

A Case Study of Organizational Behavior: Conflict Management

To create a footprint in the telecommunication Business & Operation Support System (BSS and OSS) a well known fortune 500 company, Olite (name changed) , acquired a leading software company in the billing and revenue management sector named PTL (name changed) in the year 2004. Olite is a multinational company with its headquarters in USA.

This acquisition was consolidated at Olite, under the Telecommunication Business Unit (TBU). To utilize the cost advantage and the technical expertise, Olite started its TBU division activities at the India development center (IDC). Olite also maintained a group (here after referred to as HQ team) at its headquarters, which focused on R & D activities and for supporting a few key customers. Most of the employees who were part of TBU division came from PTL software. The main responsibilities of the IDC group were to provide support to the existing customers and provide minor enhancement to the existing product.

This case study discusses the growth of the TBU's engineering division at IDC and the challenges it faced while dealing with the needs of the employees, aspirations of its leaders and the effects and challenges it created to the group at its HQ division and the HQ group heads reaction to it.

As part of this case study we will try to focus and understand following aspects:

- Personality type
- Conflict between individuals
- Organizational politics –Divide and Conquer

Description of the Case:

This is a case study of the Engineering (Product Development) group of the TBU division. The TBU's engineering group was organized in a simple hierarchical structure as shown in Figure 1.

Michel (VP)

Suraj (Director)

Ashok (Director)

Organizational Behavior Case Studies With Answers

**Albert J. Mills, Gabrielle Durepos, Elden
Wiebe**

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