

Basic Metal Work Level I

Learning Guide 15

Unit of Competence: - Demonstrate Work Values

Module Title:- Demonstrating Work Values

LG Code: IND BMW1 M015 Lo1- LG15

TTLM Code: IND BMW1 M04 0919V1

LO1:- Define the purpose of work

Page 1 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
--------------	---	--------------------------	----------------------------



Instruction Sheet | Learning Guide # 4

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:—

- Define the purpose of work
- Apply work values/ethics
- Deal with ethical problems
- Maintain integrity of conduct in the workplace

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, upon completion of this Learning Guide, you will be able to –

- clear work area and dispose reused or recycled materials in accordance with legislation / regulations / code of practice and job specifications
- clean, check, maintain and store tools and equipment in accordance with manufacturer's recommendation and standard work practices

Learning Instructions:

- 1. Read the specific objectives of this Learning Guide.
- 2. Follow the instructions described below
- 3. Read the information written in the "Information Sheets". Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.
- 4. Accomplish the "Self-checks".in each information sheets.
- 5. Ask from your teacher the key to correction (key answers) or you can request your teacher to correct your work. (You are to get the key answer only after you finished answering the Self-checks).
- 6. If you earned a satisfactory evaluation proceed to "Operation sheets and LAP Tests if any". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity.
- 7. After you accomplish Operation sheets and LAP Tests, ensure you have a formative assessment and get a satisfactory result;
- 8. Then proceed to the next information sheet.

Page 2 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
--------------	---	--------------------------	----------------------------



Information Sheet-	Define the purpose of work
1	

Introduction:

Professional workers treat each person in a caring and respectful fashion, mindful of individual differences and cultural and ethnic diversity. Professional workers promote clients' socially responsible self-determination. Professional workers seek to enhance clients' capacity and opportunity to change and to address their own needs. Professional workers are cognizant of their dual responsibility to clients and to the broader society. They seek to resolve conflicts between clients' interests and the broader society's interests in a socially responsible manner consistent with the values, ethical principles, and ethical standards of the profession.

1.1 Identifying reflecting and defining sense of Purpose for work

What is work?

A job or activity that you do regularly especially in order to earn money the place where you do your job The things that you do especially as part of your job

Activity in which one exerts strength or faculties to do or perform something:

- a- sustained physical or mental effort to overcome obstacles and achieve an objective or result
 - b- The labor, task, or duty that is one's accustomed means of livelihood
- c A specific task, duty, function, or assignment often being a part or phase of some larger activity

What is the purpose of work (why we work) is relevant to many of my clientele families at many levels. For many, they no longer have to work in order to support themselves or their families. They have been successful in business, investing, or wealth-creation of some kind and now have sufficient financial resources for the rest of their lives. But most (not all) continue in some form of work — investing their time, energy and intellectual capital in new endeavors. Why?

Page 3 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
--------------	---	--------------------------	----------------------------



And the purpose (or meaning) of work intersects their lives at another level — their children (and sometimes grandchildren) either currently have or will have access to more than enough money and financial assets that they really will never have to work in order to support themselves or their families. So the question becomes: Why should they work? (or even prepare for working through education?) A somewhat easy question to answer at a theoretical or principle-based level, but far more difficult in real life conversations when your kids ask the question.

- First, let me define what I mean by "work". I am talking about meaningful and productive life activity. It does not only mean a paying job most adults do some forms of work that are not paying (making meals, doing the dishes, lawn care, paying the bills, laundry) although many wealthy individuals and families hire these tasks out to others. I think probably the most undervalued form of non-paying work is parenting, and more specifically, mothering. Mothers work long, hard hours; they don't get paid; and they don't typically get much in return (accolades, thanks, and recognition). Mothering is, flat out, a tough job. There are additional non-paying jobs in the forms of community service and volunteering. So work is not defined by payment in this context.
- The inferred meaning of work from this perspective is: The purpose of work is to make money. So if you have "enough" money (which is a personal definition), you don't have to work. This is where the dilemma intersects with children and heirs of significant financial wealth — if the primary purpose of work is to make money, and we have all the money we need, why should I go get a job? And why should I study hard in school to get a job I don't need?
- The problem is, from my perspective, this is a limited view of work. Work, besides
 making money, is meaningful daily life activity making something, serving someone,
 providing something of worth.
- To fulfill the needs and fuel the potential of our guests. That means making Target your preferred shopping destination in all channels by delivering outstanding value,

1 0	deral TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
-----	---------------------------------------	--------------------------	----------------------------



continuous innovation and exceptional experiences—consistently fulfilling our Expect More. Pay Less. brand promise. Whether you're shopping in our stores, online or on a mobile device, we work hard to ensure your experience is always enjoyable and exciting. How do we do it? Friendly service from team member's ready to assist with your list; fully stocked products and a speedy checkout process; innovative digital experiences that take your trip to the next level—and that's just the start.

Quality of Work

Quality of work is a variable, high quality is remanufactured, law quality is repaired, how to improve quality of work? Every kind of work required proper input by talented people in related to that work,

- 1. Self-motivated
- 2. Friendly environment
- 3. Upgrade myself in training course
- 4. Proper planning

Punctuality: - It is the characteristics of being able to complete a required task or fulfill obligations before or at a time. Acting or arriving exactly at the time appointed.

Efficiency: - In general describes the extent to which time or effort is well used for the intended task or purpose. To economists, it is a relationship between ends and means, when we call a situation in efficient. It is a new way of time management, organizing, optimizing and creating more productivity in your life. Efficiency is doing thing right but effectiveness is doing the right thing.

Effectiveness: - Effectiveness means the ability of producing an effect and is most frequently used in connection with the degree to which something is capable of producing a specific desired effort. The degrees to which objectives are achieved and the extent to which targeted problems are solved.

Innovativeness: - The quality of being novel, freshness, new fangledness, novelty, originality, the signers principle at the heart of creativity is risk and value, key learning elements and understanding the skill and imagination to create new things.

Productivity: - It is a measure of output from a production process, per unit of the input.

Page 5 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
--------------	---	--------------------------	----------------------------



For example labor productivity is typically measured a ratio of output per labor hour and input.

Kaizen: - means **kai**-change and **Zen**-good or for better, so kaizen is change for better and continuous improvement.

5s:- It is a systematized approach to organize work areas keeps rules and standards, it is good housekeeping and workplace.

