



Uva Wellassa University

Faculty of Management



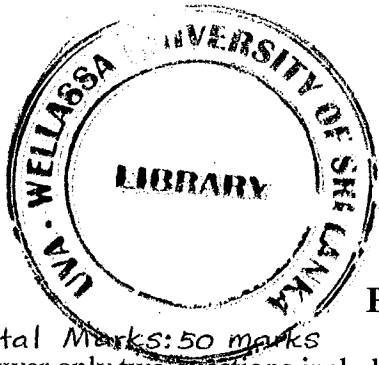
Degree of Bachelor of Business Management in Entrepreneurship and Management

Year 3 Semester II – Examination June/ July 2010

EMG 372-2 Conflict Management

Time: One hour and forty minutes

Index No:



Part C – Essay Questions

Total Marks: 50 marks

Answer only two questions including question 1.

1. The Catalyst is an American based multinational company and one of its branches is located in China. Even though Andrew Jimmy is an American person works as the Director of this branch, a large number of employees are Chinese people. Recently company decided to introduce a new administrative process and a remuneration policy. The response came from the employees was totally different from what the top management expected to receive.

Last Monday morning, when Andrew Jimmy was walking to his office, he saw that there were some posters and banners stating the resistance towards the new introduction. He was able to understand that a huge resistance is coming from the employees and few signs of conflicts are emerging in the organizational setting.

He quickly discussed with his staff and appointed his Personnel Manager, Desmond Jeffery also an American, as the officer in charge of resolving this conflict. Desmond Jeffery announced the employees that the top management wants to give them an opportunity to discuss this matter so as to find out a solution.

Answer the following questions based on the above case study.

- a) Name five possible indicators that would alert about an appearance of a conflict.
(5 Marks)
- b) Explain how the cultural differences influence on handling the above particular conflict.
(15 Marks)
- c) What would be the possible reasons of resisting this new change in the Catalyst?
(5 Marks)
- d) What are the possible implementation tactics that the top management of Catalyst can apply to avoid the resistance?
(5 Marks)

(30 Marks)

2. "In the modern world, organizations tend to go for litigation in case of handling organizational conflict". To which extent do you agree with this statement? (20 Marks)
3. Dysfunctional conflicts can not be fully avoided in the organizational setting, instead methods are available to minimize the effect. Discuss the statement (20 Marks)
4. (a) Identify main characteristics of conflict handling styles based on Thomas & Kilman Model. (10 Marks)
- (b) List up variables to be considered in case of selecting a conflict handling style. (5 Marks)
- (c) Briefly explain a procedure that can be applied to select a conflict handling style. (5 Marks)