



Uva Wellassa University
Faculty of Management

Degree of Bachelor of Business Management in Entrepreneurship and Management
THIRD YEAR SECOND SEMESTER EXAMINATION - SEPTEMBER/OCTOBER 2013

EMG 372 -2 - Conflict Management



Part C - Essay Questions

Answer only two (02) questions including question number 06.

Marks allocation: 50 Marks

6. Read the following case study.

ALLEN MANUFACTURING CORPORATION

Allen Manufacturing was founded in 1966 by Frank Allen, who personally managed the company until his death in 1972. He was succeeded by his sons Steve, who became the president of the corporation, and Walter, who assumed the position of general manager. The company manufactures exothermic products for use in steel production, such as fiber mold liners, superimposed consumable hot tops, and exothermic side boards.

The production department is under the supervision of David Blake, production superintendent. He joined the company in 1964 as a laborer and, subsequently, worked his way through the ranks. David Blake's assistant is John Donovan, who was hired in 1970 as an assistant quality control manager. He was appointed as David's assistant in 1972 because of his abilities in administrative procedures. Currently, John handles all the administrative duties, while David supervises production. The third in command in production is Donald Nelson, who is the general foreman. His job is to schedule production on a day-to-day basis and to follow it through.

The maintenance department is headed by James Seibert, maintenance superintendent. James has been with the company since its inception and is a close personal friend of David Blake. It is James's duty to order replacement parts and perform necessary repairs of company equipment.

James's assistant, Joe Kelly, directly assigns and supervises the maintenance duties. The maintenance department usually receives assignments for maintenance by means of work orders written by one of the production foremen and approved by John Donovan.

One day, Don Nelson approached Jim Seibert with, "Our furnaces are in desperate need of repair. They are inconsistent. The ware is constantly being overbaked in certain sections and not baked enough in others." Jim Seibert's reply was, "We are constantly repairing the furnaces, but