

Department of Commerce (CA)

CLASS : II M.Com. (CA)

Semester : 4

Human Resource Management (ISMCC 43E)

UNIT 5

organisation conflict - Conflicts in
organisational behaviours - Individual
aspects of conflict - Organisational conflicts -
Management of conflict - Leadership - Leadership
styles - Qualities of a leader

Reference Book

Human Resource Management

Dr. C.D. Balaji

Prepared by

Dr. T. KALPANA

Associate Professor & Head

Department of Commerce (CA)

Mob. No - 9994735702

Organisation ConflictMeaning

Individuals may have a difference of opinion on selection of a particular course of action that will lead to disagreement and often result in the conflict.

Characteristics

1. Disagreement
2. Natural occurrence
3. Process
4. Variety of reasons
5. Expression
6. Different levels
7. Nature of Conflict
8. Conflict resolution
9. Desirability
10. Objective

Merits

1. It may motivate innovation and creativity
2. It can encourage change in the organisation
3. It can contribute to better performance
4. It can improve the decision making process
5. It helps to generate alternative solutions
6. It can serve as an outlet
7. It helps in better understanding
8. It encourages better communication

9. It helps in understanding others' views
10. It creates better understanding among members
11. Successful resolution of conflicts increases trust, openness and loyalty among members

Demerits

1. Conflicts may cause dissatisfaction in work
2. Conflicts may lead to increased stress
3. It may create a climate of distrust in the organisation
4. It might increase resistance to change
5. Poor relationships at the workplace
6. Employees may suffer from burnout
7. Conflicts affect the loyalty
8. Conflicts have a negative impact on productivity
9. Conflicts have a negative impact on productivity and quality of services
10. Affects team spirit and results in non-co-operative attitude.

Levels of conflicts

1. Intra personal Conflict
2. Inter personal Conflict
3. Intra group Conflict
4. Inter group Conflict

Process of Conflict.

1. Latent Conflict
2. Perceived Conflict
3. Felt Conflict
4. Manifest Conflict
5. Conflict aftermath

Reasons for Conflicts

1. Competition for limited resources
2. Diversity of goals
3. Task interdependence
4. Differences in values and perception
5. Lack of clarity
6. Organisational restructuring
7. Nature of communication

8. Aggressive nature of people

9. Difference in lifestyle

10. Behavioural or attitude problems

11. Rigid attitude of management and staff

12. Instigation from outside

Techniques or Strategies for managing conflict

1. Denial or avoidance

2. Smoothing

3. Power of dominance

4. Third party intervention

5. Compromise

6. Collaboration

LEADERSHIP

Meaning

It is a characteristic of an individual
It is the ability to persuade others to
seek defined objectives enthusiastically.
It is the task of directing and co-ordinating
task relevant group activities

Characteristics

1. It presupposes the existence of followers
2. It is a personal quality
3. It establishes a relationship between the leader and his team
4. It deals with understanding problems
5. It helps others to attain goals
6. It is a managerial process.

Importance of leadership.

1. Leader motivates people
2. Leader counsels employees
3. Leader develops team spirit
4. Leader aims at time management
5. Leader strives for effectiveness.

Functions of leadership

Primary leadership functions

1. Executive
2. Planner
3. Policy maker
4. Expert
5. Group representative
6. Controller of internal relations
7. Purveyor of rewards & punishment
8. Arbitrator and mediator

Accessory leadership functions

1. Exemplar
2. Symbol of group
3. Substitute for individual responsibility
4. Ideologist
5. Father figure
6. Scapegoat

Leadership Styles

1. Autocratic leader or Authoritative leader
2. Democratic leader or Participative leader
3. Free reign or Laissez-faire leader
4. Positive Style leader
5. Negative Style leader

Types of leaders

1. Autocratic leaders
2. Intellectual leaders
3. Liberal leaders
4. Democratic leaders
5. Institutional leaders
6. Inducing leaders
7. Paternal leaders
8. Creative leader

Technique of leadership.

1. Securing cooperation
2. The use of power
3. Co-ordination
4. Discipline
5. Morale

Qualities of a good leader.

1. Physical appearance and strength
2. Mental vigour
3. Emotional stability
4. Sense of judgement
5. Goodwill
6. Motivation
7. Communication skill
8. Guiding ability
9. Sociability
10. Technical knowledge

Need for leadership

1. Perfect organisation structure
2. Directing group activities
3. Technological, economic and social changes
4. Better utilisation of man power
5. Avoiding imbalances
6. Source of motivation
7. Reconciliation of goals

8. Developing good human relations

9. Promoting the spirit of Co-ordination

10. Fulfilling social responsibilities
