

# Case study example

Business



Answer The major source of the conflict at Intel, China was the lack of effective communication and awareness of organizational culture across workforce. Organizational culture broadly refers to the unique elements of code of behavior amongst the workforce that is developed over a period of time (Martin, 2005). It encourages them to align their personal and professional goals with organizational vision, mission and objectives such that collective goals and shared learning becomes the key enabling element of higher performance. Thus, effective organizational culture thrives on regular communication, cross-cultural understanding and shared goals.

Answer 2

The case describes a systematic problem because the organization has not yet developed any defined organizational culture that promotes better understanding of diverse value system in order to develop shared goals and strong teamwork. In international businesses, cultural understanding of host nation becomes hugely important factor that influences the work performance of individuals. Chinese business practices are very sensitive to behavioral pattern. It is intrinsically linked to socio-cultural value system that necessitates better understanding of cross-cultural value system and effective communication across workforce so that workplace conflicts could be resolved amicably.

Answer 3

The conflict could have been avoided in the first place if the managerial leadership had promoted distinct culture of shared learning, common goals and collective decision making. To resolve present conflict, the leadership should acknowledge Li's contribution to the firm and to the project. At the same time, Tang needs to emphasize the importance of shared goals and

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teamwork and his reasons for discontinuing the project. He should also seek Li's input on why the project should be continued. If Li is able to successfully explain the validity of project he should be allowed to complete it provided he involves others and completes it as team rather than as an individual.

#### Reference

Martin, J. (2005). *Organizational Behavior and Management*. NY: Thompson.

Resource as provided