Class notes.

Types of conflict

**Cause and Effect.** Conflict is a process that involves people disagreeing.

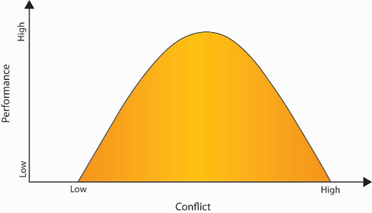
**Intrapersonal Conflict**. Intrapersonal conflict arises within a person. For example, when you’re uncertain about what is expected or wanted, Role conflict, another type of intrapersonal conflict, includes having multiple responsibilities to a number of people within an organization.

**Interpersonal Conflict,** Interpersonal conflict is among individuals such as coworkers, a manager and an employee, or CEOs and their staff.

**Intergroup Conflict** Intergroup conflict is conflict that takes place between different groups.

**Interorganizational Conflict**, Interorganizational conflict is conflict between two or more organizations.

Is Conflict Always Bad?



a moderate amount of conflict can actually be a healthy (and necessary) part of organizational life (Amason, 1996). The goal is to hold conflict levels in the middle of this range as shown in Figure 1.1.

Conflict can stimulate creativity. However, it can interfere with complex tasks in the long run (De Dreu & Weingart, 2003).

Objective 2: Sources of Conflict

Topic 1: Causes and Outcomes of Conflict -- Factors that May Contribute to Conflict

Oftentimes, conflict relates directly to human interaction. In other instances, conflicts may come from superficial ideals, or the environmental structure itself. Conflict is caused by perceived or actual values, interests, or needs that are at odds with those of other people or groups. Causes are, Organizational Structure, Limited Resources, **Task Interdependence, Incompatible Goals, Personality Differences, Communication Problems.**

Note. Adapted from “Causes and Outcomes of Conflict,” by T. Bauer & B. Erdogan, 2010, Organizational Behavior, Chapter 10, Section 3. Copyright 2010 by Flat World Knowledge, Inc.

CR strategies.

Avoidance: The avoiding style is uncooperative and unassertive. People exhibiting this style seek to avoid conflict altogether by denying that it is there.

Accommodation: The accommodating style is cooperative and unassertive. In this style, the person gives in to what the other side wants, even if it means giving up one’s personal goals. People who use this style may fear speaking up for themselves or they may place a higher value on the relationship, believing that disagreeing with an idea might be hurtful to the other person.

**Compromise:** The compromising style is a middle-ground style in which individuals have some desire to express their own concerns and get their way but still respect the other person’s goals. The compromiser may say things such as, “Perhaps I ought to reconsider my initial position” or “Maybe we can both agree to give in a little.”

**Competition:** People exhibiting a competing style want to reach their goal or get their solution adopted regardless of what others say or how they feel. They are more interested in getting the outcome they want as opposed to keeping the other party happy, and they push for the deal they are interested in making. Competition may lead to poor relationships with others.

**Collaboration**: The collaborating style is high on both assertiveness and cooperation. This is a strategy to use for achieving the best outcome from conflict—both sides argue for their position, supporting it with facts and rationale while listening attentively to the other side. The objective is to find a win-win solution

**Which Style Is Best**? there is no one “right way” to deal with conflict.

Bargining stratgeis. Arbitrations and Mediation or both.

Types of things

Toc 1

Perceived Conflict & Satifaction,

TOC 2

Geographic Location and Conflict, Spontaeous communication & Conflict. shared team identity may have ameliorated interpersonal conflict.

Toc 3

Relationship conflict bad, task conflict good. Conflict as a way to innovation my backfire. before planning the intervention, an attempt must be made to understand the type of conflict that is taking place. Secondly, managers should encourage open discussion of task related issues, in certain limits, in order to improve the quality of decisions as well as their acceptance by the group members

Toc 4

of Conflict Types and Dimensions in Organizational Groups

three conflict types, interpretations of the data suggested the presence of four conflict dimensions: negative emotionality, importance, acceptability, and resolution potential. Displays of interpersonal hostility (yelling, name-calling, throwing things at people) prevented productive work. Overall, even in this small sample, relationship conflict was negatively correlated with both performance and satisfaction. Four distinct dimensions of conflict that moderate its impact on group performance. 1. Negative emotionality was associated with poor group performance and low member satisfaction. 2. Acceptability norms increased both the positive effect of constructive conflict and the negative effect of destructive conflict on group performance and member satisfaction. 3. Resolution potential positively influenced the constructive effects of conflict on performance and satisfaction and decreased the negative effects. 4. Importance enhanced conflicts effects.

Process and relationship conflict were detrimental to satisfaction and performance, while moderate to high levels of task conflict were positively related to group performance.

