On the 5th of December 2011, GIT Australia held its Graduation Ceremony at Laila Reception, Brunswick. We were overwhelmed by the big number of attendees that night which included distinguished guests from Higher Education Providers, stake holders, agents, colleagues, staff, students - their families and friends...
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CONGRATULATIONS TO ALL OUR GRADUATES

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Register now for the upcoming Extra Activities, more details on page 8.
Message from DOS

Dear All,

It was with great pleasure and enthusiasm that I took up the position of Director of Studies with GIT Australia. Coming from a background strongly wedged into education, I look forward to the many challenges the position brings.

One of the biggest challenges is to ensure that both staff and students feel that they are looked after and that they, as individuals, matter to the Institute. If you have any concerns or suggestions on how to improve the Institute’s operations, I am always willing to listen. I am a firm believer that only in working together as one team will we achieve our objectives. Without this team spirit, we become little more than free agents without a place where one feels genuinely settled. Hence, I look forward to your input on how to improve GIT’s operations, for only in working together will we get things done, so that everyone feels satisfied and committed to the Institute.

Before taking up my position as Director of Studies, I worked for 20 years in education, mostly in Japan where I spent 12 years teaching English. In addition, I have worked as a school principal, a director of compliance and head of numerous English Departments both in Australia and overseas. I have also completed a Masters in education, as well as 2 graduate diplomas in education and am deeply committed to education. To be a teacher is to be given a great privilege in life.

In closing, let’s work together to make our institute strong, delivering courses of the highest standard and which inculcate students with a lifelong desire to continue learning, for it is only through learning that we grow as individuals.

Best wishes,

Lana Harasymiv
Director of Studies
Managing Conflict in Organization

Introduction
Healthy conflict is a part of everyday life. Unhealthy conflict leads to issues being disregarded and unresolved and the conflict taking on a life of its own, becoming centre of all thoughts and action. It can damage people, destroy reputations, limit relationships and fragment organizations. There are significant numbers of written materials regarding with managing conflict in organization, but why is it despite of information we gather about this issue we still struggle to deal with conflict.

The purpose of this paper is to examine the opposing view of different researches on conflict in organization, why conflict arises, different types of conflict, what causes the conflict, how different kinds of conflict interact and how to manage and handle this conflict. Therefore in managing conflict, this aspect needs to be understood and resolved as well as dealing with issue that may cause the original conflict.

Conflict in organization
Over the years, different researches about conflict have been presented. One of the definitions of conflict is a clash of interest, values, actions, views or directions (De Bono, 1985). Jenh (1995, 1997) define conflict can have potentially contradictory effects on social exchange. Conflict in organization can be seen as the management team using expressive control to maintain the organization’s line and activists creating scenes to disrupt line (Donald, 2007). However, Pondy (1989) defined conflict as an inherent feature of organizational life, rather than an occasional breakdown of cooperation. Vecchio, Hearn and Southey (1992) summarized the sentiments of most the literature in suggesting that conflict is not necessary good or bad but inevitable, and it is only the effect that conflict has a performance that should be judged. Both too much conflict leads to chaos and disorder while to little can result in complacency and lack of innovation. Amason and Schweiger (1994) reckoned that conflicts may also create interpersonal tension and generate distress among teammates because they can easily get people emotionally involved.

In addition Michael and Wayne (2001) believes that ignoring or avoiding conflict not only encourages conflict escalation, but also communicates disinterest in shared values, beliefs, and norms.

Why conflict arises
According to De Bono (1985), the main reason why conflict arise because people see things differently, different ideological and philosophical outlooks, different status, understanding and viewpoints. However according to Kirchoff and Adams (1982) there are four distinct conflict conditions, example, high stress environment, ambiguous roles and responsibilities, multiple boss situations, and prevalence of advanced technology. But Liam (2001) believes that dealing with conflicts is an important aspect of management, coping pressures is equally so. When individuals are under pressure, conflict often arises.

