

Conflict Management in The Rwandan Genocide

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The questions concerning The Rwandan Genocide are many. With the loss of life ranking on the upper end of world tragedies. In the case study, *The Rwandan Genocide*, Forance (2009) reports in some detail about the origins of the conflict starting with the origins of the terms "Hutu" and "Tutsi" which were first given significance by the early white explorers (p 1). However, no focus is given on possible conflict management solutions, nor any attempt is given of classification into one of the definitions of conflict given by today's professionals. Forance (2009) first states that the conflict was mostly viewed as an ethnic one but then points to three main reasons for the conflict, 1. The racism element due to classification. 2. The result of the ambition of those who sought to be in power in Rwanda, 3. Outside influence from nations such as France who might benefit from certain powers and policies being in place. Before classifying this conflict regarding today's categories of type, source, and resolutions style it may be beneficial to look deeper into the three reasons given by Forance (2009).

Forance Categories

Racism

Through the years labeling subcultures have served injustice well. Labeling something or someone gives way to a classification which usually ends in elevation for the labeling party, and oppression for the labeled. The European invasion in South America was made possible by the the notion that Christopher Columbus put in his letter, "...and slaves as many as they shall order to be shipped (Southey, 1827, p. 148) " and then Southey (1827) lists that in 1514 the Pope writes:

We shall take you and your wives and your children, and shall make slaves of them, and as such shall sell and dispose of them as their Highnesses may command; and we shall take away your goods, and shall do all the harm and damage that we can. (p. 33)

The idea is simply this, since these people are on a lower evolutionary, intelligence, beauty, or religious scale they are for the use or abuse as seen fit. Unfortunately, the biggest supporter of this was those in religious power who quoted the Bible in defense, "Let us make man in our image, after our likeness: and let them have dominion" (Bible KJV, 1611, Gen 1:26). Dominion has always been misinterpreted here in the eyes of those who seek power. A better interpretation may be "to care for" or "to be responsible for." Regrettably, however, once this tragic thinking gave license to take everything in South America in the name of "God" the race to abuse for profit had begun (Pares, 1936). Tragedy was repeated in the northern hemisphere when the U.S. gave blankets filled with smallpox to the Plains Indians, and again when one of the requirements of being a citizen of the United States was ownership of land; Slaves were property at the time (Patterson & Runge, 2002). Our very constitution and supreme court at one time ruled that black people had no rights as a man or a citizen (Dred Scott v. Sanford, 1857). This made it ok to own slaves and kill them as seen fit as they were only three fifths of a person (US Constitution, art. 1 § 2; US Constitution, art. 4 § 2). More recently, one of the worst cases in history was the Holocaust . This is not a new event, racism still exists in the world, and it could be said that the Rwandan incident was the latest major loss of life due to this type of thinking.

Seeking Power

Morse (2017) purports that most people who seek leadership mostly fall into one of the Dark Triad of leader-follower classifications; Machiavellianism, Narcissism, or Psychopathy. In

all three the center focus is on self, with little regard of who is hurt in the achieving of the main goal. These facts ring true in this study of Rwandan Genocide. First with the British, then with France. Each leader of Rwanda according to the Forance study sought power for themselves with little care for others – save the one who was murdered right away.

Outside Influence

Another interesting thing to note is the behavioral study of obedience performed by Milgram (1963) in which people accepted doing wrong just by the simple application of perceived authority. The Rwandans killed at the urging of leadership as a result of the people being told to “do their work,” and kill the Tutsi men, women, and children. In the end, one may see all these influences at work as the Tutsi people were counted as lessor as the result of people with less than noble agendas being in power while NGO’s, the UN, and other nations direct influenced this way of thinking to benefit from genocide.

The Five Questions

In an attempt at categorizing the event into today’s categories, five questions are presented. First: What types of conflict exist in the case? Secondly: What are the sources of conflict in the case? Thirdly: Who are the stakeholders, and which parties have conflicting interests? Fourth: What are at least two alternative conflict management strategies that could be used to address this case? Lastly: Which of these is the best alternative to resolving the conflict and why? Please note that in appendix (A) one will find an annotated bibliography that is further categorized into the three categories types of conflict, sources of conflict, and conflict resolution types.

