1.Define communication and the process to maintain effective communication.

= Communication means the exchange of information by speaking, writing, or using some other medium. Every communication involves (at least) one sender, a message and a recipient. The transmission of the message from sender to recipient can be affected by a huge range of things. These include our emotions, the cultural situation, the medium used to communicate, and even our location. The complexity is why good communication skills are considered so desirable by employers around the world: accurate, effective and unambiguous communication is actually extremely hard.

The process to maintain effective communication are:

**1. Sender**

The sender or the communicator generates the message and conveys it to the receiver. He is the source and the one who starts the communication.

**2. Message**

It is the idea, information, view, fact, feeling, etc. that is generated by the sender and is then intended to be communicated further.

**3. Encoding**

The message generated by the sender is encoded symbolically such as in the form of words, pictures, gestures, etc. before it is being conveyed.

**4. Media**

It is the manner in which the encoded message is transmitted. The message may be transmitted orally or in writing. The medium of communication includes telephone, internet, post, fax, e-mail, etc. The choice of medium is decided by the sender.

**5. Decoding**

It is the process of converting the symbols encoded by the sender. After decoding the message is received by the receiver.

**6. Receiver**

He is the person who is last in the chain and for whom the message was sent by the sender. Once the receiver receives the message and understands it in proper perspective and acts according to the message, only then the purpose of communication is successful.

**7. Feedback**

Once the receiver confirms to the sender that he has received the message and understood it, the process of communication is complete.

**8. Noise**

It refers to any obstruction that is caused by the sender, message or receiver during the process of communication. For example, bad telephone connection, faulty encoding, faulty decoding, inattentive receiver, poor understanding of message due to prejudice or inappropriate gestures, etc.

2.What is the major source of conflict in organization and what would be an effective

measure to resolve conflict in organization. Explain.

=The major source of conflict in organization are:

**1.Managerial Expectations**

It is the job of an employee to meet the expectations of his manager, but if those expectations are misunderstood, conflict can arise. Managers need to spend time clearly communicating their goals to employees and then confirming those goals in writing. A manager should also encourage her employees to ask questions about their goals, and hold regular meetings to discuss the goals and how best to reach them.

**2.Breakdown in Communication**

If a department requires information from another department in order to do its job, and the second department does not respond to the request for information, a conflict can arise. Some interdepartmental disagreements might trigger an unresponsive attitude that can quickly become an internal conflict. Another way of creating this sort of conflict is by giving a circular response such as an issue being perpetually "under review." When people or departments are late in responding to information requests, or they are withholding information on purpose, it is best to address the situation immediately with a personal meeting with both sides to resolve the situation.

**3.Misunderstanding the Information**

According to mediation expert Robert D. Benjamin, writing on Mediate.com, internal conflict can sometimes arise as the result of a simple misunderstanding. One person may misunderstand information, and that can trigger a series of conflicts. In order to deal with this kind of situation, it is best to have the person admit her misunderstanding and work with the affected parties to remedy the situation. For example, if the production manager misunderstands the product manufacturing goals, then the sales manager may not have enough product to sell. Taking responsibility for a mistake can quickly defuse a potential organizational conflict.

4.Lack of Accountability

Organizational conflict might arise from frustration. One source of frustration is a lack of accountability. If something has gone wrong, and no one is willing to take responsibility for the problem, this lack of accountability can start to permeate throughout the entire company until the issue is resolved. One way to combat a lack of accountability is to have anyone who comes into contact with a document sign his name to it and include the date. The paper trail may sometimes find the source of the problem, which can then be addressed.

The effective way to resolve conflict in an organization are:

**1. Avoidance**

One of the top techniques used by most organizations for solving conflicts is avoiding the idea altogether. This seems like a very decent idea to bring down the whole predicament. If you tend to look away from the conflict, pay less attention to it or better… if you procrastinate, the problem will itself go away. People who tend to avoid conflicts never belong to a very high position. They come from much lower backgrounds. There are some places in which avoiding comes across as the perfect strategy to resolve a conflict and its escalation. Not just that, when you look at a situation like it really doesn’t matter, you are actually giving them the idea that it doesn’t bother you one single bit. Plus this could also be a time where people involved in the argument can take their own time to cool down and get over the conflict altogether.

**2. Collaboration:**

Collaboration is one technique that works when different ideas are given away by a group of people. The whole idea is basically to find someone who can give a solution to the problem that is out of the box and innovative. Collaboration is also something that requires you to put in some time which is not always possible for all kinds of arguments. One example could be of a businessman. A businessman is always supposed to show some sense of collaboration with the manager in order to come up with excellent policies. But if they are making decisions concerning office materials, then time that is used on other different activities is ultimately not utilized. In short, collaboration is a smart and simple technique using which you try to negotiate and understand the needs of the other party as well as state some of your own. This in most places helps and allows you to find the perfect solution to all conflicts

**3. Show Some Compromise:**

If you haven’t tried this technique earlier, then it’s about time you do so. Solving conflicts can be made much easier when you show some sense of compromise. This method allows both the sides to speak up and express what’s on their mind. Not just that, the teams are allowed to negotiate and reach a point where the conclusion is obvious. This can definitely help in settling the matter. People who own businesses or handle big companies often use this technique as it favours the conflict situation. Even though this leads to losing something that is precious, it does help the company from getting saved. The best thing about compromising is that you get the opportunity to identify the problem and know exactly where it lies. This will also satisfy both the parties.

