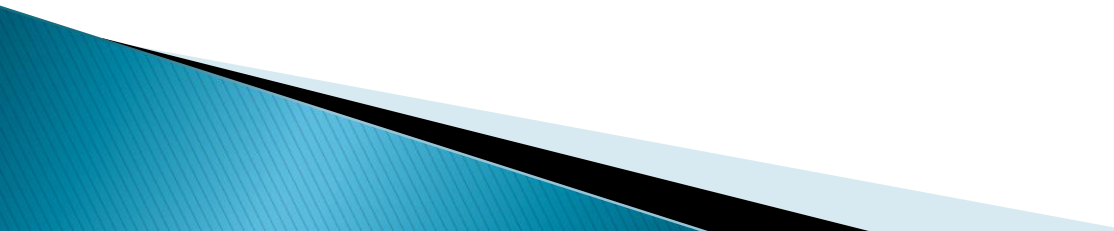


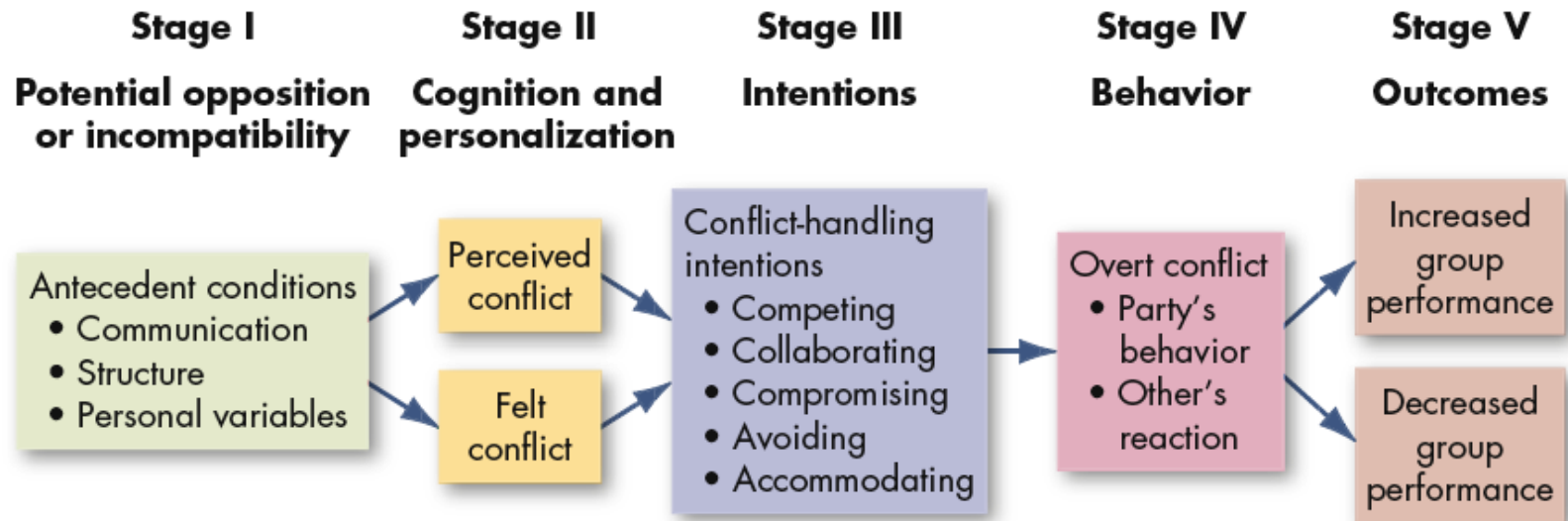
Conflict-II

Umakanta Nayak

Types of Conflict in Organizations

- ▶ Task Conflict
 - Conflicts over content and goals of the work
 - ▶ Relationship Conflict
 - Conflict based on interpersonal relationships
 - ▶ Process Conflict
 - Conflict over how work gets done
- 

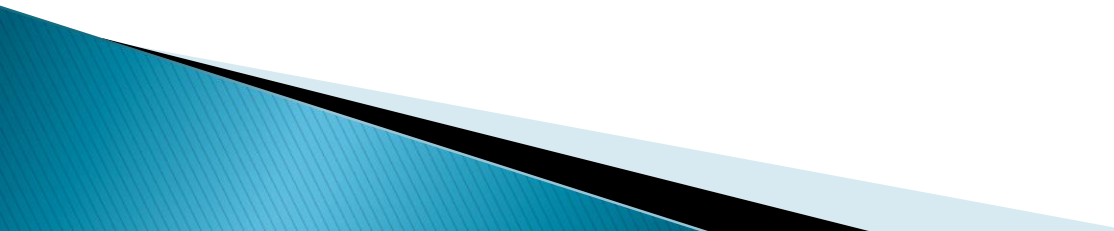
Conflict Process



Stage-I Potential Opposition or Incompatibility

- ▶ Communication
 - Semantic difficulties, misunderstandings, and “noise”
- ▶ Structure
 - Size and specialization of jobs
 - Jurisdictional clarity/ambiguity
 - Member/goal incompatibility
 - Leadership styles
 - Reward systems
 - Dependence/interdependence of groups
- ▶ Personal Variables
 - Differing individual value systems
 - Personality types

