACH stage of team development.



5. IMPORTANCE OF TEAM DYNAMIC THEORIES IN IMPROVING TEAM PERFORMANCE

- Team dynamic theories are used to explain the effectiveness and importance of teamwork.
- Tasks are allocated to team members consistent with the role the team member performs within the team.
- The skills of the team member determines the role that will be allocated to him/her.
- Individuals are given the chance to perform optimally within the team, given the roles allocated to them.
- Individuals within the team with similar skills/talents/experience may compete for certain responsibilities/duties.

6. CAUSES OF CONFLICT

Differences in background	Ignoring procedures	Lack of cooperation	Personality differences
Lack of recognition	Unfair workloads	Unrealistic deadlines	Lack of proper communication

7. GRIEVANCE AND CONFLICT

Grievance	Conflict
When an employee has a problem/complaint in the workplace	Clash of opinions in the workplace.
It is when an individual/group has a work-related issue	Disagreement between two or more parties in the workplace
Examples: Discrimination, unfair treatment, poor working conditions	Examples: A lack of trust/miscommunication/personality clashes/different values



A grievance is lodged by ONE person and it is more formal than conflict, whereas conflict exists between two or more people.

8. CONFLICT RESOLUTION TECHNIQUES/STEPS

1. Acknowledge that conflict exist	4. Arrange a time and place for conflicting employees to meet	7. Allow each employee to express his/her views
2. Determine the cause of the conflict	5. Invite conflicting employees to a joint meeting	8. Encourage conflicting employees to accept that their views are different
3. Invite conflicting employees to state their views separately	6. Explain the purpose of the purpose of the meeting	9. Evaluate the views expressed and make an objective decision



9. STRATEGIES TO DEAL WITH DIFFICULT PERSONALITIES

Complainer	<ul style="list-style-type: none"> Listen to the complaints but don't acknowledge them by nodding your head. Interrupt the complainer after awhile and proceed with strategies to deal with the issues raised
Indecisiveness	<ul style="list-style-type: none"> Suggest alternative approaches and guide the employee through the alternatives Highlight the importance of decision making and the consequences of delaying thereof
Over-agree	<ul style="list-style-type: none"> Be firm with the employee and don't allow him/her to let them make promises that they cannot keep. Monitor the progress of duties assigned to the employee.
Negativity	<ul style="list-style-type: none"> Listen to the employee, but do not agree with him/her Allow the employee to express his/her views, but do not own their negativity
Expert	<ul style="list-style-type: none"> Listen to the employee, but let him/her know that you are in control of the situation Let him/her know that you value their inputs, but that you'll also consider other alternatives
Quiet	<ul style="list-style-type: none"> Give the employee sufficient time to express his/her views on the issues Do not use the delay in responding by the employee to express your views Affirm the employee, but acknowledging the inputs provided
Aggressive	<ul style="list-style-type: none"> Provide the employee with sufficient time to express himself/herself. Refrain from attacking their views, that will draw you into a confrontation with him/her Protect other employees from being intimidated by the employee



You should be able to identify/name the different personalities from given scenarios/statements.

10. WAYS OF DEALING WITH DIFFICULT EMPLOYEES

- Arrange a private meeting with the difficult employee, to avoid being distracted whilst dealing with the issues.
- State clearly the purpose of the meeting to ease any fear that the employee may have.
- Be specific about the behaviour of the employee that's deemed to be unacceptable.
- Provide the difficult employee with an opportunity to explain his side of the unacceptable behaviour.
- Determine a deadline by which the behaviour of the difficult employee must improve.
- A conversation must be held with the difficult employee regarding the deadline and the monitoring of progress of the behaviour prior to the deadline
- Provide the difficult employee with guidelines for improvement of his/her behaviour
- Assist the difficult employee about being realistic about changes in his behaviour



SESSION 3: TEAM PERFORMANCE & CONFLICT MANAGEMENT



WORKSHEET

TOPIC:

Answer the THREE questions and write the correct answer on the right hand side of the page

You should be able to complete the THREE question within 10 minutes

Question 01

1.1 List FOUR criteria for successful teams.

Answer 01

- 1.1 _____
- 1.2 _____
- 1.3 _____
- 1.4 _____

Question 02

Indicate which of the following statements refers to a grievance or conflict

- 2.1 When an employee is unhappy/ has a problem/complaint in the workplace
- 2.2 Disagreement between two or more parties in the workplace
- 2.3 It is when an individual/group has a work-related issue

Answer 02

- 2.1 _____
- 2.2 _____
- 2.3 _____

Question 03

3.1 State FOUR causes of conflict in the workplace

Answer 03

- 3.1 _____
- 3.2 _____
- 3.3 _____
- 3.4 _____



ACTIVITY

**TOPIC: TEAM PERFORMANCE & CONFLICT
MANAGEMENT****Section B – Indirect type question**

1. Read the scenario below and answer the questions that follow:

BOBBY BUILDERS (BB)

Bobby Builders (BB) specialises in building projects. The manager at Bobby Builders and the building supervisor finds it difficult to agree with each other which has caused a lot of conflict.

- 1.1 Identify the cause of conflict at BB. Motivate your answer by quoting from the scenario above.

(3)

- 3.2 Discuss how businesses should handle conflict in the workplace.

(6)

2. **Essay Type question**

Teamwork plays an important role in achieving business goals and objectives. Businesses spend large amounts of money and time on team building exercises and projects. Teams may consist of people from diverse backgrounds which may sometimes cause conflict.

Write an essay on team performance and in which you include the following aspects

- Outline THREE criteria for successful team performance.
- Explain the different stages of team development
- Describe the causes of conflict that may arise in the workplace.
- Advise businesses on the steps to be applied when resolving conflict in a team.

TRY AND LEARN**ACTIVITY 1**

Question 1 and 2 should be completed in 40 minutes

Please note the following regarding an essay in Business Studies:

Your essay consist of:

- ❖ Introduction
- ❖ Body
- ❖ Conclusion