In the view of Michael and Wayne et al (2001) Conflict is a problem that interferes with achieving organizational goals because
it threatens hierarchical authority while a peaceful and harmonious organization however, very well maybe an apathetic, uncreative, stagnant and unresponsive organization. They also mention that conflict plays the role of catalyst in the development of groups. Moreover suppressing conflict may lead to “groupthink”, a tendency to produce uncritical like-mindedness.

Types of conflict
Conflict theorists agree that there are two major types of conflicts although they label them in different ways. In 1980 Deutsch labeled them cooperative versus competitive. Jehn (1995, 1997) labels two types of conflict as task and relationship conflicts. In 1996 Amason et al. defined these types of conflict as “effective” and “cognitive” and in 1999 Van de Vliert et al. further redefined these types as “task” and “person” conflict. Meanwhile, Sheppard (1992) criticized the multiplicity of terms that were being used to describe types of conflict and the needless confusion that this caused. In addition another conflict research has identified four main levels of conflict in the context of human behavior and relationship as summarized by Lewecki and et al. (2003): Intergrouped conflicts between groups of individual. Intragrouped conflicts, arising within smaller groups. Interpersonal conflict, that is conflict at an individual level. Lastly, Intrapersonal conflicts, where occurs in one's own mind. Despite differences in labels, the classification describes essentially identical characteristics.

Amason et al. (1996) differentiate the effective conflict as social-emotional that lowers decision quality, reduces performance and satisfaction while cognitive conflict being task related that enhances decision quality and overall group performance.

Effect of conflict in organization
A number of studies have compared the effect of this conflict on the work performance and on general found task or cognitive conflict to have positive effects while relationship or effective conflict to have negative effects on team performance. Amason (1996) argue that these two types of conflict have different performance outcomes and contend that cognitive conflict is functional whereas affective conflict is dysfunctional. Eisenhardt et al (1997) supported Amason to enhance cognitive conflict and discourage affective conflict. It also promoted by Roberto (2005) teams need to promote cognitive conflict to produce high quality decision while guarding against the ways in which affective conflict can deteriorate the shared understanding and consensus necessary for effective implementation. On the other hand Jehn (1997) qualitatively investigated the effects of different types of conflict on work team performance and found groups with norms that accept task but not relationship conflicts are most effective. Simon and Peterson (2000) summarized the literature and noted that compared with the groups having deal with relationship conflicts, groups with task conflicts tend to make better decision because, as they stated, such conflict trigger greater cognitive understanding of the issue involved. In contrast, relationship conflicts inhibit the normal information processing abilities of the group members because those conflicts divert their attention to each other rather than the group's task – related problems. However De Dreu and Weingart (2003) contradict all this accepted idea about this type of conflict. They found studies reporting negative relationship between either type and team member satisfaction, although relationship on conflicts had a more negative relationship than task conflicts. They found no evidence whatsoever that task conflicts and relationship conflicts were differentially correlated with team performance, both task and relationship conflict were equally disruptive even when the possible effect from the complexity of the task was taken in consideration.

Causes of conflict
Survey report from cipd (February, 2007) pointed out the causes of conflict at work. General behaviour and conduct issues are rated as the most common causes of disputes at work, followed by conflict over performance, sickness absence and attendance, and relationship between colleagues. Respondents also identify theft and fraud, bullying and harassment, as well as sex discrimination and equal pay issues as among the most frequent causes of conflict. And also performance issue are rated more highly as a frequent cause of conflict among private services and not for profit organizations, compared with the other main two main sectors and, in particular, public services employment.

The survey also finds that respondents on the whole believe that disputes are less likely to be resolved informally since the introduction of the statutory procedures. And more than 40% of employers report that they are more likely to take legal advice in response to conflict at work following the introduction of the statutory procedures. A significant proportion of respondents report, that both statutory disciplinary procedure and the grievance procedure are ‘complex’ or ‘very complex’ to apply.