Types of Conflict

The list of the types of conflict seems to change according to the author. Portolese-Dias, (2012) lists the classifications as; Cause and Effect, Intrapersonal Conflict, Interpersonal Conflict, Intergroup Conflict, and Interorganizational Conflict. While the most common categories in the bibliography seem to be; Perceived Conflict & Satisfaction (Théry & Verstraeten, 2018), Geographic Location, Spontaneous Communication, Identity, and Interpersonal Conflict (Hinds & Mortensen, 2005), Relationship and Task Conflict (Medina, Munduate, Dorado, Martínez, & Guerra, 2005), and finally, Interpersonal, Task, and Process (Jehn, 1997). It may be noted that conflict may go through an evolutionary process as pointed out by Talmaciu & Maracine, (2010). For instance, intrapersonal conflict (which is psychological in nature) may give birth to interpersonal conflict (which is due to differences in beliefs or personalities), which then may end in intergroup conflicts, (between the groups Hutu and Tutsi for instance) in fact, the Forance (2009) study even reports on such an evolution. It almost makes it easier when a conflict is in the nature of the Dark Triad, at least it is easily definable. Geographic locations surely play a part as the location is less probable in a first world location, but still happens on the micro level. Hinds and Mortensen (2005) list identity as well as geographic types. Conflicts that stem from identity is at the foundation of racial and ethnic conflict. We all want to feel important. The bilingual study of Barber (2016) given in the bibliography is a great example of both cause and effect as well an evolutionary conflict. It is unfortunate that man's definition of important supports a social, or economic class structure. On the flip side, task nor process conflict seem to find relevance in the conflict.

Sources of Conflict

Human interaction is often the source of conflict, albeit, conflicts may also come from superficial ideals, environmental structure, by perceived or actual values, or differentiating

interests (Portolese-Dias, 2012). Other causes may be organizationally based, due to limited resources, interdependence (Argyle & Furnham, 1983), goals (Hasani & Boroujerdi, 2013), personality conflict (Portolese-Dias, 2012), or communication problems (Hinds & Mortensen, 2005). In the Rwanda Genocide, one may conclude on any one of these as a source of conflict. Superficial ideals, perceived values, different interests, limited resource, lack of communication all have a basis. Herdsman throughout history have been perceived as lesser in most cultures. The second king of Israel was not even included in the selection to be presented to the prophet to be anointed as king due to the fact that he was a “ruddy herdsman” (KJV, 1 Sam 16:11). Tutsi, were cast low as herders of cattle in the beginning (Forance, 2009). However, this conflict would have eventually faded if not for the leadership of the country. Both Britain and France segregated using these classifications, which people were classified into entirely by looks or occupation--the Hutu being lifted as superior. This type of racism takes effort to be rid of. Many people here in the U.S. still view people other than white as inferior. The problem was and is, when such a fault is found in society those that would capitalize on it for their own gain are quick to do so. Money, power, and fame subvert any ethical or moral statutes and genocide becomes a money-making proposition (Williams, K. M., McAndrew, A., Learn, T., Harms, P., & Paulhus, D. L, 2001). The industrial military complex is quick to bring profit from war (Pilisuk & Hayden, 1965). Tyrants grab power quick in mass confusion (Christie. R., Geis, 1970; Hare, 1991; Harpur, Hare, & Hakstian, 1989; Raskin & Hall, 1979; 1981) . Natural resource is provocation enough for major oil companies to bring instability to a geographic location in order to get control of resources that may amount to billions of dollars. Concerns about resource somehow allow some to dismiss such a crisis, especially if Aids or some other viral threat is present.