Results of 5s:- improve profitability, efficiency /effectively, service and safety

- 1. Sort (arranging):- taking out of disposing unnecessary items.
- 2. **Systematize**: organization of necessary items in a good order and easily access.
- 3. **Sweep (clean):-** Cleaning of the workshop and ordered items.
- 4. **Standardize**:- maintaining the workplace in a high standard of housekeeping;
- 5. **Self-discipline (sustain):-** Doing things spontaneously without being told.

Cost-consciousness:- observe cost saving habits, assess needs and resources, requests for the right king (quality) of materials, avoid wastefulness ,shows resourcefulness at all times.

Company resources;- There are so many company resources, such as consumable materials,

Equipment's and machines, human, time and financial resources.



Self-Check 1

Written Test

Directions: Answer all the questions listed below. (15 points)

Part I. choose the best answer (3 points for each)

1. What are the characteristics of quality of work?

A. Punctuality

C. productivity.

B. Efficiency

- D. Effectiveness. E. All
- 2. ----is a characteristics of work, acting exactly at the time appointed.

A. Punctuality

C. productivity

B. Efficiency.

- D. All except C
- 3. ----is a measure of output from a production process.

A. Punctuality.

C. Efficiency

B. Productivity

D. none

Part II. Short Answer Questions (5 points for each)

1. Define the word work and its purpose?



Information sheet 2

Achieving persona mission

1.2 Achieving persona mission

A personal **mission statement** is a statement which is used as a way of communicating the purpose of the organization. Although most of the time it will remain the same for a long period of time, it is not uncommon for organizations to update their mission statement and generally happens when an organization evolves. Mission statements are normally short and simple statements which outline what the organization's purpose is and are related to the specific sector an organization operates in.

Properly crafted mission statements serve as filters to separate what is important from what is not, clearly state which markets will be served and how, and communicate a sense of intended direction to the entire organization. A mission is different from a vision in that the former is the cause and the latter is the effect; a mission is something to be accomplished whereas a vision is something to be pursued for that accomplishment. Also called company mission, corporate mission, or corporate purpose.

The mission statement should guide the actions of the organization, spell out its overall goal, provide a path, and guide decision-making. It provides "the framework or context within which the company's strategies are formulated." It is like a goal for what the company wants to do for the world. [2]

According to Dr. Christopher Bart,^[3] the commercial mission statement consists of three essential components:

- 1. Key market: Who is your target client or customer (generalize if needed)?
- 2. Contribution: What product or service do you provide to that client?
- 3. Distinction: What makes your product or service unique, so that the client would choose you?

Page 8 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
--------------	---	--------------------------	----------------------------



A personal mission statement is developed in much the same way that an organizational mission statement is created. A personal mission statement is a brief description of what an individual wants to focus on, wants to accomplish and wants to become. It is a way to focus energy, actions, behaviors and decisions towards the things that are most important to the individual.

The sole purpose of a mission statement is to serve as your company's goal/agenda; it outlines clearly what the goal of the company is.^[4] Some generic examples of mission statements would be, "To provide the best service possible within the banking sector for our customers." or "To provide the best experience for all of our customers." The reason why businesses make use of mission statements is to make it clear what they look to achieve as an organization, not only to themselves and their employees but to the customers and other people who are a part of the business, such as shareholders. As a company evolves, so will their mission statement, this is to make sure that the company remains on track and to ensure that the mission statement does not lose its touch and become boring or stale.

A personal mission statement communicates the organization's reason for being, and how it aims to serve its key stakeholders. Customers, employees, and investors are the stakeholders most often emphasized, but other stakeholders like government or communities (i.e., in the form of social or environmental impact) can also be discussed. Mission statements are often longer than vision statements. Sometimes mission statements also include a summation of the firm's values. Values are the beliefs of an individual or group, and in this case the organization, in which they are emotionally invested. The Starbucks mission statement describes six guiding principles that, as you can see, also communicate the organization's values:

- -Provide a great work environment and treat each other with respect and dignity.
- -Embrace diversity as an essential component in the way we do business.
- -Apply the highest standards of excellence to the purchasing,.
- -Develop enthusiastically satisfied customers all of the time.

Page 9 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
--------------	---	--------------------------	----------------------------



- -Contribute positively to our communities and our environment.
- Recognize that profitability is essential to our future success

Occupational health and safety and its principles

Occupational health and safety is an extensive multidisciplinary field, invariably touching on issues related to among other things. Some of the principles of occupational health and safety are listed as follows:-

- All workers have rights
- Work should take place in a safe and healthy working environment
- Conditions of work should be consistent with workers well-being and human dignity
- Work should offer real possibilities for personal achievement, self-fulfillment and services to society
- Occupational health and safety policy must be established
- There is need for consultation with the social patterns and other stakeholders
- Prevention and protection must be the aim of OHS programs and policies
- Information is vital for the development and implementation of effective programs and policies
- Health promotion is central element of OH practices
- OH services covering all workers should be established
- Compensation, rehabilitation and curative services must be made available to workers who suffer occupational injuries, accidents and work related diseases.
- Education and training are vital component of safe, healthy working environment Reference: Fundamental principles of occupational health and safety (Benjamin O.Alli, 2001 ILO)



Self-Check 2	Written Test

Directions: Answer all the questions listed below. (14 points)

Part I. choose the best answer (2 points for each)

- 1 Which one is not the principle of occupational health and safety?
 - A. Un established occupational health and safety policy
 - B. There is need for consultation with the social patterns and other stakeholders
 - C. Prevention and protection must be the aim of OHS programs and policies
 - D. Health promotion is central element of OH practices
- **2** What type of behavior of person should be understood during working together?
 - A. Attitudes relate to a person's views
 - B. Merit
 - C. Personal identity
 - D. Moral status
 - E. All of them are understandable behaviors

Part II. Short Answer Questions (5 points for each)

- **1** Explain a personal mission statement?
- 2. Describe the sole purpose of mission statement?

Note:

- > Satisfactory rating above 14 points
- Unsatisfactory below 15 points



Information sheet 3

Apply work values/ethics

2.1. Classifying and reaffirming work values/ethics/concepts

Work Ethics

Work ethics are a set of standards and rules that are required by an individual for satisfactory work performance. The word ethics deals with moral issues and with right and wrong behavior in a workplace. By setting work ethics, the workers will know the proper working attitude the company expects from each one of them.

