Case Study 10.1 Publicized Conflict at Yahoo

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**1. Explain whether the ousting of former CEO and COO as well as the employees standards reform, have been functional or dysfunctional conflict for yahoo.**

In my opinion , the ousting of Yahoo’s CEO Marissa Mayor was a functional conflict. The functional consequences for the organization may be concluded that the solution to the conflict suits all parties. As a result, everyone feels involved in the solution of the problem, jointly adopted decisions are readily implemented, opponents gain experience in cooperation. Relations between people improve, and they no longer consider disagreements as evil, which always leads to bad consequences. There is also dysfunctional conflict because the relationship of CEO and COO. The relationship between De Castro and Mayer having dysfunctional conflict among organization due to ego of both CEO and COO (Weinberger, 2017). However, more often a conflict causes dysfunctional consequences that impede the achievement of an organization’s goals. Such consequences include dissatisfaction, poor state of mind of the conflicting parties and, as a result, increased staff turnover and decreased productivity, lack of desire for cooperation and curtailment of interaction between opponents, wasted energy for unproductive, competitive "relations between conflicting parties, an idea of the opponent as an enemy, shift, i.e., the desire to achieve victory in isolation from the real problem, and others. Both the reputation of Mayer and DeCastro effected due to their conflict.

Conflict in Google’s CEO and COO has consequences, it leads to certain changes in the situation and atmosphere in the team. Although the conflict is usually considered rather as a negative phenomenon, sometimes it leads to positive (functional) consequences. However, in most cases, the consequences of the conflict are negative, that is, dysfunctional.

**2. Explain what type of conflict made DeCastro less than suitable for the position of COO at yahoo.**

Coo is a big position and the dysfunctional conflict arise by DE Castro was not suitable for his position. Intrapersonal conflict does not meet the definition given by us above. (Newcomb, 2016). This is a prerequisite for conflict to arise. Conflicting perceptions of the situation consist of a sense of threat from at least one person, recognition of the importance of the situation, and conflict between the individual goals of the conflict participants. So a conflict is called a disagreement between two or more parties. The sides can be random people, a single organization or a state. The wise sides try to get their point of view accepted and hinder other parties from doing so. Thus, conflict can be functional, increasing the effectiveness of the organization, and dysfunctional, reducing it. Therefore, a distinction is drawn between beneficial, positive and harmful, negative conflicts. The consequences of a functional conflict can be diverse: the problem can be resolved in a way that is acceptable to all, the cooperation between the parties becomes more active, and the problem can be discussed and resolved without a management decision. (Newcomb, 2016)

CEO Mayer hired De Castro for advertising Google and earn billions of dollars, but it was her under assumption .Secondly Mayer believed that the success business strategy and success business gain by You Tube and directly or indirectly DeCastro is responsible for it . It is generally assumed that the success of both companies is not due to DeCastro but due to him, indirectly both companies succeed(Neck et al., 2017). From an overall point of view, conflicts are like a regulating force that maintains and helps to maintain the balance of the organization. Conflict often replaces an outdated organization structure and creates new, more efficient ways of functioning. It helps the organization adapt to constantly changing operating conditions.

Failure to find a way to manage the conflict becomes dysfunctional and can lead to undesirable outcomes and disruption of goals.

**3.Describe why trust will be an important factor for yahoo as a company.**

Contrary to popular beliefs, trust is not something elusive and indefinite that you either have or not. On the contrary, trust is a pragmatic, material and workable asset that you can create, and much faster than you might have expected. Trust is the mechanism that drives the world. In this case study the main issue is lacking trust. Doe to CEO and Coo conflict the trust disturbed among clients, and other workers of company. It is important that all staff have a trust over their CEO, and they have trust that whatever CEO decide will be good for them and their company . her in this case deficit of trust developed. This is a factor that permeates all spheres of life and makes our world alive. If we lose confidence in each other, we exacerbate any crisis. Trust is important both in business and in everyday relationships between people (Massey & Dawes, 2007).Trust allows you to simplify processes and gain speed. When there is trust, we can wish faster, more efficiently, to act in a collaborative mode. When there is no trust, everything starts to cost more. Lack of trust is a kind of relationship tax. Trust brings a huge advantage. The difference in relations with people with whom you have established or do not have a trusting relationship is enormous. You can remember how it feels for you to communicate with subordinates or superiors, colleagues or friends, depending on the level of trust between you.

References

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