

Alarming Night
Instructor's Notes

I have often used this case just for class discussion (as in the 10th class). But I also use it as the backdrop for role-plays, in the class where the students are “building a conflict management system.” A major dilemma for building a system is whether one is building it for the employees, or whether one is building it for senior management, or both.

The role-play illuminates these differences. Students prepare in role --- with other students having the same role and they should prepare at length out of class or in-class. Two employees then deal (in role-play) with one senior manager. The ensuing discussions are likely to help students understand the sense of powerlessness that employees may have and the self interest that a CEO may feel.