Types of Work Ethics:

A. Personal

Ethical Traits of Personal Work Ethics:

These are the personal qualities normally included in classic descriptions of ethical consciousness and integrity. Examples of such ethical qualities in social work are:

- Integrity
- Critical self-insight
- Responsibility
- Courage/moral courage
- A sense of justice
- Balanced judgment
- Tolerance/broad-mindedness
- Empathy/sensitivity
- A basic attitude of respect, friendliness and equality in relation to others

b. Specific to a Work Station

Examples of Work Ethics Specific to a Work Station:

- Keeping certain information confidential
- Maintaining cordial information with the clients and agencies that a company has
- Being prepared to take a new task

Page 12 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



It Sets of formal and informal standards of conduct that people use to guide their behaviour at work. These standards are partly based on core values such as honesty, respect, and trust, but they also can be learned directly from the actions of others. For example, what people see their organizational leaders, managers, and co-workers do on the job can influence their own views of what is acceptable or unacceptable behaviour.

Ethics is a branch of philosophy that addresses the questions of morality through a set of behavioural guidelines. A workplace being the source of bread and butter for many, also satisfies the self-actualization needs. It provides a reason as a standard of living. Hence, by that virtue, <u>business ethics</u>, which sustain morality and help evolution have to be followed at a workplace.

Honesty, loyalty, commitment and rights go in building a conducive work culture in a workplace. Although personal ethics differ, they matter in making of the ethical standards of the organization. Because of the difference, every employees needs to be put on one single ethical platform

- Keeping certain information confidential
- Maintaining cordial information with the clients and agencies that a company has
- Being prepared to take a new task

Classification of work values/ethics

- Work values can be divided into two functional categories.
 - Intrinsic; values are those that relate to a specific interest in the activities of the work itself, or to the benefits that the work contributes to society.
 - 2. Extrinsic;-values relate to the favorable conditions that accompany an occupational choice, such as physical setting, earning potential, and other external features. Most people, in order to feel truly satisfied with their work, must find some personal intrinsic value in it.
- Work values/ethics/concepts are:

- Commitment/ dedication - sense of urgency

- Sense of purpose - love for work

Page 13 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



- High motivation

- Reliability and dependability

goal-oriented

- Being knowledgeable

- Sensitivity to others

- Balancing between family and work

- orderliness

- competence

- sense of responsibility

loyalty to work/company

- compassion/caring attitude

-sense of nationalism

• Concept of Work practices

Quality of work

punctuality

efficiency

effectiveness

productivity

resourcefulness

innovativeness

cost consciousness

attention to details

Here are the seven key components of a work ethic.

1. Professionalism

Being professional involves everything from how you dress and present yourself in the business world to the way you treat others. Professionalism is such a broad category, in fact, that it basically encompasses all the other elements of a strong work ethic.

2. Respectfulness

You display grace under pressure: No matter how tight the deadline or heated the tempers, you always remain poised and diplomatic. Whether you're serving a customer, meeting with a client or collaborating with colleagues, you do your best to respect everyone's opinions, especially under trying circumstances. This shows you value people's individual worth as well as their professional contributions.

3. Dependability

You can be relied on to keep your promises. You are always on time and prepared for meetings, and deliver your work on schedule and on budget. Your reputation for reliability precedes you because you've proven over time that customers, clients and colleagues can

	ederal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
--	--	--------------------------	----------------------------



trust you to do everything you say you will. In an uncertain world, your customers, colleagues and clients will appreciate the stability you embody.

4. Dedication

You don't stop until the job is done, and done right. "Good enough" is not good enough for you and your team. You aim for "outstanding" in everything you do. You put in the extra hours to get things right, giving attention to detail and devotion to excellence. Your passion shows in how hard you work and the results you achieve.

5. Determination

You don't let obstacles stop you, and enthusiastically embrace challenges like a mountain climber who ascends higher and higher until the summit is reached. You know that your job as an entrepreneur is to solve your clients' problems, and you resolve to continually seek better and more innovative answers. With purpose and resilience, you push ahead, no matter how far you have to go.

6. Accountability

You take personal responsibility for your actions and outcomes in every situation, and avoid making excuses when things don't go as planned. You admit your mistakes and use them as learning experiences so you won't make the same ones again. You also expect your employees to meet the same high standards, and support those who accept responsibility instead of blaming others.

7. Humility

You acknowledge everyone's contributions, and freely share credit for accomplishments. You show gratitude to colleagues who work hard, and appreciation to your loyal clients. You have integrity in spades, and are open to learning from others, even as you teach people through your words, actions and example. And, while you always take your work seriously, you strive always to maintain a sense of humor about yourself.

A work value

A value is a principal or standard that is held in high esteem by an individual and is related to all aspects of one's personal and work life. You may have values around family, work, spiritual, leisure, personal, etc. In this exercise you will focus on your work values. As you

Page 15 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



rank each value, think about how important the value is to you in a work setting. As you consider your work related values, keep in mind that there are no right or wrong work values; rather it is a process of identifying what matters most to you rather than someone else.

Often include such traditional virtues as trust, loyalty and commitment, honesty and respect for one another, and avoiding conflicts of interest. Values may also include newer elements such as innovation, teamwork, customer focus and continuous improvement.

Work Value Concepts

Often include such traditional virtues as trust, loyalty and commitment, honesty and respect for one another, and avoiding conflicts of interest. Values may also include newer elements such as innovation, teamwork, customer focus and continuous improvement.

- Commitment/dedication: understand to achieve anything requires faith and belief
 in yourself, vision, hard work and determinations. Dedication or commitment is the
 act of concreting an alter, temple, church or other sacred building. It also refers to
 the inscription of books or other artifacts.
- Sense of urgency: Drive people companies & countries to work much harder than normal and the common traits of highly productive people, companies and countries. As you can see, a tough of it can transform a person, company or a country to be highly productive.
 - 1. Set a challenging goal with a dead line.
 - 2. Set a minimum time to work on something.
 - 3. Make yourself accountable.
 - 4. See yourself to be in the losing side.
 - 5. Be aware of potential danger.
- Sense of Purpose:- The quality of having a definite purpose, purposefulness and meaningfulness. The quality of having great value or significant.
- Love for work:- If you work from home you probably spend more time on the phone and less time doing work find out how to keep the balance between work.

