



Uva Wellassa University
Faculty of Management

Degree of Bachelor of Business Management in Entrepreneurship and Management
THIRD YEAR SECOND SEMESTER EXAMINATION - SEPTEMBER/OCTOBER 2012
EMG 372 -2 Conflict Management



Part C - Essay Questions

Answer ~~only~~ **two (02)** questions including the question no.1

Marks allocation: 50 Marks

01.

- i) CPP, Inc. conducted a research in partnership with OPP, Ltd. in Europe and Fellipelli in Brazil, to shed light on the nature of workplace conflict in May 2008. It questioned 5,000 full-time employees in nine countries around Europe and the America.

Results revealed that the primary causes of workplace conflict are seen as personality clashes and warring egos (49%), followed by stress (34%) and heavy workloads (33%). It was identified that culture also plays a part in the perception of causes (24%). In France especially, 36% of employees saw a lack of honesty as a key factor, compared with a global average of 26%.

According to the results 27% of employees have seen conflict lead to personal attacks, and 25% have seen it results in sickness or absence. Indeed, nearly one in ten (9%) even saw it lead to a project failure. 70% of employees see managing conflict as a "very" or "critically" important leadership skill, while 54% of employees think managers could handle disputes better by addressing underlying tensions before things go wrong.

Assume that the company you are working for is also included in the sample of the above research and your General Manager asks you to suggest corrective measures to overcome the above problems.

You are required to:

Discuss the corrective measures in the form of a managerial report. (15 Marks)

- ii) Once the conflict is emerged, it follows certain phases in its evolution and creates various impacts on organizational performance.

You are required to:

- a) Briefly explain the relationship between level of intergroup conflicts and organizational performance.

(03 Marks)