**4. Competing:**

One style of managing conflicts that could be detrimental in the long run is competition. This occurs when the whole idea is to win and to make the opponent party give up. Competition is usually connected to power relationships or to make the other party understand things in such a way that the opponent party is easily influenced and agrees to it. The only con that comes with conflicts is that it tends to create a very difficult and unhealthy environment. What businessmen do most of the time is that they keep this technique mostly for crises that ultimately engender horrible repercussions like layoffs.

**5. Come up with new guidelines:**

This should happen before both the parties are about to conduct a meeting with both the parties. Allow both the groups to express what they are thinking about and to be honest with their opinions. But since you are the boss, it is very important for you to share your guidelines and share your ideas too. You should make sure that both the teams are satisfied with the outcome. Not just that, both should be able to focus on the crux of the problem. This will solve the problem right away.

**6. Give Yourself Sometime:**

As the boss, it is important to take some time off. You shouldn’t jump into a conclusion or make a hasty decision. That would bring your whole business to an end. Give yourself some time to think and contemplate. That would definitely help you reach a decent solution. The problem with quick solutions is that they tend to do far more harm than good. And if you want to let your business survive for a longer period of life, you must let it survive.

**7. Don’t Overdo the Time Matter:**

Yes! It is important to give yourself some time but that doesn’t mean you take way too much of it. Once you have gathered enough information, allow both the teams to get together and review the whole issues thoroughly. This will help you understand the problem. Once that is done, take a few minutes and act accordingly when giving the final verdict comes into the situation. No matter what you do, do not leave the situation in a limbo. That would make things worse. Deal before its way too late.

**8. Open more lines of communication:**

It is very important to keep the lines of communication open if you want to take care of a difficult predicament in the right way. In this scenario, both groups are allowed to just be who they are express things in the nicest manner possible. Not only does it allow the teams to vent and let go of their frustration but also allows the real reason behind the problem to come out. You will actually be surprised when you see people be who they want to. Probably you wouldn’t have to intervene and the situation will be solved on its own.

**9. Come up with strategies according to the situation:**

There are a couple of important variables that help you to differentiate between different kinds of conflicts organizations put up with. Also it allows you to understand which strategies are most effective and in which case they are helpful. Time pressure tends to be a very crucial variable. If you are going through a time crisis, it is important to use the technique of collaboration. But you have to consider relationship importance, relative power and issue importance. Issue importance basically means the extent to which values and ideas are important during a conflict. Next comes the importance of relationships and how valuable it is to maintain a strong relationship with the other group. Finally, there is relative power. This shows the level of power you have compared to the level of power the other group has.

**10. Don’t force whatsoever:**

Forcing never solves the problem, no matter what kind of a situation it is. Sometimes it does stop the predicament for a short period of time. But the way to solving a problem permanently is by influencing and allowing things to settle gently. What coercion does is that it allows the problem to resurface once again. If you are emotional or very angry during these times, there’s a possibility of giving off a horrible impression. So in order to solve an issue, give up on the idea of forcing people into something.

3.What are the stages in group development. Explain.

= Group is a collection of individuals who have a regular contact and frequent interaction, mutual influence, common feeling of camaraderie, and who work together to achieve a common goal.

The stages in group development are:

**Stage 1: Forming**

The "forming" stage takes place when the team first meets each other. In this first meeting, team members are introduced to each. They share information about their backgrounds, interests and experience and form first impressions of each other. They learn about the project they will be working on, discuss the project's objectives/goals and start to think about what role they will play on the project team. They are not yet working on the project. They are, effectively, "feeling each other out" and finding their way around how they might work together.

During this initial stage of team growth, it is important for the team leader to be very clear about team goals and provide clear direction regarding the project. The team leader should ensure that all of the members are involved in determining team roles and responsibilities and should work with the team to help them establish how they will work together ("team norms"). The team is dependent on the team leader to guide them.

**Stage 2: Storming**

As the team begins to work together, they move into the "storming" stage. This stage is not avoidable; every team - most especially a new team who has never worked together before - goes through this part of developing as a team. In this stage, the team members compete with each other for status and for acceptance of their ideas. They have different opinions on what should be done and how it should be done - which causes conflict within the team. As they go progress through this stage, with the guidance of the team leader, they learn how to solve problems together, function both independently and together as a team, and settle into roles and responsibilities on the team. For team members who do not like conflict, this is a difficult stage to go through.

The team leader needs to be adept at facilitating the team through this stage - ensuring the team members learn to listen to each other and respect their differences and ideas. This includes not allowing any one team member to control all conversations and to facilitate contributions from all members of the team. The team leader will need to coach some team members to be more assertive and other team members on how to be more effective listeners.