Page 16 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



- Orderliness: It is associated with other qualities such as cleanliness, diligence the
 desire for order and symmetry. Having a sense of where things belong and how they
 relate to each other and keeping them organized (I want to arrange myself and my
 surroundings to achieve the greatest efficiency, the quality or state of being orderly,
 also systematic functioning perhaps the most fundamental form of organization is
 taking to higher.
- **Sense of responsibility**:- An awareness of your obligations, sense a general conscious, sense of duty, a sense of should, ought to, have to.
- **Goal Oriented**: The concept of goal orientation was developed to describe variability in dispositional or situational goal.
- **Competence**: It is possession and application of skills, knowledge and attitudes to perform work activities.
 - General Types of Work Values:
- 1. *Intrinsic or Self Actualization Values* directly express openness to change valuesthe pursuit of autonomy, interest, growth, and creativity in work.
- 2. **Extrinsic or Security or Material Values** express conservation values; job security and income provide workers with the requirements needed for general security and maintenance of order in their lives.
- 3. **Social or Relational Values** express the pursuit of self-transcendence values; work is seen as a vehicle for positive social relations and contribution to society. Values include being helpful, responsible, affiliation to friends and the community, social justice, and environmental protection. This is demonstrated by values that are near each other or on opposite sides of the diagram shown below.



PERSONAL WORK VALUES	DESCRIPTIONS	
Help Society	Do something which contributes to improving the world we live in	
Help Others	Be directly included in helping other people, either individually or in small groups	
Public Contact	Have a lot of day-to-day contact with the public	
Work with Others	Work as a team member toward common goals	
Work Alone	Do projects by myself, with limited contact with others	
Competition	Engage in activities which pit my abilities against others	
Make Decisions	Have the power to decide courses of action and policies	
Work Under Pressure	Work in situations where time pressure is prevalent	
Influence People	Be in a position to influence the attitudes or opinions of other people	
Knowledge	Engage in the pursuit of knowledge and understanding	
Work Mastery	Become an expert in whatever work I do	
Artistic Creativity	Engage in creative artistic expression	
General Creativity	Have the opportunity to create new programs, materials, or organizational structures	

J	TVET Agency or/Copyright	TVET program BMW level 1	Version -1 October 2019
---	-----------------------------	--------------------------	----------------------------



PERSONAL WORK VALUES	DESCRIPTIONS
Aesthetics	Participate in studying or appreciating the beauty of things, ideas, etc.
Supervision	Have a job in which I am directly responsible for the work of other
Change and Variety	Have work activities which frequently change
Precision Work Stability	Work in situations where attention to detail and accuracy are very important Have a work routine and job duties that are largely predictable
Security	Be assured of keeping my job and receiving satisfactory compensation
Recognition	Be publicly recognized for the high quality of my work
Fast Pace	Work in circumstances where work must be done rapidly
Excitement	Experience a high degree of (or frequent) excitement in the course of my work
Adventure	Have work duties which require frequent risk-taking
Financial Gain	Have a high likelihood of achieving very great monetary rewards for my work
Physical Challenge	Do activities that use my physical capabilities
Independence	Be able to determine the nature of my work without significant direction from others
Moral Fulfillment	Feel that my work contributes to a set of moral standards which I feel are very important
Community	Live where I can participate in community affairs
Time Freedom	Be able to work according to my own schedule

Top 5 Work Values:

1. Strong Work Ethic

Employers value employees who understand and possess a willingness to work hard. In addition to working hard it is also important to work smart. This means learning the most efficient way to complete tasks and finding ways to save time while completing daily assignments.

2. Dependable and Responsible

Page 19 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



Employer's value employees, who come to work on time, are there when they are supposed to be, and are responsible for their actions and behavior.

3. Possessing a Positive Attitude

Employers want employees who take the initiative and have the motivation to get the job done in a reasonable period of time. A positive attitude gets the work done and motivates others to do the same without dwelling on the challenges that inevitably come up in any job.

4. Adaptability

Employers want employees who are adaptable and maintain flexibility in completing tasks in an ever-changing workplace. Being open to change and improvements provides an opportunity to complete work assignments in a more efficient manner while offering additional benefits to the corporation, the customer, and even the employee.

5. Honesty and Integrity

Employers value employees who maintain a sense of honesty and integrity above all else. Good relationships are built on trust.



Self-Check 1 Written Test

Directions: Answer all the questions listed below. (6 points)

Part I. choose the best answer (1 point for each)

1. ----is the classification of work values?

C. Intrinsic C. relational value

D. Extrinsic **D.** All

2. Which one of the following are not work values?

A. Commitment

B. sense of urgency

C. Sense of purpose

D. love for work

E. none of the above



Information sheet 2	Undertaking work practice

2.2 Undertaking work practice

Guide lines are the instruments which direct the workers what they do, how they do and when they do all the activities of the enterprise and indicate what they don't do in the enterprise during work operation within the enterprise. Due to this the enterprise should prepare the enterprise guide lines according to the condition of the enterprise. Therefore, the workers will be instructed by these guide lines so, they should take the guide lines and as it is, if it is necessary it will be amended based on the feed backs of different reports from the workers.

Work ethical standards

Work ethical standards need to be clearly stated and be communicated to all concerned in a very clear and unambiguous way.

- It is not enough to have ethical standards listed on a well-defined document. How to effectively implement an ethics program at a place of work needs careful attention.
- Once an organization has written out an ethics policy, it is recommended that it shall follow the following steps.
- Realize That an Ethical Standard Has Been Violated The first step in solving an ethical
 problem at the workplace is to realize that an ethical standard has been violated. This
 means that executives and managers must be constantly aware of what is going on
 within the organization and cannot ignore a violation in company policy regardless of
 who committed it.
- Identify All the People Affected by the Ethical Violation

The second step is to identify all of those who have been affected by the ethical violation. It is important to name each one involved in the policy infringement

Page 22 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



regardless of their status in the organization. When everyone has been located, the ethics enforcement team can proceed to the third step.

