MANAGEMENT AND ORGANIZATION

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Introduction

Teamwork is key in achieving any organizational goal and teamwork requires a proper relationship (Bilton, 2007). In the Mullins Company, the difference in personality affects the performance of the employees, which reduces productivity in achieving the company’s goals. Their interaction with one another is based on competition rather team work, which affects their work progress, and reduce productivity. The company’s departmental heads have different perception about each other, which have influenced the decision in selecting their employees to work on a specific company goal. Therefore, the company head must find ways to improve relationship within the organization. Finding a solution will help the employees to work together and achieve organization goals.

Task 1

Based on Myer’s personality theory, the meeting with the four best employees of Mullins Company exhibited different kinds of personality because of their actions while making decision in the meeting room (Bilton, 2007). The employees could not agree because of the differences in personality. First, Davido had an executive personality, which demonstrated leadership role in the meeting. He exhibited the characteristics if an administrator who was unsurpassed at managing things. This demonstrated when he immediately took charge of the meeting has he suggested for ideas (Bilton, 2007). At the end of the meeting, he demonstrated his leadership role by declaring himself the leader. Davido is also a debater as he demonstrated the characters of a smart and curious thinker who cannot resist any challenge. This is demonstrated as he challenged, Tokunbo on his plan.

Tokunbo is an architect as he exhibits the character of an imaginative and strategic thinker with a plan for anything. He demonstrate this by pitching for an idea in the beginning of the meeting. He is also a defender as he exhibits the character, as he is very dedicated and warm protector, always ready to defend his ideas (Bilton, 2007). Tokunbo shows this by defending his idea from Davido. Tokunbo is also an executive as he challenges the position of Davido and Zanaib in the meeting, putting him at odds with the two employees. Gloria on the other hand is logistician as she exhibits the characters of being a practical and fact minded person. She demonstrate this character as she suggest the marketing should be used based on data for their clients. She is also virtuoso who is bold and practical experimenter and master of all kinds of tools (Cressey & Moore, 1983). This is demonstrated in her career as the only engineer in the institution and was at the top of her class. Zainab on the other hand is more of a mediator as she tries to settle things in the meeting and tries to get people to work together. Zainab character of being a mediator is the most useful character that can get people to come to terms and find a solution to their problems.

According to attribution theory, Suzanne, Emeka, Temitope, Toluwa and Ralph consider themselves as competitors within the same company which affects their relationship and the ability to work together in order to achieve a common goal, promoting their product (Cressey & Moore, 1983). In this case, Toluwa considers every person must chip in ideas through their best employees in each department. However, each department head thinks the proposal for every department head to place their best employees at the table of the marketing meeting is a form of competition in which the select the employees with different type of personality. In this case, the employees are not advice to work with each but rather to work as competitor’s leadings to unproductive meeting. This jeopardizes the entire plan for the marketing and promotion of the company’s product, the mop.

Based on attribution theory, the head department interpreted the meeting as competition, which leads to unproductive meeting because of differences in personalities. According to attribution theory, an understanding of a person’s action may lead to a specific behavior. This is well demonstrated as the head departments defend their employee’s actions in of they knew both were at fault (Bilton, 2007). The company’s head, Toluwa, consider his department heads as his junior by shouting at them rather than motivating the heads in bringing the employees into teamwork. As a result, the employees from each department failed to lay down any productive ideas that can help build the product. The fact that Toluwa considered to bring in the best employees from every department to come up with ideas and help promote the product, made the employees and department head as the meeting was a form of competition.

Task 2

Communication helps managers manage individual differences by giving every individual an opportunity to provide his or her opinion on a particular subject. People can differ in terms of opinions and perception, which can lead to disagreement. However, when managers considers every individual opinions, individuals feel respected and important in the organization. These way employees are able to become open towards one another respect one is another opinions (Bilton, 2007). In addition, an open communication improve the relationship between employees and managers as they are able to feel as part of the organization and their input is valuable. An open communication within an organization help settle individual differences through friendly confrontation. When individuals are able to confront one another about a specific situation, they are able to come to an understanding, which leads to positive relationships. This encourages them to work together in order to achieve a specific goal.

Training is also plays an important role in eliminating individual differences as employees are able to learn together the same task throughout the organization process (Bilton, 2007). Training individuals help settle individual differences because no individual will be able to see himself or herself as better than the other since they are both well trained. Training builds relationships, as individuals are able to view each other’s as comrade within the same training program rather than as competitors. This helps individuals to work together in order to achieve similar goals set forth by the organization leaders. Training enables individuals be in the same level and reduces discrimination because of lack of knowledge or a specific skill. Individuals who acquire the same training tend to respect one another than disrespect one another and as a result, improve relationships.

