

HW3 - Case Study

1.Summary

Susan and Neil are from different departments which are marketing and finance respectively. But from the beginning, they are unable to appreciate each other's point of views and due to the lack of cooperation, the conflict seems to increase day by day. It seems that Neil thinks that Susan wants to concentrate more on marketing to the clients whereas Susan thinks that Neil wants to just analyse every penny sitting in the meetings. On this particular day, the argument gets heated up, and the manager wants to finally resolve and put an end to it.

2.

1. Was the argument today between Neil and Susan the true conflict or a symptom? What evidence do you have to suggest it is merely a symptom of a larger problem?

A. The argument which happened today is a conflict which had earlier symptoms of both complainings about each other's behavior, lack of commitment or cooperation and general shoddy performance. The essay also suggests that Neil is not happy about Susan's outdoor trips for the past few weeks. These are the symptoms of today's argument which seems like a conflict. But today's conflict from Neil and Susan threatening about the future standpoint of the company can be seen as evidence to larger problems in the future, if the company does not stand up to a higher value or if it dives it to the ground.

2. Explain how differentiation plays a large role in the problems that exist between Susan and Neil.

In this case study, since Susan and Neil come from different backgrounds such as marketing and finance, they have varied approaches towards a situation. Also when the output needs to be presented, there might not be a standard measurable approach to put forth the impact of the work done by Susan. Neil might expect to see numbers or statistics which is not possible in all the cases of marketing. Hence, differentiation plays a larger role in their problems.

3. Develop a conflict management procedure for your meeting in 30 minutes. Create a simple script to help you anticipate the comments you are likely to hear from both parties.

Mediating the conflicts:

Me: Please put forth your point of views clearly and accurately.

Neil: Susan had been to various other meetings, but I am unable to see the impact/output of those meetings and the effect it has on our current situation. Apart from that, it costs us a lot and I'm not sure if it worth the expenditure. I need to know the exact growth in numbers.

Susan: The past meetings were not worthless, they increase our brand value and definitely it's not just hanging out by the pool, it requires more effort in convincing the clients to invest in us to build future trusts and networking.

Arbitrate:

Me: From the next meeting, Susan should give a report on the previous outdoor meetings with the clients as well as Neil should be more patient during the meetings.

If the above strategies for the conflict management procedure do not work, the project leader should take measures to either control & accept or eliminate (transfer) the team members from the meeting.

4. Which conflict resolution style is warranted in this case? Why? How might some of the other resolution approaches be inadequate in this situation?

A: For this particular conflict, mediating and arbitrate are picked because there might be a misunderstanding between both the parties and a slow and unheated confrontation will work. Also arbitrating on what to do from the next meeting can have an impact. Control will not work since the issue has been going on for a long time. Accept will not work since both will never reach a common ground and the arguments would waste a lot of team member's time. Eliminate is the last option, but it's not suggestable since both marketing and finance is necessary for the project.

Feedback:

Neil: When you do not attend the meetings for a long time, I feel there is a disconnect on what is the status of the meeting because we have to take further steps based on the previous reports.

Susan: When I did not attend the team meetings, I was out of town for the clients on a regular basis, as I feel that would put the clients in contact with us for a long time because the value from the clients is necessary to improve the financial status of our products.

Neil: I would like you to give us your time schedule may be on Mondays, because you can provide a report on the meetings held on Fridays. What do you think?

Susan: I do not think it's necessary to reschedule all the meetings as it involves the time of all the teammates, but I can mail the reports every Monday to all the team.

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