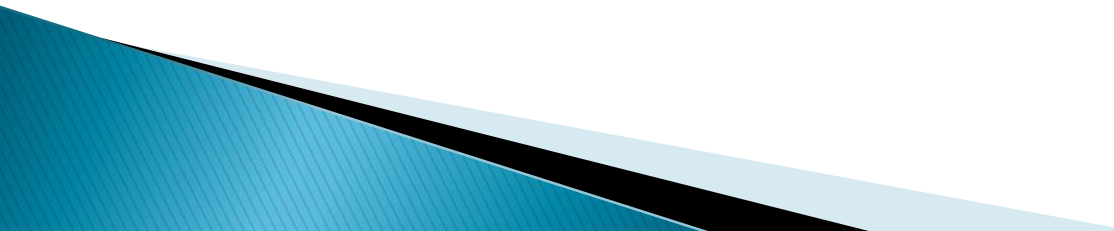
Stage II: Cognition and Personalization

- ▶ Perceived Conflict:
Awareness by one or more parties of the existence of conditions that create opportunities for conflict to arise
 - ▶ Felt Conflict:
Emotional involvement in a conflict creating anxiety, tenseness, frustration, or hostility
- 

Stage III: Intentions

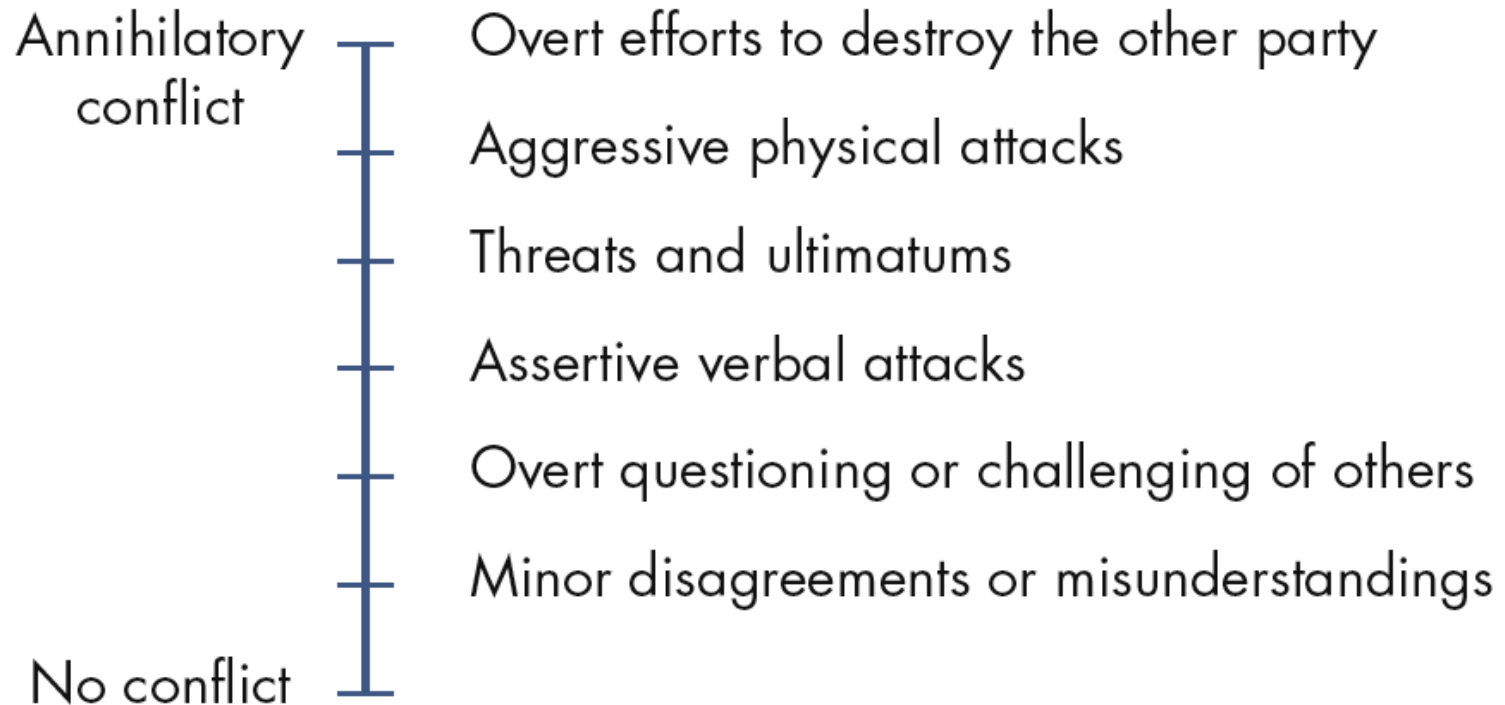
- ▶ Intentions: Decisions to act in a given way
- ▶ Cooperativeness: Attempting to satisfy the other party's concerns
- ▶ Assertiveness: Attempting to satisfy one's own concerns

Five Conflict-handling intentions

- ▶ Competing
 - ▶ Collaborating
 - ▶ Avoiding
 - ▶ Accommodating
 - ▶ Compromising
- 

Stage IV: Behavior

This includes the statements, actions and reactions made by the conflicting parties



Stage V: Outcomes

- ▶ Functional Outcomes from Conflict
 - Increased group performance
 - Improved quality of decisions
 - Stimulation of creativity and innovation
 - Encouragement of interest and curiosity
 - Provision of a medium for problem-solving
 - Creation of an environment for self-evaluation and change

Outcomes (Cont'd)

- ▶ Dysfunctional Outcomes from Conflict
 - Development of discontent
 - Reduced group effectiveness
 - Retarded communication
 - Reduced group cohesiveness
 - Infighting among group members overcomes group goals
- ▶ Creating Functional Conflict
 - Reward dissent and punish conflict avoiders

Conflict Management Techniques

Conflict Resolution Techniques

- Problem solving
- Superordinate goals
- Expansion of resources
- Avoidance
- Smoothing
- Compromise
- Authoritative command
- Altering the human variable
- Altering the structural variables

Conflict Stimulation Techniques

- Communication
- Bringing in outsiders
- Restructuring the organization
- Appointing a devil's advocate