Despite the difficulties employers report on managing conflict at work, the survey finds that only about half of organizations provide training to their managers or employees to help manage and resolve conflict at work. Only just over a third of organizations provide training in conflict management skills to their line managers. If line managers aren’t given the necessary people management skills, they will shy away from taking the initiative and stepping in to try and resolve the disputes at an early stage before they escalate. Survey report from cipd (February, 2007)

Formalization of conflict
Adler and Borys (1996) propose a typology that includes two contracting types of formalization: enabling and coercive. They define enabling formalization procedures provide organizational memory that captures learned from experience that provides employees with best practice templates and benefits of accumulated organizational learning. In contrast Coercive formalization is “designed to force reluctant compliance and to extract recalcitrant effort”.

In addition Michael and Wayne (2001) believes that enabling formalization recognizes that effective conflict has the potential to diminish performance and satisfaction while coercive formalization attempts either to control or ignore affective conflict because there is no place for conflict in this type of organization, it is neither recognized nor dealt with.

Managing conflict
So many articles, researched that deal with managing the conflict in organization. They give different ways to manage conflict but most of the ideas are overlapping. However, examining the conflict nature without knowing the appropriate approaches to handle the conflict only solves half of the
problem. Likewise, the effectiveness of a particular conflict management approach has to be evaluated in the context of the conflict nature in order to really benefit from this literature. Tjosvold *et al.* (2006) empirically examined both conflicts and conflict-handling approaches, effects on team effectiveness. He found that the role conflict types for team effectiveness is ambiguous; and that a cooperative approach was related to perceived team effectiveness. Nevertheless, their examination appears too simplified because it polarizes conflict handling approaches into two types: cooperative and competitive. Their findings show that team leaders should understand how and why relationship conflict occur, and encourage the use of cooperative approach in solving the problem. Thomas (1976) labels two dimensions: cooperativeness, when individuals’ concerns for others are higher; and assertiveness, when the concerns for self are higher. Alongside these two dimensions, five approaches were identified. First, collaborating this is assertive and cooperative, or so called integrating and win – win; Second, Competing known as assertive and uncooperative, also called dominating or zero-sum; Third, accommodating this is unassertive and cooperative, also called obliging; Fourth, known as unassertive and uncooperative, also called inaction or the ignoring style. Lastly, compromising it is a mid-range on both assertiveness and cooperativeness.

Jun, PingPing and Songbo (2009) identify two-dimensional model of conflict-handling approaches reflects how individuals/teams negotiate between their own and the other party’s interest while dealing with conflict. The nature of conflict dictates the approach to be used (Tjosvold, 2006). Jun, PingPing and Songbo (2009) believes that relationship conflict is believe to interfere with team collaboration, decreasing team cohesiveness and negatively affecting team performance. While interpersonal distress and distrust surfacing from this type of conflict makes it impossible for members to take approaches that would enhance cooperativeness in team. Task conflict, on the other hand, is believed to trigger information sharing and encourage team members to consider multiple perspectives when seeking solution to problems, and thus members are likely to take assertive approaches to prevent premature consensus and increases team effectiveness in general (Jehn, 1995).

**Theory and perspectives**

The implications for conflict management theory are twofold: first, the behavioral strategies adopted in the management of these conflict will be highly complex and will be determined by a number of influencing factors; and second, this moves theory beyond the two dimensional duel concern perspective, in that the adaptive manager dealing with these multiple, simultaneous conflict will also need to consider the possible implications of their chosen strategy along with the changing micro environment in which they operate (James, S. and Lynette, R, 2010).

A Deweyian perspective sees conflict as an inevitable, healthy force of change. According to this view, conflict should result in attempts to resolve disruption and be used as a creative force for positive change; indeed, in some organization, dissent is desirable and conflict resolution is used as a creative force for positive change (Labich, 1998). On the other hand the political perspective does not view conflict as either a problem or a sign that something is amiss. In this perspective, resources are in short supply; individual compete for jobs titles, and prestige; and conflict is natural, inevitable, and not necessarily bad (Michael and Wayne, 2001). However, Bolman and Deal (1991) argue that because of scarce resources and enduring differences, conflict is critical to organization dynamics, and power is crucial resource.