- Gather All Pertinent Information Concerning the Ethical Problem
 - The third step is to interview each participant to gather relevant information regarding the ethical violation. Obtaining all the related information is only possible when everyone cooperates. Getting each member to cooperate with the investigation can be a daunting task because violators may not want to admit the truth and their friends may not want to blow the whistle. Still, the incident cannot be resolved properly without all the pertinent data.
- Analyze All the Information Fairly According to the Company's Ethical Standards
 Once the pertinent information has been listed out, the fourth step is to analyze the
 data. This is to be carried out in a manner that is consistent with the company's
 ethics program.
- Make a Decision that is Consistent with the Organization's Ethics Policies
 The fifth step is to make a decision that goes along with the preset ethic standards and policies. Many organizations go through the motions to write out rules and regulations based on supposed core values, but that few follow through with them.
- Implement the Decision to Solve the Ethical Problem
- Discuss the Lessons Learned in Order to Improve the Ethics Program
- The seventh and final step in solving an ethical problem is to discuss the lessons learned from the ordeal. The most profitable result of a policy violation is to use it to improve the ethics program and make the organization stronger.



Self-Check 2	Written Test

Directions: Answer all the questions listed below. (6 points)

- 1. Write the first step in solving an ethical problem at the workplace /?
- 2. Write the third step in solving an ethical problem at the workplace /?
- 3. Write the fourth step in solving an ethical problem at the workplace /?



Information sheet	Conducting personal behavior
3	

2.3 Conducting personal behavior and relationships with co-workers

Each person is different, with their own personal behavior, values and beliefs shaped by a number of factors that include culture, religion, nature, and personal experiences.

- Values relate to our personal principles, morals, and ideals that is, what we consider to be important.
- Attitudes relate to a person's views, which may be evidenced in the way they behave.
- Beliefs relate to those things in which an individual has faith 'religious beliefs for example which may not necessarily be founded on fact.
 Dignity' is a difficult concept to define and has a strong association with respect. 'Privacy' has been defined as 'freedom from intrusion' and 'dignity' as 'being worthy of respect' (DH, 2003). Within this module, four types of dignity were identified as follows.
- Merit—this relates to dignity or social status that is ascribed to people because of their role or position in society, or because of what they have achieved.
- Moral status—this is emphasized by the person's moral autonomy or integrity. If an older person is able to live according to their own moral principles, then that person will experience a sense of dignity.
- Personal identity—this was found to be the most relevant in the context of older people: 'It relates to self-respect, and reflects an individual's identity as a person. This can be violated by physical interference as well as by emotional or psychological insults such as humiliation'.
 - By understanding these above mentioned differences among the co-workers and clients we can minimize the differences by creating tolerance.



Ethical Guidelines:

Fundamental values in the work and for the profession are human rights and humanity. The work shall contribute to creating a good and dignified life for all citizens and to developing the welfare of the society.

1. Profession and Personality

Professional workers shall

- In their work and way of life respect each individual's equal and high worth
- Show particular responsibility towards persons and groups in a vulnerable position
- Use their professional position with responsibility and be conscious of the limitations of their own competence
- Maintain and develop their social work skills and strive towards ethical consciousness and personal development.

2. The client/citizen

Professional workers shall

- show an equalitarian attitude to other citizens and treat clients with respect, empathic attention and amiability
- respect the client's personal integrity and safeguard the individual's right to self determination in so far as the same right for others' is not infringed upon and there
 is no risk of damage to the client. Measures shall as far as possible be based on
 participation and mutual understanding
- inform the client as to rights and duties, i.e. clarify the conditions and resources that exist within the current activity and other authorities involved
- make sure that the demands placed on clients have a reasonable foundation and are capable of contributing to an improvement of their situation
- never use the position of dependency of the client in different situations to own advantage

Page 26 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



- Maintain client confidentiality and make sure that information concerning the client is handled in conformance with the law and generally with great prudence.
- 3. The Organization, Colleagues and the Workplace

Professional workers shall

- Be aware of and show loyalty to the organization's basic task
- show loyalty and respect towards colleagues and other members of staff as well as towards members of the board
- Challenge and work against offensive or discriminatory attitudes and actions within the organization or in the behavior of colleagues or clients, aware that this may be in conflict with other loyalty demands
- contribute towards the upholding of high standards of quality in the work so that the profession can develop in step with citizens' needs and with changing conditions in the Society
- Help to make the workplace a constructive and responsive social environment.

4. Society

Professional workers shall

- Be open to cooperation with other organizations and other professions, under the condition that this is of value to clients and other citizens
- Strive to build up confidence in social work and in their own professional competence, as well as being open to demands for accountability and critical appraisal of the way the work is performed
- As a professional and as a citizen stand for a democratic social ideal comprising human rights, humanity and solidarity.



Self-Check 3	Written Test

Directions: Answer all the questions listed below. (6 points)

Part I. Short Answer Questions

- 1. Write at least two way of the professional workers shall do?
- 2. What are conditions a professional worker must have?
- 3. Write at least two way of the professional workers show to other citizens?



Information sheet 4 U	sing company resource
-----------------------	-----------------------

2.4 using company resource

Resources are materials or other assets that are transformed to produce benefits and in the process may be consumed or made available from human perspectives. A resources is may physical or virtual entity of limited availability that need to be consumed to obtain a benefit from it and available source of wealth, a new or reserve supply that can be drawn upon when needed. Therefore, these resources need to be used properly so the users of these resources must be guided by the guide lines or instructions of the enterprise. If the workers are not familiar with the enterprise guide lines or if they do not know the instruction that lead them the resources may be damaged due to this misuse. So to limit this problem the supervisors and the workers should follow the enterprise guide lines properly.

The following are the most common of ethical values considered in organizations.

- Respect of personal rights and interests of Employees, clients' demands and terms of cooperation, set by our business partners and by the society.
- **Impartiality**, meaning labour compensation in proportion to the results achieved and equal rights for professional growth.
- Honesty in relations and in provision of all information required for our work.
- Efficiency as sustainable achievement of maximum possible results in everything we do.
- Courage for resisting the unacceptable and taking on responsibility for the consequences of own decisions.

Page 29 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



- Care to protect people from any harm or threat to their lives and health and to safeguard the environment.
- Trust in employees that allow us to delegate powers and responsibility for decisions and ways of their implementation.
- Protect and Preserve the organizations assets, prosperity and utilize them to the best advantage of the organization.