The Stakeholders

The obvious stakeholders are the Tutsi and Hutu peoples. Then there are the bordering counties of Uganda, Tanzania, and the Democratic Republic of Congo. However, the bordering country of Burundi has more invested than the rest as its beginnings stem from the Hutu Tutsi conflict. Next are those nations that have played the biggest part in Rwanda, namely France and Britain, however, according to export.gov Rwanda earned 73.5 million USD from tea exports alone in 2016 alone which was a nine percent increase from 2015 (Export.gov, 2019). Other exports include gold, tin, tantalum, tungsten, and coffee. Such exports make most nations--if not the world--stakeholders. Coming in from a different angle, Rwanda is one of the places that the world looks too for examples of conflict resolution--at where racism is concerned. The goals of Rwanda today are pretty ambitious. In a paper put out by Includeplatform.net, by 2020, Rwanda intends to have become a private sector-led middle-income country built on a knowledge-based economy. However, conflicting interest may come into play when profit can be made from confusion, war, or dismay. For example, weapons manufacturers will make little money in times of peace. Another stakeholder with conflicting interest may be bordering nations who may be the competition in exports. Lastly, those leaders who seek power, fame and money, who can be classified as within the categories of the Dark Triad, who use fear to rule, who profit through the degradation of human kind are stakeholders. Rwanda has its work cut out for it. In order to achieve its 2020 goals they will have to be vigilant in detecting such evil intentions.

Further listed in Rwanda's 2020 vision are such things as a National Employment Program (NEP) and Social Protection. The plan is the creation of new off-farm jobs for private sector growth (Includeplatform.net. 2019). Indeed, this requires such things as an ethnic or racial conflict to become a thing of the past.

Two Conflict Management Strategies

Portolese-Dias (2012) gives five basic strategies avoidance, accommodation, compromise, competition, and collaboration. Further, they report that the collaborative style has at times been highly effective—thus they favor this method. In considering the source of the Rwanda conflict one might extricate avoidance, accommodation, and competition as these are not great for working with ethnic and racial bias. This leaves compromise and collaboration as possible strategies. Talmaciu & Maracine (2010) have about the same strategies with the addition of adjustment instead of avoidance. Kulik, Walfisch & Liberman (2016) note that marital long term relationships prefer to use cooperative strategies. One might consider the Tutsi /Hutu relationship along these lines and consider cooperative strategies. Cooperative could be defined using the word collaborative, so Kulik, Walfisch & Liberman (2016) agree with Portolese-Dias (2012). Phillips & Cheston (1979) take an entirely different stance by reporting that the strategies of forcing, compromise or avoidance are the only ones that work. Astoundingly it is reported that forcing and compromise have the same success rate at about 40% while avoidance rarely worked at all. In their study, however, forcing had the negative reaction of employees wanting to change jobs while compromises when it worked did not. In considering the Rwanda Conflict forcing may be seen as closely related to the slave-master relationship and is therefore removed from consideration. Webb (1995) reported on a solution-oriented approach to conflict resolution that included workshops. The focus of such is education and the breaking of unrealistic biases. Typically, counselors all over the world are using such an approach, while useful, this approach may prove difficult to implement on a national level.

Which Is the Best

Of the types of conflict resolution management styles researched the one that stands out the most is collaboration. Although Phillips & Cheston (1979) report only a 40% success rate, the feelings of the stakeholders must be considered. Since forcing, the only other style with a 40% success rate, ended in feelings of dissatisfaction, the style of collaboration, which ended with a higher satisfaction rating is favored. In addition, augmenting the style with workshops and education to break unrealistic biases is suggested. In addition, the lofty goals of the 2020 vision of Rwanda will require collaboration with other counties, especially its bordering countries, trade countries, and allied countries who show success in facing such issues.

A Plan to Resolve Conflict

Truthfully Rwanda is already on task with its 2020 vision. Efforts to move from farm and field work to a private sector-led middle-income country built on knowledge is a great step toward conflict resolution. Creating democracy and a republic may also be along the lines of enlightenment. Education is showing common genetics for all mankind, the losses suffered by the world when one sector of its population is lost, and the costs in progress due to the derailment of perusing causes where the only end is destruction makes education paramount. A national blitz that includes propaganda, media coverage, and education in public schools are the first steps. The word propaganda reminds one of the Holocaust, another genocide in history, but WWII proved propaganda works, the key is to make it positive and make it true. Commercials, flyers, posters, jingles in tandem with support from the governing bodies will help people to catch the vision. Already mentioned is education and it is a must. To change a culture, one must begin with the kids. One of the reasons the U.S is on the path to overcoming hatred and racism is due to the public school system teaching tolerance along with science and equality (people are all made of the same stuff no matter the differences). Collaboration in the public-school sector,

