RUNNING HEAD: FMC CORPORATION

Introduction & Background

FMC Corporation is a global manufacturing company based in Chicago. The business has various units working at several locations. The two most popular units of the business is FMC Green River and FMC Aberdeen. The manufacturing of both the units is different from each other. The Green River unit manufactures chemicals used in agricultural activities, while Aberdeen unit manufactures machines and equipments used in military and defense services. The organizational behavior of both the units has different problems. The Green River division has major organizational problems rather than the Aberdeen unit.

The main organizational behavior problems in Green River unit are related with work group/teams, leadership practices and communication. The unit does not have appropriate management because of the need of effectiveness in these three aspects. But, the Aberdeen division has no problems related to these three aspects. The unit executives of Green River division, Kenneth Dailey needs to have several specific recommendations to improve the executive behavior problems for the Green River division (FMC Corporation, 2008).

Organizational Behavior Analysis

The organizational behavior of the Green River unit has several problems in its team, work groups, leadership practices and communication system. These problems affect the productivity of the unit to a great extent. The main problems in these three fields can be better analyzed with the following discussion:

Work Groups/Teams

Team work is essentially a mind set which requires a complete mental revolution from individual orientation to collective orientation, from individual contribution to collective contribution and from individual rewards to collective rewards. The team work enhances the performance of the employees as well as the organization. Due to the increasing competition, the organizations realized that some specific tasks can not be accomplished without working a as team. The development for a employment team is a big challenge for the Green River unit (FMC Corporation, 2008). The inappropriate employee recruitment system and performance appraisal systems give rise to disagreements with the staff, so the formation of the work groups is a difficult task for the unit. On the other hand, the Aberdeen division recruits their staff relying on their technical as well as personal skills. The performance appraisal for the staff is with the traditional evaluation system. So, the team formation is very effective at Aberdeen unit

Leadership

Leadership is the method of influencing and helping others to work passionately to achieving objectives. The performance of the company depends on the leadership practices. The management staff at the Green River unit follows an autocratic leadership technique. There is no involvement for the staff in the decision making processes, it is centralized to the top management. The leaders have no contact with their staff. This gives a great dissatisfaction to the employees. On the other hand, the leader at the Aberdeen division has full dealings among the staff and lets them to take part in making decision. The employees at this unit are quite satisfied with the leadership practices applied on them.

Communication

Communication is required in every human interaction, whether in the organizational context or otherwise. The significance of communication in the context of modern complex organizations is even greater. The communication system at the Green River unit is very ineffective. The top management has negligible interaction with the employees. The unit has a downward communication system in two different forms, oral and verbal (FMC Corporation, 2008). The oral communication is more effective because it is a face to face interaction among the top supervision in addition to the staff. At Aberdeen unit, the communication system is quite satisfactory. The administration of this division has continuous contact among the staff.

Alternatives and Recommendations

The above organizational problems for the Green River division affect the production of the company to a great extent. The site manager of the unit requires some effective recommendations to implement in the unit to resolve these organizational problems. Some of the recommendations are as follows:

* The supervisors or the team leaders of the unit should make the roles of the team members clear. In addition to this, the organization culture and work atmosphere of the unit must also be positive for the work groups (McKenna, 2000).
* The leaders for the company must construct the employees to contribute in the decision-making. The decisions among the inclusion of different minds will be very effective for the organizational operations. With this, the employees would accept the decisions with a positive attitude. In short, the leaders should follow participative leadership style, rather than autocratic leadership.
* The communication system must be altered in such a way that the messages for the top executives of the unit can be communicated to the employees in the required time. The communication system of the unit should have some specific features like clarity, adequacy, timing, integrity, etc. The communication system with the inclusion of these elements will be effective for the division (McKenna, 2000).

Implementation of Contingency Plan

The contingency plan helps the organizations to solve the problems that occur due to some malpractices or wrong action within the organization. The given contingency plan will help the Green River unit to implement the above recommendations in an effective way to improve the organizational behavior practices of the unit. The unit should alter the leadership practices from autocratic to participative. The communication system of the unit can be effective if it is followed by each of the employee of the organization. All the strategies for the effective implementation of these recommendations should be framed by the top management with the contribution of the employees. This will create a favorable work environment in the unit. The favorable work environment will improve the performance of the employees and in some way, of the organization (McKenna, 2000).

References

FMC Corporation. (2008). Retrieved November 25, 2008, from <http://www.fmc.com/>

McKenna, E. F. (2000). *Business Psychology and Organizational Behaviour: A Student's Handbook* (3rd ed.). Psychology Press.