**Conclusion**

We have argued that conflict should be understood to have both positive and negative potential effects, and most literature suggest that conflict is not necessary good or bad but inevitable, and it is only the effect that conflict has a performance that should be judged. Despite differences in labels, the classifications of conflict describe essentially identical characteristics.

General behaviour and conduct issues are the most common causes of disputes at work. Dealing with conflict maybe difficult for many of us, but it is an essential skill to develop to ensure our needs are understood and met at work as well as understanding and working with others in harmonious way. As future manager we should address both cognitive and affective conflict because the former can be a well spring of change whereas the latter inhibits change.

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**Quiz**

1. What is a pie floater?
   a. A scoop of ice cream floating in a drink
   b. A meat pie floating in green pea soup
   c. Bickie crumbs floating in your coffee
   d. A present left on your car by a bird

2. What are Rice Bubbles?
   a. A dessert
   b. A type of food for fish
   c. A type of food for parrots
   d. A breakfast cereal

3. What do you call the Aussie favourite sponge cake cubes dipped in chocolate and rolled in coconut?
   a. Koala Cubes
   b. Lamingtons
   c. Croc Chocs
   d. Delights

4. If you were offered a yabby should you eat it?
   a. Yes, it’s a delicious pumpkin soup
   b. Yes, it’s a freshwater crayfish
   c. Yes, it’s chicken baked in campfire coals
   d. No, it’s a type of hat

5. Aussies love cooking snacks on their barbie. What is a snag?
   a. Sausages
   b. Prawns
   c. Chicken legs
   d. Steaks

6. What is Vegemite?
   a. A tiny insect like a tick that lives on kangaroos
   b. A vegetable recipe of peas, carrots and corn
   c. Chicken legs
   d. A breakfast cereal

7. What should you do with a damper?
   a. It’s bread, so eat it
   b. It’s a type of coat, so wear it
   c. It’s a style of haircut, so comb it
   d. It’s a garden tool, so take it outside

8. What is a tropical dessert made of meringue, whipped cream and topped with a selection of tropical fruits called? It’s named after a famous ballerina.
   a. Koala Cubes
   b. Lamingtons
   c. Bickie crumbs floating in your coffee
   d. A child that watches TV too much

9. Australians are the world’s biggest consumer of meat pies. How many do we eat every year?
   a. Almost 45 million
   b. Almost 100 million
   c. Over 250 million
   d. Over 375 million

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>> Answers on page 8
On the 5th of December 2011, GIT Australia held its Graduation Ceremony at Laila Reception, Brunswick. We were overwhelmed by the big number of attendees that night which included distinguished guests from Higher Education Providers, stakeholders, agents, colleagues, staff, students - their families and friends.

The ceremony started off with a short video about the institute, explaining how it came to be known as GIT Australia from Gurkhas Institute over the past few years, its past, present and future goals. Some excellent speeches were delivered by our CEO - Mr. Chandra Yonzon and our Director of Studies - Mr. John Kontogiorgis. All our students on that night were excited as they were called individually on stage to receive their “graduation scroll”.

We also had a couple of entertaining bollywood dances by “NATYA” dance group, who kept us entertained that night. Also, a spectacular modern hip-hop dance performance was delivered on stage by “Undefined”. We would sincerely like to thank all our performers on that night for making our Graduation Ceremony such a big success.

Outstanding Trainer/staff/student of the year awards were also handed out that night.

It was a memorable night and we would like to thank all those who were present that night, who managed to keep some time aside to attend our Graduation Ceremony - “Thank you very much”.

A big “Congratulations” to our students without whom GIT Australia would never have been the same.

We hope to see another new batch of students graduating next year and until then, here are some pictures of that memorable night.

PS: Special thanks to Solangture for the photographs. Murray Farrel for being a great MC for the night and everyone involved in making it a “BIG SUCCESS”.

