

Case study Back Creek Memorial Hospital

1. In Back Creek Memorial Hospital, the internal conflict is rising because Stan, the new Chief of Staff, wants to mandate uniform for employees in the ED to improve patient satisfaction while the staff in the ED opposes this proposal. The internal conflicts result in some change resistance in the hospital as well as some interpersonal problems. Equity theory, power theory and conflict theory help to explain the internal conflicts. Stan requires the staff in the ED to wear uniform but employees in other departments do not need to follow this requirement. Hence, the staff in the ED feels unpleasant and unfair on this proposal. In the workplace, people want to be treated equally and fairness largely influences their feelings, attitudes and emotions. The proposal of Stan neglects equity to a large extent. Except for equity theory, power theory can explain the unique role of Mark in this case. Since Mark's wife is familiar with Mrs. Mansion, whose husband is the Chairman of the Board. Though Mark is an employee in the ED, he has strong informal power due to his social relationship with the Chairman. In this case, the informal power to some extent intervenes in decision making process and makes the internal conflict worse.

In addition, the conflict theory points out that poor communication, limited openness, and failure to respond to employee needs are three major sources of conflicts. In the case of the hospital, these three reasons exist. Firstly, Stan fails to make sufficient communication with key players in designing this proposal. He talked to the CEO, the Director of Nursing and the newly elected leader for the ED group. However, this