This stage will come to a closure when the team becomes more accepting of each other and learns how to work together for the good of the project. At this point, the team leader should start transitioning some decision making to the team to allow them more independence, but still stay involved to resolve any conflicts as quickly as possible.

Some teams, however, do not move beyond this stage and the entire project is spent in conflict and low morale and motivation, making it difficult to get the project completed. Usually teams comprised of members who are professionally immature will have a difficult time getting past this stage.

**Stage 3: Norming**

When the team moves into the "norming" stage, they are beginning to work more effectively as a team. They are no longer focused on their individual goals, but rather are focused on developing a way of working together (processes and procedures). They respect each other's opinions and value their differences. They begin to see the value in those differences on the team. Working together as a team seems more natural. In this stage, the team has agreed on their team rules for working together, how they will share information and resolve team conflict, and what tools and processes they will use to get the job done. The team members begin to trust each other and actively seek each other out for assistance and input. Rather than compete against each other, they are now helping each other to work toward a common goal. The team members also start to make significant progress on the project as they begin working together more effectively.

In this stage, the team leader may not be as involved in decision making and problem solving since the team members are working better together and can take on more responsibility in these areas. The team has greater self-direction and is able to resolve issues and conflict as a group. On occasion, however, the team leader may step in to move things along if the team gets stuck. The team leader should always ensure that the team members are working collaboratively and may begin to function as a coach to the members of the team.

**Stage 4: Performing**

In the "performing" stage, teams are functioning at a very high level. The focus is on reaching the goal as a group. The team members have gotten to know each other, trust each other and rely on each other.

Not every team makes it to this level of team growth; some teams stop at Stage 3: Norming. The highly performing team functions without oversight and the members have become interdependent. The team is highly motivated to get the job done. They can make decisions and problem solve quickly and effectively. When they disagree, the team members can work through it and come to consensus without interrupting the project's progress. If there needs to be a change in team processes - the team will come to agreement on changing processes on their own without reliance on the team leader.

In this stage, the team leader is not involved in decision making, problem solving or other such activities involving the day-to-day work of the team. The team members work effectively as a group and do not need the oversight that is required at the other stages. The team leader will continue to monitor the progress of the team and celebrate milestone achievements with the team to continue to build team camaraderie. The team leader will also serve as the gateway when decisions need to be reached at a higher level within the organisation.

Even in this stage, there is a possibility that the team may revert back to another stage. For example, it is possible for the team to revert back to the "storming" stage if one of the members starts working independently. Or, the team could revert back to the "forming" stage if a new member joins the team. If there are significant changes that throw a wrench into the works, it is possible for the team to revert back to an earlier stage until they are able to manage through the change.

**Stage 5: Adjourning**

In the "adjourning" stage the project is coming to an end and the team members are moving off into different directions. This stage looks at the team from the perspective of the well-being of the team rather than from the perspective of managing a team through the original four stages of team growth.

The team leader should ensure that there is time for the team to celebrate the success of the project and capture best practices for future use. (Or, if it was not a successful project - to evaluate what happened and capture lessons learned for future projects). This also provides the team the opportunity to say good-bye to each other and wish each other luck as they pursue their next endeavour. It is likely that any group that reached Stage 4: Performing will keep in touch with each other as they have become a very close knit group and there will be sadness at separating and moving on to other projects independently.

Case Study

1.Rik and Sharen seem to have several conflicts occurring simultaneously. Identify as many of these individual conflicts as possible.

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= The list of conflicts that Rick and Sharen have are:

* **Conflict regarding power**

Sharen has major issue regarding the power. She thinks that Rik has made an impression on everyone that he is the leader. He sends out letters and signs himself as project director. She doesn't want people to think that she works for him and she also wants authority over the decisions taken about the project. But Rik thinks that Sharen is being unreasonable. And he is only doing the things that he is supposed to do not showing to people that he has more power.

* **Communication**

           There is no good communication between Rik and Sharen. Instead of discussing about      the project with Shanon first Rik just tells her to come to a meeting. This dissatisfies Sharen.

* **Lack of coordination**

Both have issues with each other. Though they both are project leaders they are not performing their task with coordination. Rik acts as a team leader as performs task without consulting with Sharen first.

2.What are the possible ways to deal with the conflict between Rik and Sharen (not just the ones that you would recommend, but all of the options)?

= The possible ways to deal with conflict between Rik and Sharen are:

* The manager should conduct a meeting with both of them and let them talk about their problems which are then analyzed  to find a solution.
* If their conflict is too big to resolve the management can hire a new project manager.
* Their work can be divided with one of them handling half of the project and other handling the other half.
* They can be given different projects to handle.
* They can also be assigned different team members to avoid conflict regarding delegation of task.

3.Given all the benefits of retrospection, what could or should have been done to avoid this conflict in the first place?

= To avoid the conflict in the first place they both should have never been asked to share the project leadership. The manager should have given them different task to perform.