Thank you,
GIT Australia Graduation Ceremony 2011 Committee

*Interested Students can contact Solangture for photographs (both soft and hard copy)
It was a day filled with excitement and action. Teams from different states around Australia made it to the “GIT Australia 9-a-side CUP 2012” held on 5th of February 2012. GIT Australia would like to thank all the players and attendees. Our Team played very well but unfortunately we did not make it to the Finals. YETI - BLUE FC emerged as the winning team on that day. Congratulations to YETI Team. Here are some of the photos of the eventful day. We hope to see you again next year.

Korean Students’ Study Tour
Dear Students,

If you are interested in any of the following sports tournament, please register your name asap at Level-8 (Library):

- **Badminton Tournament**  
  Date: 18 & 25 March  Time: 10am-5pm  
  Venue: South Vermont

- **Table Tennis**  
  Date: 1/4/2012  Time: 10am-5pm  
  Venue: Coburg Leisure Centre at Murray rd, Coburg

- **Basketball Tournament**  
  Date: 8/4/2012  Time: 10am-4pm  
  Venue: Reservoir leisure Centre, Plenty Rd

**Organized by:** Nepalese Association of Victoria (NAV)

*Limited participants allowed, please register your name asap to avoid disappointment.*

Solution for Soduku:

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6 8 4 1 5 3 9 7 2
9 3 1 2 6 7 8 4 5
8 7 3 6 4 1 2 5 9
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The cycle of human life is essentially the same for most of us. We are born, raised, educated and later perhaps start to build our family and the cycle goes on and on. In general, people tend to breathe their daily existence by this creed: "To live is to work and to work is to live". Even the richest of the rich must still exert their efforts, though it maybe a lesser one, to ensure the continuance of their provisions whilst the vast majority of us still strive hard for our daily necessities. What then would be the meaning and perhaps the purpose of our existence? I certainly would not delve within the context of one’s belief or religion as there can be an endless points of view and more often than not, lead to arguments and serious conflicts nor would I share with you the different precepts espoused by the great thinkers, philosophers or management gurus of both past and the present. My proposition is simple: BE A MAN FOR OTHERS.

How then do we start to think and take steps to become a Man for Others? It is by simply making selfless and charitable acts a part of our lives. We can all definitely contribute, no matter how diminutive our efforts are, to make this world a safer and more comfortable place to live in. Just observe our world: the first world countries or the highly industrialised nations are more concerned now with the protection of the environment while the poorer or third world countries simply don’t care about this, why? Because their main concern is their economic survival, how they will reduce their immense poverty where people live in subhuman conditions deprived of even the most basic needs such as food. Since these countries live in dispossessment, be it caused by man or nature, do you think they would be worrying about the long term protection of the environment? Theirs is a daily issue of survival and that's their order of the day. The efforts of other nations in achieving long term environmental goals will not be a success if the poorer nations will not tow the line.

Let me start how each one can live a meaningful life and be a man of others. Let us start off with the world’s richest of the rich, the billionaires, the affluent ones, the so called economic movers. I am most certain that, with their vast wealth, even their fifth or tenth future generations can subsist comfortably. So how can they be a man for others? It is as straightforward as follows:

1. Expand their business empire to poorer nations by creating jobs and employment with due consideration to the protection of environment. For as long as these businesses remain on break even, then they must continue to take steps to help out in alleviating poverty. This way these underprivileged countries can hopefully focus their efforts in protecting the environment. Gone are the days where the so called charitable foundations send aid or donations where the only benefits to the recipients are temporary and provide tax shield advantages to the founders / donors.

NOTE: Recent events about billionaires pitting against each other for their egos and caprices; the widening gap between the haves and have-nots; the corporate greed of earning billions and retrenching staff only to set it up overseas where labour / overheads are cheaper thereby adding to their already hefty bottom line; the relevance of the Occupy Melbourne Movement. All these have prompted the writer to release this article which he had written years ago and may still be considered very relevant. The article is purely the views and opinion of the writer and should not be construed as a recommendation nor a binding accord and therefore exclude all legal liabilities that may arise from the interpretation of such.