in the home-schooling sector, and in adult education is also a must. Active efforts include workshops confronting hatred and intolerance, while also teaching prosperity and ways to achieve prosperity. The implementation of twelve step programs throughout the nation would be beneficial. Finally, and possibly the most advantageous, evangelism and the proclaiming of the teachings of Jesus Christ. Real Christian doctrine has been fundamental in fighting hatred and injustice for centuries. As Tutsi and Hutu begin to realize that “normal” does not exist and everyone is special and unique and irreplaceable, people will begin to celebrate their differences. As Rwanda’s 2020 vision, which obviously will take longer, begins to become a reality the GDP will go up, satisfaction will go up, and resource will begin to be plentiful. As this occurs, stakeholders in the world will benefit through export and import, the advancement of science, along with a positive impact on global economics.

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Williams, K. M., McAndrew, A., Learn, T., Harms, P., & Paulhus, D. L. (2001). The dark triad returns: Entertainment preferences and anti-social behavior among narcissists, Machiavellians, and psychopaths. Poster presented at the annual meeting of the American Psychological Association, San Francisco, CA Received from: <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.452.3138&rep=rep1&type=pdf>

Appendix A: Annotated Bibliography

Annotated Bibliography

This bibliography is in alphabetical order but is also sub-sectioned in the following categories: types of conflict (toc), sources of conflict (soc), and conflict resolution strategies (cr). Please refer to the added tag at the end in the reference area.

Argyle, M., Furnham, A. (1983). Sources of Satisfaction and Conflict in Long-Term Relationships. *Journal of Marriage and Family*, (3), 481. <https://doi-org.libproxy.chapman.edu/10.2307/351654> (soc-4)

Argyle and Furnham used 52 subjects, 15 sources each of satisfaction, out of which three clear sources for satisfaction developed, and where only two factors developed for conflict in long term relationships. However, evidence for universal sources of satisfaction was present through shared-interests also. The spousal relationship developed into a class by itself setting the high standards in all three satisfaction areas and both conflict factors. The ratio of conflict to satisfaction in other long-term relationship was greater than in spousal relationships. These findings are somewhat supported in Foa and Foa's (1974) six classes of resource, LaGaipa's (1981)- lists, and Weiss's (1969) in the conclusions that relationships serve five functions. However, Argyle and Furnham found satisfaction and conflict are compatible with a positive correlation. This points to the conclusion that satisfaction in a relationship is partly due to the presence of conflict and satisfaction together, especially in spousal relationships. The findings further confirm that marriage is a unique relationship, which cannot be grouped with any of the others. Lastly, the findings reveal that, regarding satisfaction, the most similar relationship to the marriage relationship is with parents.

Barber, M. (2016). The Ontario Bilingual Schools Issue: Sources of Conflict, (3), 227. Retrieved from

<http://libproxy.chapman.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,uid&db=edspmu&AN=edspmu.S1710109366300014&site=eds-live>
(soc-1)

Barber reveals a case study on conflict resulting from the bilingual language issue in Canada. After confederation, French was accepted in most Ontario Schools, however, after 1885 the Dept. of Education in Ontario began to require English to be the main language in the school system. The growing concern stemmed from Canada's many war years in which the Irish-Catholic Canadians wanted to claim Anglo-Saxon superiority in the region. A mandate from the Catholic Church to cease the teaching of the French language in all schools resulted in revolution. The people rose up, and the French-Canadian Education Society was birthed. This resulted in the ousting of the number one proponent, Bishop Fallon, who had to leave Canada for a time as a result. After a while, the Church won out and Bishop Fallon was asked back as Arch Bishop, at which time the French bilingual language was no longer taught. The struggle characterizes a piece of history to show the ill ineffectiveness of forcing as a form of conflict resolution as even today French is one of the main languages of the area.