A well-motivated employee is also one way managers can settle individual differences in an organization. Motivational tools such as monetary rewards, social gathering and sporting events helps build positive relationships within an organization (Cressey & Moore, 1983). When people engage in sporting events, as an organizational initiative, employees tend to find a way to work together because people cannot play alone. Employees will feel motivated to work together in an organization that appreciates their work through commissions, vacation rewards and social gathering (Cressey & Moore, 1983). Employees will feel obligated to work together when they are properly motivated either amongst one another. Managers should therefore consider improving relationships by using motivational techniques such as compensational rewards and organizing social gatherings.

When employees are allocated jobs, workload is reduced, as the job allocation process tend to equally describe specific task for every employees to perform. Job allocation reduces laxity from either employees who might feel they are way too important than others. Employees can use job allocation is a method to improve work relationships and eliminate individual differences (Bilton, 2007). Managers can assign a specific team with a specific duty despite their individual differences and force them to work together. At the course of the job performance, the employees with individual differences are set to improve relationships as they find a way to put their individual differences aside and work together. As a result, the employees ensure team and organizational goals are met on time. A well-allocated workload based on differential differences can ensure that employees work together, thereby improving relationship at the course of their interactions. Therefore, managers should consider allocating individual with differences to a specific line of duty. This will force them to work together by putting their differences aside and improving relationships with the objective of accomplishing organizational goals.

Task 3

The operation department is involved in supervision of the all organization’s operational activities ranging from fieldwork to manufacturing and production activities. The operation department oversees all operations of the company in which is presented to the organizational head (Bilton, 2007). The engineering department is responsible for providing technical information about the product to the manufacturing team and the data is passed on to the company’s leaders for decision-making process. The marketing department is responsible for sales and promotion efforts of the product to the consumers. They ensure the consumers are aware of the product through advertisement, promotional efforts and publicity. They are also responsible for the company’s public relation with the public. The design department is responsible for the design of the product’s physical and technical features. The design department influences how the product functions and whether it can be sold to the consumer or not.

In order to achieve the strategic goal set forward by the organization, the design department will, have to provide the product’s physical and technical design and features of the mop to the engineer who will have to analyses for the product for technical analysis purposes. In this case, the engineer will study the product’s technical information about the product’s manufacturing and production process for decision-making process by the company’s leader. The the leader will then make a decision on whether the product will be suitable for manufacturing and production (Bilton, 2007). The product will then be sent to the marketing department to be marketed to the consumer. In this stage, the marketing department will develop a proper marketing strategy through advertisement, promotion and publicity. Once the consumers are aware of the product, the operational department can now oversee the sales of the product. The operational department also is responsible the distribution of the product across various regions where they consumers are based. The organization leader to determine the performance of the product in the market then uses the report they collect on sales.

The organization faces the challenge of structure amongst the departments. There is no definite structure on the responsibility and position of each department. Every department are struggling to lead another against one another. This make it impossible for the department to work together towards achieving the strategic organizational goal. The structure of the organization is undefined, as power struggle exist within the organization. The secondly, the organization faces the challenge of personality differences as employs with different personality are kept together in one place to make a decision they differ on.

These complicates relationship and make it hard for the employees to work together. The lack of organizational structure within the organization also creates a culture of competition and rivalry within the organization, which hinders the performance of the employees and department heads to work together and achieve organizational goal. Employees are constantly disagreeing in order to stay ahead of the other this complicates relationship reduces the possibility of achieving a specific goal, in which in this case to market their product.

The difference in organizational personality for the individuals makes it hard for the departments to work together and achieve organizational goal. The individual differences also encourages power struggle between the departments heads as they assign their best employees into the meeting without a clear mandate of working together. Instead, the departments support the actions of their respective department employees despite their lack of commitment in accomplishing organizational strategic goal. The employee’s difference in personality also hinders productive engagement between the two employees. Personality portrays the character of a person, which also affects how they work at the workplace. This is evident when employees of Mullins Company show their differences in opinion on how to market their product. Their personality influences their decision, which makes the at odds with each other and discourages constructive engagements. Furthermore, relationships in the meeting is compromised.

Conclusion

In an organization, employees have to work together in order to achieve strategic goals. How employees interact with one another determines whether the company can ensure those strategic goals are met. Techniques such as motivation, communication, job allocation and training can help employee solve their individual differences (Bilton, 2007). This is because they are able to find ways how to put their differences aside and work together. The departmental heads can also demonstrate a sense of leadership by using their position to influence the work relationship of their employees positively. This will help boost productivity in the workplace and enable the employees to come with a better marketing strategy to promote their products in the market.

# Bibliography

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