Expectations from a Professional Worker in organization are;

- 1. Communication Skills and Information Sharing
- 2. Good Work Practice
- 3. Advocacy
- 4. Working with other professionals
- 5. Knowledge
- 6. Values

1. Communication Skills and Information Sharing

Professional Workers must:

- ✓ Explain their role and the purpose of contact, e.g. assessment in a way that can be understood by all involved
- ✓ Inform clients about what steps they are going to take
- ✓ Give information to clients about their rights and entitlements
- ✓ Be open and honest about what they can and cannot do
- ✓ Be honest if they cannot offer the resources needed
- ✓ Inform clients about what is available, beyond the brief of their organization
- ✓ Listen actively to what clients have to say.
- ✓ Talk to those requiring and using services with due respect for their age, ethnicity, culture, understanding and needs

2. Good Work Practice

Professional Workers must:

✓ Be good at time keeping

Page 30 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



- ✓ Be good at starting, continuing and closing relationships
- ✓ Respect confidentiality, and explain when there is a need to share information with others
- ✓ Recognize the expertise of clients about their own situation and have regard for their wishes
- ✓ Give clients sufficient time to work with them properly
- ✓ Ensure that contract is maintained
- ✓ Assess needs properly:
 - -making sure that all options are explored properly before deciding on a plan
 - -looking for options when the services needed are not available

3. Advocacy

Professional Workers must:

Be able to:

- ✓ challenge their own organizations on behalf of clients
- ✓ challenge injustice and lack of access to services
- ✓ challenge poor practice
- ✓ advise clients about independent advocacy that can best meet
- √ their needs
- ✓ Enable clients to be empowered to represent their views
- ✓ Involve independent advocates, where appropriate

4. Working with other professionals

Professional Workers must:

- ✓ Be honest, clear and make sure all involved understand:
 - -what happens to the information clients give to the worker
 - -how it is kept
 - -who it is shared with, and why
 - -how it might be used
- ✓ Understand what information other organizations can offer and share with clients

Page 31 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



✓ Work effectively with others to improve services offered to clients

5. Knowledge

Workers must:

Professional Workers must:

- ✓ Have knowledge of:
- services relevant to client needs and circumstances (not just those offered by their organization) and how to access other relevant services
- Benefits and direct payments of legislation

6. Values

Professional Workers must:

- (a) Have respect for:
 - clients regardless of their age, ethnicity, culture, level of understanding and need
 - for the expertise and knowledge clients have about their own situation
- (b) Empower clients in decisions affecting them
- (c) Be honest about:
 - the power invested in them, including legal powers
 - their role and resources available to meet need
- (d) Respect confidentiality, and inform users and careers when information needs to be shared with others
- (**e**)Be able to:
 - challenge discriminatory images and practices affecting users and careers
 - put clients first



Self-Check 4	Written Test
Directions: Answer all t	the questions listed below. (7 points)
Part I. choose the best	answer (2 point for each)
1 is a	a set of values by which individuals should know and perform in
the job or wor	k.
a. Work b . work	values c . work ethics d . a & b e . none
2 is r	not work value concept.
a. Commitment	b . sense of urgency c . sense of purpose d . In competence

Note:

- > Satisfactory rating above 7 points
- > Unsatisfactory below 7 points

Page 33 of 53 Federal TVET Agenc Author/Copyright	TVET program BMW level 1	Version -1 October 2019
--	--------------------------	----------------------------



Information Sheet-3 Deal with ethical problems	Information Sheet-3	Deal with ethical problems
--	---------------------	----------------------------

3.1 prevention and reporting of unethical conduct in accordance with transparent company ethical standard,

The Ethical Problems Related to Works is;

- 1. Irregularity and luck of punctuality are problems that you will encounter frequently in any work situation. Some people frequently absent themselves from work for valid and invalid reasons. Others like to come late and leave early.
- 2. Rude and Impolite Behavior
- 3. Inadequate Knowledge and Skill
- 4. Wastage of Resources
- 5. Disregard of Rules and Procedures
- 6. Disrespect for the job
- 7. Disloyalty to the Organization

REPORTING UNETHICAL CONDUCT

Employees shall report any suspected illegal or unethical conduct connected with the business of your organization. The following summarizes a sample's Reporting of Illegal or Unethical Conduct Policy:

- Any employee who observes any activity which he or she believes is illegal or unethical shall advise his or her supervisor and the appropriate controlling department.
- If a supervisor receives such a report, the supervisor must promptly advise the Internal Auditing Department, Human Resources Department, the Law Organization or the Business Integrity Office.

Page 34 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



- The Internal Auditing Department, Human Resources Department or the Law Organization shall investigate the allegations promptly and take necessary and appropriate action.
- If requested by the employee source, the organization will treat the employee's identity and the alleged illegal or unethical conduct as strictly confidential information
- No employee shall be discharged, disciplined, or otherwise disadvantaged in his or her career or suffer any other form of reprisal as a result of having reported in good faith suspected illegal or unethical conduct by others under this policy.

Company ethical standards, organization policy and guidelines:-

Essential steps for ethical problem solving:-

- 1. Determine whether there is an ethical issue.
- 2. Identify the key values and principles involved.
- 3. Rank the values or ethical principles which is your professional judgment are must relevant to the issue (justify reasons).
- 4. Develop an action plan that is consistent with the ethical principles that have been determined as central to the issue.(with client)
- 5. Implement your plan, utilizing the most appropriate practice skills and competencies (take appropriate action).
- 6. Reflect on the outcome of this ethical decision making process.



Self-Check 1	Written Test	

Directions: Answer all the questions listed below in clearly. (10 points)

- 1. Write the ethical problem related to work?
- 2. Write the steps for solving the ethical problem?

Note:

- > Satisfactory rating above 10 points
- > Unsatisfactory below 10 points



Information Sheet 2

Reporting and resolving work

3.2. Reporting and/or resolving work incidents/situation

The common Incidents/situations which can be seen in work place are:

Gambling:- It is the wagering of money or something of material value on an event with an uncertain outcome with the primary intent of wining additional money.

Falsification;- To state untruthfully, misrepresent, to make false by altering or adding to falsify testimony (to make untrue statement, lies). The act of determining the properties of some things, usually by research or calculation.

Pilferage:- the act of stealing small amounts or small articles. The act or practice of stealing small qualities or articles & also the act of taking something from someone unlawfully.

Vandalism: It is a criminal act against properly but when it is your properly being damaged, it effects on a personal level. Vandalism is the behavior attributed originally to the vandals, by the romans, in respect of culture, truth less destruction or spoiling of anything. Criminal damage, such as defacement directed towards any property without permission of the owner.