Greenhaus, J., Beutell, N. (1985). Sources of Conflict between Work and Family Roles. *The Academy of Management Review*, (1), 76. Retrieved from

<http://libproxy.chapman.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,uid&db=edsjsr&AN=edsjsr.258214&site=eds-live> (soc-3)

Greenhaus and Beutell did a study on conflict between work and family roles. The result suggests that conflict is present in three areas.

1. When roles are conflicting in time.
2. When stressors from one role hinder completing the requirements of another.
3. When required behaviors of one role hinder efforts in completing requirements of another.

Greenhaus and Beutell divide conflict into the categories of role conflict, inter-role conflict, work-family conflict. Work-family is then sub-categorized into time-based Conflict, strain-based conflict, and behavior-based conflict and reports that, “an employee’s personal orientation may affect work-family conflict by virtue of its influence on time commitment to the work role.” The hypotheses present ten propositions. Of which, all show at least a partial fulfillment. The result of this study is summed up in a couple of statements. First, all things being equal, for any person wherein work and family are both highly important work-family conflict will be particularly on hand. Second, separate work and family worlds are becoming more myth than reality (Kanter, 1977).

Hasani, K., Boroujerdi, S. (2013). Sources of Organizational Conflict in Educational Institutions. Theoretical Insights and Case Study. *Journal of Defense Resources Management, Vol 4, Iss 1, Pp 99-110 (2013)*. Retrieved from [http://libproxy.chapman.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,uid&db=edsdoj&AN=edsdoj.8f5a431d03894e2c8e52bf499063fb41&sit e=eds-live \(soc-2\)](http://libproxy.chapman.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,uid&db=edsdoj&AN=edsdoj.8f5a431d03894e2c8e52bf499063fb41&sit e=eds-live (soc-2))

Hasani and Boroujerdi did a study on the conflict in a university where they applied the descriptive-exploratory method of study using 521 official and non-official members of the Sanandaj University with a sample size of 220 individuals. In a literature review, of fourteen

different articles Hasani and Boroujerdi showed that that beliefs, expectations, attitudes, and perception within the area of education could render either positive or negative effects in the executing of tasks by employees. The study provides several definitions of conflict according to different authors. However, Hasani and Boroujerdi settle with, “conflict as a relational process influenced by the presence of incompatible activities.” Ten hypotheses are provided in the study of which four are supported. 1. Regarding incompatible goals, 2. The meaningful difference was found between university members concerning incompatible goals. 3. Ambiguous rules and policies resulted in a deficiency. 4. The presence of an inconsistent evaluation and reward systems added job stress. Finally, it was also noticed that job security was a means of control. Final results further revealed that conflicts resulted from incompatible goals, ambiguous rules, role conflict, inconsistent evaluation and reward systems, job stresses.

Hinds, P. & Mortensen, M. (2005). Understanding Conflict in Geographically Distributed Teams: The Moderating Effects of Shared Identity, Shared Context, and Spontaneous Communication. *Organization Science*, (3), 290. <https://doi-org.libproxy.chapman.edu/10.1287/orsc.1050.0122> (toc-2)

Hinds and Mortensen study the conflict of geographically distributed teams in places of work. They examine conflict--its precursors and results on performance in two types of teams (distributed and collocated), with the goal of understanding the conflict within those teams. Their hope is to reveal insight into how existing models of conflict may be improved by including distributed teams. In their findings, they report that distributed teams recounted more task and interpersonal conflict. They further report to finding evidence that shared identity and or context weakened the effect of distribution on interpersonal conflict and task conflict respectively. Hinds and Mortensen tested nine different hypotheses. Unfortunately, most were

found to be inconclusive. On the positive side, there was support for Hypothesis 1: “Shared identity will moderate the relationship between geographic distribution and conflict,” and partial support for Hypothesis 4: “Task conflict will be associated with lower performance in collocated and distributed teams.” Their conclusions sited that spontaneous communication is important in the relationship between distribution and conflict, that communication is of grave importance as is shared context. In addotion, they found task conflict to lead to lower performance.

