



Module 4 Application

Submit at the end of Module 4.

Conflict and Team Performance

The role of human resources (HR) in conflict management involves establishing workplace policies addressing conflict and conflict resolution, management, and oversight of conflict resolution programs, assuring appropriate training for managers and supervisors, and monitoring and controlling the cost of conflict resolution.

In this assignment, you will review the case study: *The Vigilance Project team at PharMed International struggles with the task of implementing a new tracking system*. This case focuses on conflict within the team, and the organization's effort to resolve it. Based on information from the case, the assigned readings, and your research, you will identify causes and incidences of conflict affecting the Vigilance Project team's ability to produce desired outcomes and convey your findings in a decision tree and paper.

Course Objectives

- Develop effective policies and strategies for identifying, managing, negotiating, and resolving interpersonal and intergroup conflicts in the workplace focusing on positive outcomes for the parties involved and for the organization.
- Evaluate the integration of effective communication, performance management systems, and disciplinary processes in employee professional development, employee job satisfaction and engagement, organizational development, and attainment of organizational goals.

Directions:

- 1) Save and print the Module 4 Application PDF.
- 2) Create a decision tree related to a scenario and, in a Word or text document, write a 2-page summary of the illustrated concepts in the decision tree.
- 3) Use APA (6th edition) format for the summary paper, the title page, references page, and in-text citations. Incorporate references on conflict management and, if appropriate, references from earlier modules to support your view.
- 4) Use fonts as appropriate to the design of the decision tree.
- 5) Follow the directions to submit your final decision tree and paper.

Step 1. Assess

Read *The Vigilance Project—Case Overview* to identify problems with conflict encountered in the project. Access the case study on the Learning Objects page.

Step 2. Research

Review the assigned readings for this module and use library resources to identify three additional reliable sources addressing interpersonal and/or inter-team conflict.

Step 3. Deduce

Based on information from the case, the assigned readings, and your research, identify causes and incidences of conflict affecting the Vigilance Project team's ability to produce desired outcomes.

Step 4. Evaluate

Evaluate the appropriateness of Lance Paulson's effort at resolving the conflicts. Outline action steps in a decision-tree. Use an online resource to create the decision tree such as the one provided on the Learning Objects page. Write a 2-page summary of the illustrated concepts in the decision tree. Incorporate references on conflict management, but you may also include references from earlier modules to support your view. Include changes you would make to Lance's communication and actions in addressing the conflicts.

