

# City University of Hong Kong

## Department of Manufacturing Engineering and Engineering Management

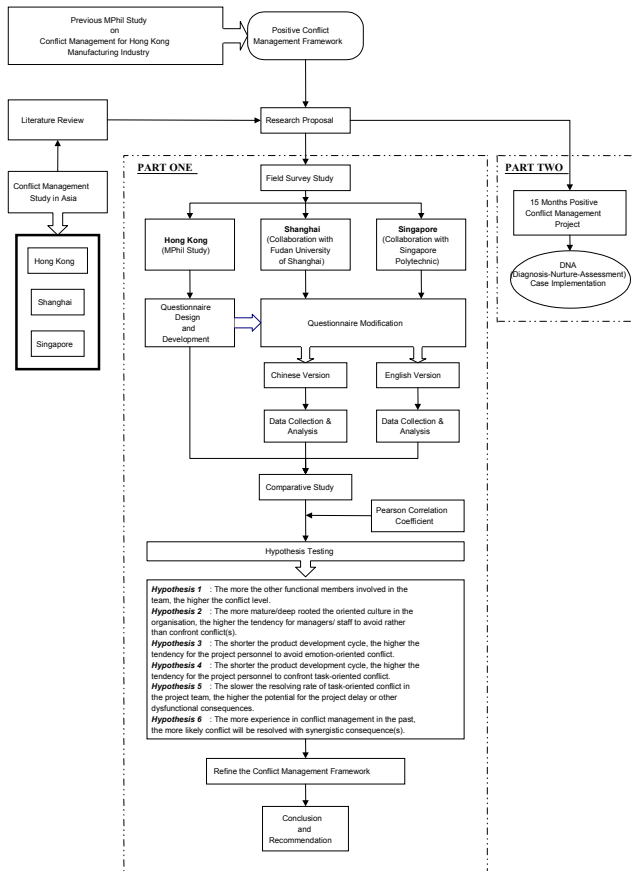
### Project Title: Conflict Management in Product Development Process: A Comparative Study of Practices in Hong Kong, Shanghai and Singapore

PhD student: Cheung Ching Ching  
 Supervisor: Dr. K. B. Chuah

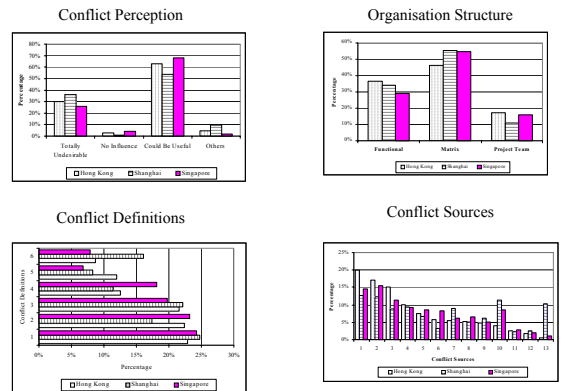
#### Aim

The aim of this research is two-fold: firstly, to investigate the conflict management practices in Shanghai and Singapore, and compare the findings with that in Hong Kong; secondly, to implement a proposed conflict management framework in a selected manufacturing company.

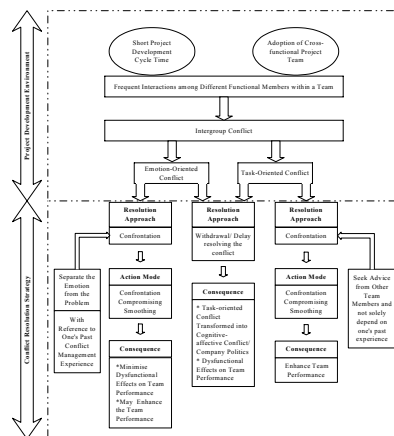
#### Methodology



#### Survey Results

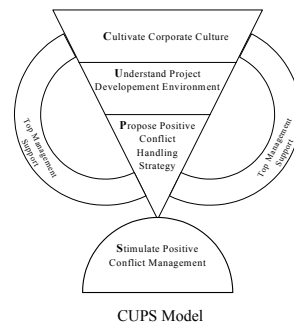


#### Conflict Management Framework



#### Conclusion

This study followed a structured methodology as shown above. The results provide strong empirical evidence that oriental cultural factors are no longer the dominant factors which influence the conflict management styles of contemporary Asian project managers or leaders. Instead of adopting either suppressive or avoidance/non-assertive approach as reported in the past, the survey results revealed that they preferred to directly confront conflicts encountered. The study also found that increasing occurrence of project task-oriented conflict in the workplace could be associated with the shortening of product development cycle time and the increasing adoption of matrix team structure in product development projects in recent years. Based on the findings and the experience of a 15 month long positive conflict management project a CUPS model is proposed.



#### Collaborating Organisations

- School of Management, Fudan University in Shanghai
- Centre for Enterprise & Executive Development and Research, Department of Business Administration, Singapore Polytechnic
- SAE Magnetics (HK) Ltd.