Jehn, K. (1997). A Qualitative Analysis of Conflict Types and Dimensions in Organizational Groups. *Administrative Science Quarterly*, (3), 530. <https://doi-org.libproxy.chapman.edu/10.2307/2393737> (toc-4)

This paper presents investigations on work team conflict across six work teams. The study was performed through interviews and on-site observations which resulted in a generalized conflict model. Observations show that relationship and process conflict is unfavorable to performance and satisfaction. Task conflict's effects on performance depend on different dimensions. While emotionality shows a reduction in effectiveness, resolution potential and acceptability increase effectiveness. Groups that accept task but not relationship conflict are the most effective. The belief that resolution is possible plays an unexpected positive role when found. Jehn observed that conflicts that were believed to have a high degree of resolution potential actually were resolved. In addition, it was observed that when goals are believed to be attainable performance results increased. The results of the study revealed four distinct dimensions of conflict impact group performance. 1. Negative emotionality resulted in poor group performance and low satisfaction. 2. Acceptability norms improved the positive effect of constructive conflict and decreased any negative effect on satisfaction. 3. The belief of

resolution positively influenced performance and satisfaction and decreased any negative effects.

4. Importance of the issue elevated any conflict effect.

Kulik, L., Walfisch, S., & Liberman, G. (2016). Spousal conflict resolution strategies and marital relations in late adulthood. *Personal Relationships*, 23(3), 456–474. <https://doi-org.libproxy.chapman.edu/10.1111/pere.12137> (cr-2)

This study examines different strategies of conflict resolution that husbands and wives use in marital conflict. Walfisch and Liberman examine the impacts of the strategies adopted by adult married couples. The study reported integration was the most prevalent strategy and explained most assessments of marital life, and dominance and avoidance the least prevalent strategies. Results also showed integration, compromise, and concession, were decidedly cooperative strategies whereas avoidance leads to no real conflict resolution and dominance was correlated with low marital quality. Walfisch and Liberman researched using five hypotheses. They found that when either husband or wife used dominance, thoughts of divorce were increased by the other. Whereas, soft tactics using compromise had no negative effect on trust which reduced thoughts of separation. Finally, the study revealed that couples with a long marital relationship prefer to use cooperative strategies rather than confrontational strategies that aim to achieve dominance.

Medina, F., Munduate, L., Dorado, M., Martínez, I., Guerra, J. (2005) Types of intragroup conflict and affective reactions. *Journal of Managerial Psychology*, Vol. 20 Issue: 3/4, pp.219-230, <https://doi.org/10.1108/02683940510589019> (toc-3)

Medina et al. reports about intragroup conflict and affective reactions. They purpose to explore the influence conflict has on satisfaction, wellbeing, and propensity to leave a job. To do

this, they analyze the mediated and moderated roles of task and relationship conflict. The study involved having 169 employees from six hotels in Spain fill out a questionnaire. The findings of the study revealed different consequences for task and relationship conflicts. While relationship conflict has a negatively predictable association with affective reactions, task conflict is not predictable. Further, relationship conflict increased the desire to leave the current job, while task conflict by itself did not. However, propensity to leave increases greatly when both types of conflict are present in high levels – but reduces proportionally as relationship conflict decreases. Medina et al. give a review of former findings that warn against the use of task conflict as a means of innovation as their study provides evidence of a link between task and relationship conflict. Benefits from task conflict will dissipate as relationship conflict increase. As a result, the use of enhanced task conflict as a means of innovation may backfire.

Phillips, E., Cheston, R. (1979). Conflict Resolution: What Works? *California Management Review*, (4), 76. <https://doi-org.libproxy.chapman.edu/10.2307/41164837> (cr-3)

Phillips and Cheston, graduates of MIT and Harvard, done a study on the things that work in resolving business conflict. The methods they present are forcing (win-lose), problem-solving (win-win), compromise (they both get something), and avoidance (only useful if forcing or compromise are the chosen methods). Their study revealed communication to be the premier cause of conflict. Misunderstandings due to semantics, unfamiliar language, or ambiguous or incomplete information are all lumped into this one communication category. However, personal conflict, which always presents negatively, are many times the result of personality characteristics, such as authoritarianism or dogmatism, which may stem from narcissism, sociopathy or psychopathy, whereas, task conflict is normal in problem-solving. Structural conflict is shown to be the most common type described by participants; next was conflict due to

personal values or personality. Though forcing was the tactic most used it only had positive results half the time. Problem-solving was overwhelming favored when successful. Lastly, follow-up was found to be necessary when using force methods.