The writer is currently a Trainer for Accounting at the GIT Australia International College

contd next page...

Answers for “Food Quiz”: 1-B, 2-D, 3-B, 4-B, 5-A, 6-C, 7-A, 8-C, 9-C
2. Take care of their employees ensuring that in their own backyards the basic needs are taken cared of.

3. Sponsor medical and scientific research, missionary tours for volunteers or adopt an economically viable charitable program within their companies so even their own employees can have the avenue to participate.

Remember the super rich people will never suffer the fate of the poor as their vast resources can sustain them for generations. Perhaps their excesses can be put to great and productive use to help mankind and make the world a safer place. With these changes, they can surely say they have lived a meaningful life by becoming a man for others.

For the rest of us, the ever hard-working blokes day in day out, the following simple steps can lead to a fulfilment and momentous life, even if only in our own small way:

1. Secure yourself and your family by having a decent job. Provide for the basic needs and a little extra for leisure and relaxation. It is only by having a true balanced life that you can outwardly reach to other people. Don't even think of helping others when you and your family struggle to straighten out your own lives.

2. Spare time even once a week or once a quarter or even a part of your annual leave to be a volunteer engaging in poverty alleviation programs either in domestic or overseas activities.

At the end of each day before we close our eyes in the evening for our much needed rest, we ask ourselves: have we contributed to make this world a safe place and lived a truly meaningful life? Can you be A MAN FOR OTHERS! I challenge all of you to be one!
Fun Trivia

Soduku

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**just in jest**

**IT JOKE - “Right/ Write”**

Tech Support: “I need you to right-click on the Open Desktop.”

Customer: “Ok.”

Tech Support: “Did you get a pop-up menu?”

Customer: “No.”

Tech Support: “Ok. Right click again. Do you see a pop-up menu?”

Customer: “No.”

Tech Support: “Ok, sir. Can you tell me what you have done up until this point?”

Customer: “Sure, you told me to write ‘click’ and I wrote ‘click’.”

**An artist, a lawyer, and a computer scientist**

An artist, a lawyer, and a computer scientist are discussing the merits of a mistress. The artist tells of the passion, the thrill which comes with the risk of being discovered. The lawyer warns of the difficulties. It can lead to guilt, divorce, bankruptcy. Not worth it. Too many problems. The computer scientist says “It’s the best thing that’s ever happened to me. My wife thinks I’m with my mistress. My mistress thinks I’m home with my wife, and I can spend all night on the computer!”

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**Some Useful Sites for Students to Research**

**RefDesk.com**

This award-winning site is a great place to find and check facts. RefDesk has an enormous collection of reference materials, searchable databases and other great resources that can’t be found anywhere else.

**InternetPublicLibrary.com**

- The Internet Public Library is an online reference service that offers everything from free dictionaries and encyclopedias to books, magazines and newspapers.

**Encyclopedia.com**

If you need an online encyclopedia that allows you to cite reputable sources, this is a great place to look. Encyclopedia.com pulls search results from more than 100 reputable encyclopedias and dictionaries, including sources like the Oxford University Press.

**ChaCha.com**

ChaCha isn’t exactly a citable source, but it’s a fantastic starting point for research. This human-powered search engine has more than 15,000 guides who are dedicated to answering any question you might have.

**FactMonster.com**

For younger students who are not quite ready to navigate Refdesk, Fact Monster from Information Please is the tool to use. The Reference Desk on this site features a layout that is designed for easy fact-finding and includes timelines and an almanac, atlas, dictionary, and encyclopedia, as well as a Homework Center. Students can also search by visually identified topics or by typing in keywords.

>> Solution on page 8
Do you want to spread your words to GIT students and staff?
Feel free to submit any articles or reviews to the Library, Level 8 or email them to evolve@gurkhas.vic.edu.au.

All submissions welcome!