Bribery:- A form of corruption, is an act implying money or gift given that alters the behavior of the recipients are payments or other types of compensation made in order to influence and gain profit from an individuals.

Black-mail: - Refers to a situation that arises when a person threats another person with form of punishment. A method of trying to persuade someone to do something by making them feels quality.

Sexual Harassment:- It is a form of sex-discrimination ,the legal definition of sexual harassment is unwell come verbal, visual or physical conduct of a sexual nature that is serve or pervasive and affects working conditions or creates a hostile work environment.

✓ Examples of verbal or written sexual harassment :-comments about clothing , personal behavior, or a person's body sexual or sex based jokes.

Page 37 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



- ✓ Examples of physical sexual harassment:-blocking movement, in appropriate touching of a person or a person's cloth, kissing, and hugging.
- ✓ Examples of non-verbal sexual harassment:-Looking up and down a person's body, gestures or facial expression of a sexual nature, following a person.
- ✓ Examples of visual sexual harassment:-posters, drawings, pictures, screen savers, or emails of a sexual nature.



Self-Check 2	Written Test

Directions: Answer all the questions listed below.(5 points)

Part I. choose the best answer (2.5 points for each)

- 1. ----are the common incident which can see in the work place.
 - A. Gambling
 - B. Falsification
 - C. vandalism
 - D. Pilferage E. All
- 2. ----is a form of sex discrimination.
 - A. Sexual harassment
 - B. beriberi
 - C. Vandalism
 - D. A and C

- > Satisfactory rating above 5 points
- > Unsatisfactory below 5 points

Page 39 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



Information Sheet 3	Using and identifying resolution

3.3 Using and identifying resolution

Reporting work incidents

- 1. Make notes of the event that you will be reporting.
 - You will need dates, names and concise details when you lodge your complaints.
- 2. preparing your presentation
 - Prepare for the grievance hearing by gathering all supporting documents and evidence, lining up your witnesses and.
 - The burden of proof is on you, so make sure you are prepared.
- Ask to speak with the appropriate personnel and explain to him/ her exactly what happened.
 - The office phone number should be located.
 - Refer to your notes and relate your experience calmly and rationally.
 - Follow up your phone call with a letter, outlining your conversation and your complaint.
 - All incidents can be reported online but a telephone service remains for reporting sexual harassment, bribery, vandalism, gambling, violent/intense dispute or argument etc.
 - More information on when, and how, to report very serious or dangerous incidents,
 can be found by visiting the out of hours webpage.
 - If you want to report less serious incidents out of normal working hours, you can always complete an online form.
- 4. File on the report



Resolving methods of work incident

- Discover tools to address and resolve conflicts through better communication.
- Gain a solid understanding of the theoretical basis of conflict resolution and rich hands-on experience with conflict resolution practices.
- Explore current models of conflict resolution that are applied in interpersonal, organizational, community and international situations.
- Refine your ability to mediate, facilitate, negotiate, and build consensus and collaboration.



Self-Check 3	Written Test

Directions: Answer all the questions listed below.(10 points)

Short Answer Questions (5 pints for each)

- 1. List some of the resolving of the work incident?
- 2. Write the reporting of work incident?

- > Satisfactory rating above 10 points
- > Unsatisfactory below 10 points



Information Sheet-1

Maintain integrity of conduct in the workplace

4.1 Demonstraying person

Personal work practice and value instructions:-Either verbal or written. Company code of conduct/ value:- accountable for own action and outcomes, demonstrate awareness and acceptance of the diversity by being polite and considerate foster an environment that recognizes the various needs of individuals. Continuously develop and demonstrate behavior that fosters a positive working and teaching environment.

Use clear and concise language, appropriate methods for giving directions and providing constructive feedback. Remember your body language. Treat all individuals as valuable member of the team.

Participating the values and standards that have guided this company for more than 100 years. Strategic goals and priorities, excellent care for all act, the best example of company code of conduct/ value is **RESPECT**.

RESPECT Means:-

R:-Responsibility

E:-Etiquette

S:- Support

P:- Professionalism

E:- Education

C:- Communication

T:- Team work

Guide lines for undertaking work practice

Guide lines are the instruments which direct the workers what they do, how they do and when they do all the activities of the enterprise and indicate what they don't do in the enterprise during work operation within the enterprise. Due to this the enterprise should prepare the enterprise guide lines according to the condition of the enterprise. Therefore,

Page 43 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



the workers will be instructed by these guide lines so, they should take the guide lines and as it is, if it is necessary it will be amended based on the feed backs of different reports from the workers.

Understanding personal behavior and elations with co-workers and/or clients

Each person is different, with their own personal behavior, values and beliefs shaped by a number of factors that include culture, religion, nature, and personal experiences.

- Values relate to our personal principles, morals, and ideals that is, what we consider to be important.
- Attitudes relate to a person's views, which may be evidenced in the way they behave.
- Beliefs relate to those things in which an individual has faith 'religious beliefs for example which may not necessarily be founded on fact.
 - Dignity' is a difficult concept to define and has a strong association with respect. 'Privacy' has been defined as 'freedom from intrusion' and 'dignity' as 'being worthy of respect' (DH, 2003). Within this module, four types of dignity were identified as follows.
- Merit—this relates to dignity or social status that is ascribed to people because of their role or position in society, or because of what they have achieved.
- Moral status—this is emphasized by the person's moral autonomy or integrity. If an older person is able to live according to their own moral principles, then that person will experience a sense of dignity.
- Personal identity—this was found to be the most relevant in the context of older people: 'It relates to self-respect, and reflects an individual's identity as a person.

This can be violated by physical interference as well as by emotional or psychological insults such as humiliation'.

By understanding these above mentioned differences among the co-workers and clients we can minimize the differences by creating tolerance.

Page 44 of 53 Federal TVET Ag Author/Copyrig	' I VELDIOGIAM BIVIVI JEVELT I	Version -1 October 2019
---	--------------------------------	----------------------------



Self-Check 1	Written Test

Directions: Answer all the questions listed below.(9 points)

Part I. Choose the best answer (3 point for each)

- 1. Which one of the following are not work values?
 - a. Commitment
 - b. sense of urgency
 - c. Sense of purpose
 - d. love for work
 - e. none of the above
- 2. What type of behavior of person should be understood during working together?
 - a. Attitudes relate to a person's views
 - b. Merit
 - c. Personal identity
 - d. Moral status
 - e. All of them are understandable behaviors
- **3.** -----are the best example of company conduct value.
 - a. respect
- b. merits
- c. moral states
- d. none

Short Answer Questions (5 points)

1. Explain the personal behavior related to work place?

- > Satisfactory rating above 10 points
- > Unsatisfactory below 10 points

Page 45 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



Information sheet 2 Providing instruction	
---	--

4.2 Providing instruction

Professionalism

I will maintain professional conduct in the workplace, and will not allow personal feelings or beliefs to cause me to treat people unfairly or unprofessionally.