Talmaciu, I., Maracine, M. (2010). Sources of Conflicts within Organizations and Methods of

Conflict Resolution. *Management & Marketing, Vol VIII, Iss 1s, Pp 123-132 (2010)*,

Retrieved from

<http://libproxy.chapman.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,uid&db=edsdoj&AN=edsdoj.f9e863d1f205424284733d004170a47d&site=eds-live> (cr-1)

Talmaciu and Marancine show that conflict management is as important as the other management functions for conflict in groups. The resolution, on the basis of a cost by the cost analysis of conflicts at an organizational level, is at the studies center after defining conflict as; “anxiety, hostility, resistance, open aggression, as well as the types of opposition and antagonistic interaction, including competition.” The article lists the states of conflict, the beneficial effects, the sources of conflict, the types of conflict (interpersonal, intergroup), the twelve causes of conflict, a section on how to stimulate beneficial conflict, the states of the evolution of conflict, and finally conflict management strategies. The traditional techniques are listed (avoidance, collaboration, competition, and compromise) and then lists a final step labeled adjustment. The authors then argue that in conflict management the following strategies can be used. 1. Ignoring the conflict, or 2. Tolerance of the conflict. In addition, Talmaciu and Marancine list withdrawal, reconciliation, forcing, compromise, and confrontation as special states of resolution. Also, they note that firms that invest in conflict management do better.

They conclude in saying that conflicts are inevitable and are usually destructive and irreconcilable. On the flip side, conflict is necessary for development and innovation.

Théry, A., Verstraeten, M. (2018). Satisfaction and perception of conflict in teams :

understanding their relationship and the importance of interaction types. Retrieved from <http://libproxy.chapman.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,uid&db=edszwb&AN=EDSZBW1019784512&site=eds-live> (toc-1)

This paper centers on an understanding of social satisfaction as it pertains to conflict. It focuses on the task and relationship conflict types. Participants were videotaped and coded with the IT3D coding system. Conclusions show a noteworthy positive relationship between social interactions and satisfaction. Specifically, when task conflict (content) were increasing, instrumental and social satisfaction were diminished.

In contrast, no relationship with team member satisfaction was noticed for process conflict and relationship conflict. In addition, only the perception of task conflict was proportionally observed when opposing ideas in the group arose. Finally, it was confirmed that perceived task conflict is harmful to instrumental and social satisfaction as well as team member satisfaction; whereas perceived relationship conflict has negative impacts on social satisfaction. Confirmation that perceived conflict, in any kind, brings lower satisfaction of stakeholders is presented. This, in turn, reveals that socialization interactions are associated with higher satisfaction, but also better outcomes (Théry & Verstraeten, 2018). Secondly, lower team member satisfaction was linked to perceived task and relationship conflicts. On the other hand, task conflict, to a certain level, was found to be beneficial (Théry & Verstraeten, 2018).

Webb, S. (1995). A solution-oriented approach to conflict resolution in a working system. *British Journal of Guidance & Counselling*, 23(3), 409–419. <https://doi-org.libproxy.chapman.edu/10.1080/03069889500760401> (cr-4)

This is a study on solution-oriented family therapy approach to conflict resolution in a working system. Webb attempts to identify solutions to conflict using a post-modern approach. The study is an extension of Doherty (1991), “*A work system of a solution-oriented approach.*” Emphasis is given on the language in this approach and it also makes use of metaphor as a tool. Webb states that there are three problem areas in tertiary education administration. 1. The restructuring of programs, 2. The allocation of new staff positions, and 3. The appointment of heads of department. The results show that a non-hierarchical and laboratory approach can be of particular value for work systems. Business and educational administration situated within larger systems which are organized along traditional hierarchical lines, in developing more creative ways of managing their own structures can benefit from a post-modern approach using ideas from the therapy employed in the workshops. Webb states that counselors, consultants, and facilitators may also find this technique beneficial.