Personal Integrity

I will be honest in my professional dealings, and forthcoming about my competence and the impact of my mistakes. I will seek assistance from others when required.

I will avoid conflicts of interest and biases whenever possible. When my advice is sought, if I have a conflict of interest or bias, I will declare it if appropriate, and recuse myself if necessary.

Privacy

I will access private information on computer systems only when it is necessary in the course of my technical duties. I will maintain and protect the confidentiality of any information to which I may have access regardless of the method by which I came into knowledge of it.

Laws and Policies

I will educate myself and others on relevant laws, regulations and policies regarding the performance of my duties.

Communication

I will communicate with management, users and colleagues about computer matters of mutual interest. I will strive to listen to and understand the needs of all parties.

System Integrity

I will strive to ensure the necessary integrity, reliability, and availability of the systems for which I am responsible.

I will design and maintain each system in a manner to support the purpose of the system to the organization.

Education

I will continue to update and enhance my technical knowledge and other work-related skills. I will share my knowledge and experience with others.

Responsibility to Computing Community

Page 46 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



I will cooperate with the larger computing community to maintain the integrity of network and computing resources.

Social Responsibility

As an informed professional, I will encourage the writing and adoption of relevant policies and laws consistent with these ethical principles.

Ethical Responsibility

I will strive to build and maintain a safe, healthy, and productive workplace. I will do my best to make decisions consistent with the safety, privacy, and well-being of my community and the public, and to disclose promptly factors that might pose unexamined risks or dangers.

I will accept and offer honest criticism of technical work as appropriate and will credit properly the contributions of others.

I will lead by example, maintaining a high ethical standard and degree of professionalism in the performance of all my duties. I will support colleagues and co-workers in following this code of ethics.



Self-Check 2 Written Test

Directions: Answer all the questions listed below.(10 points)

Short Answer Questions (5 points)

- 1 What is the system integrity in your responsible?
- 2. What is the professionalism conduct in your workplace?

- > Satisfactory rating above 10 points
- > Unsatisfactory below 10 points



Information sheet 3

Sharing company value

4.3 Sharing company value

The Company has set up a range of execution only share dealing services to enable Stagecoach shareholders to buy and sell shares by phone, online or by post. Phone and online dealing services are provided by Link Share Dealing Services and offer a quick and easy way to buy and sell shares at latest market prices. To use these services register for online share administration as above and choose the option to buy and sell shares. Alternatively, go to www.linksharedeal.com or call +44 (0)371 664 0364 (Calls are charged at the standard geographic rate and will vary by provider. Calls from outside the United Kingdom will be charged at the applicable international rate. Lines are open 8.00am to 4.30pm, Monday to Friday excluding public holidays in England and Wales). Please have your share certificate to hand when you log-in or call.

A postal dealing service is available from Stocktrade, a division of Brewin Dolphin. Shareholders who would like further information should write to Stocktrade, 6th Floor, Atria One, 144 Morrison Street, Edinburgh, EH3 8BR or call +44 (0)131 240 0414, quoting dealing reference 'Stagecoach dial and deal'. Lines are open 8.00am to 4.30pm, Monday to Friday. Postal dealing packs are available on request.

Other organisations also offer facilities to buy and sell shares.

Managing Conflict

Conflict is generally accepted as an inevitable part of organizational life. Constructive conflict can introduce new solutions to a problem while destructive conflict can result in a loss of the main objectives.

Conflicts of various types are natural part of the team process. Although we often view conflict as negative, there are many benefits to conflict if it is managed appropriately. People handle conflict in their teams in a variety of ways, depending on the importance their desire to maintain good social relations and develop high-quality solutions

Page 49 of 53	Federal TVET Agency Author/Copyright	TVET program BMW level 1	Version -1 October 2019
---------------	---	--------------------------	----------------------------



The benefits of conflicts are that it encourages the team to explore new approaches, motivates people to understand issues better, and encourage new ideas.

Conflict also can have negative effects on the team by creating strong negative emotions and stress, interfering with communication and coordination, and diverting attention away from the task and goals.

Sources of conflict in organizations:

- Interpersonal differences
- Misunderstandings
- Differences in values and beliefs
- Differences in interest

There are several ways in which people and teams can try to resolve conflicts. The five different approaches to conflict resolution are enumerated below:

Avoidance: This approach tries to ignore the issues or deny that there is a problem. By not confronting the conflict, team members hope that it will go away by itself.

Accommodation: Some team members may decide to give up their position so as to be agreeable. They are being cooperative, but it costs the team the value of their opinions and ideas.

Confrontation: Acting aggressively and trying to win is one way in which to deal with a conflict. However, winning can become important than making a good decision.

Compromise: One way in which to balance the goals of each participant and the relations among the teams is for everyone to "give in" a little.



Collaboration: When both sides of a conflict have important concerns, the team needs to search for solutions that satisfy everyone. This requires both cooperativeness and respect for each other's position.

To improve the effectiveness of your conflict management style, take the following steps:

- 1. Separate the people from the problem
- 2. Focus on the shared interest of all the parties.
- 3. Develop many options that can be used to solve the problem.
- 4. Evaluate the options using objective criteria.
- 5. Work towards win/win solutions.



Self-Check 2 Written Test

Directions: Answer all the questions listed below.(10 points)

Short Answer Questions (5 points)

- 1. Write the steps To improve the effectiveness of your conflict management style?
- 2. Write the Sources of conflict in organizations?



References:

- Indra Gandhi National Open University, Organization Theory and Behavior, 2005
- Daniel Levi ,Group Dynamics For Teams, Sage Publications,2001
- Brian L. Davis ,Successful manager's Handbook, Personnel Decisions International,
 1996
- Terry Gillen, Leadership Skills, CIPD House, 2002
- Jon R. Katzenbach and Douglas K. Smith, The Wisdom of Teams, The McGraw_Hill Companies, 1993