COC -1

Bilingual schools issue

COC-2

. Results revealed that, between managers and staff, there were conflicts regarding incompatible goals, ambiguity and role conflict, ambiguous rules, inconsistent evaluation and reward systems, job stresses, and deficiency in the information system of the university.

DEFINING CONFLICT -lit rev in this one

Parker Follett, an early scholar of organization behavior and pioneer in the study of conflict, defined conflict simply as “difference” [7]. Kurt Lewin defined conflict more broadly as “a situation in which oppositely directed forces of about equal strength play upon a person simultaneously” [8]. Morton Deutsch [9], conflict as existing whenever incompatible activities (opposing goals, claims, beliefs, values, wishes, actions, feelings, etc.) occur. Dean Pruitt and Sung Hee Kim (2004) conflict as arising from perceived divergence of interest [0]. We define conflict as a relational process influenced by the presence of incompatible activities.

incompatible goals. Concerning the subject of different values and beliefs, no meaningful Difference appeared among university members

not make clear rules and approaches, resulting in deficiency in swift and instantaneous decisions and thorough knowledge of entire rules

Unfair rewards system causes confilt.

COC-3

An examination of the literature on conflict between work and family roles suggests that work-family conflict exists when: (a) time devoted to the requirements of one role makes it difficult to fulfill requirements of another; (b) strain from participation in one role makes it difficult to fulfill requirements of another; and (c) specific behaviors required by one role make it difficult to fulfill the requirements of another. A model of work-family conflict is proposed, and a series of research propositions is presented.

Work related sources of conflict. Ambiguity and/or conflict within the work role have been found to be positively related to work-family conflict (Jones & Butler, 1980; Kopelman et al. 1983).

Strain-Based Conflict

There is considerable evidence that wok stressors can produce strain symptoms such as tension, anxiety, fatigue, depression, apathy, and irritability (Brief, Schuler, & Van Sell, 1981; Ivancevich & Matteson, 1980).

Proposition 6b. Work-family conflict is related to the stage of a person’s career.

Proposition 7: Support from significant others is related to work-family conflict.

Conclusion

They myth of separate work and family worlds is surely eroding (Kanter, 1977)

CoC-4

Sources of Satisfaction and Conflict in Long-Term Relationships. Journal of Marriage and Family.

Exchange and equity theory suggest that relationships are maintained by the provision of rewards by both sides. Foa and Foa (I974) suggested that six classes of resource are used in these exchanges -- money, goods, services, love, status, and information. Another list of goals or rewards in relationships was produced by LaGaipa (1981)-identity, affective, expressive, sociability, and instrumental aid. On the other hand, Weiss (1969) concluded from a series of case studies that relationships serve five functions-expressing feelings freely, social integration, nurturant or parental roles, reassurance of worth, and assistance by kin.

What are the implications for marriage? In the first place, the study confirms that marriage is a uniquely intense relationship, which cannot be grouped with any of the other relationships studied. The most similar relationship in terms of satisfaction is with parents.

Cr -1

Sources of Conflicts within Organizations and Methods of Conflict Resolution.

conflict management is as important as the other management believe that conflict management is as important as the other management functions.

The stages of conflict evolution

1. Strained state (in which there are all the premises for triggering the conflict);

2. Recognizing the conflicting state, increasing the conflicting state (when the strained state accumulates, but without triggering the conflict;

3. Triggering the conflict, ceasing the conflict.

CR types

1. Avoidance.
2. Collaboration
3. Competition
4. Compromise
5. Adjustment

Other autors argue that in conflict management the following strategies can be used.

1. Ignoring the conflict – if there is danger of a destructive conflict, the manager’s failure of addressing it can be interpreted as an escape from the managerial responsibilities.

2. Tolerance of the conflict – If the conflict is weak.

In specialized literature one can find the following approaches to solve conflicts in terms of the manager’s action.

Withdrawal, Reconcilement , Forcing, Compromise, Confrontation.

CR-2

Spousal conflict resolution strategies and marital relations in late adulthood.

Men show a greater tendency than women to adopt the strategy of avoidance (Christen & Heavey, 1990).

To conclude, the findings of the study revealed that couples in late adulthood who have had a long marital relationship prefer to use cooperative strategies to resolve spousal conflicts rather than confrontational strategies that aim to achieve dominance over the partner.

CR-3

Conflict Resolution: What Works

Methods

**Forcing:** The tough guy. One party uses superior power to impose a decision upon another party.

**Problem solving:** The joint-resolution.. Parties to the conflict seek a solution which will satisfy the goals of each, first sharing facts and feeling, then searching for a mutually acceptable solution. The major benefits are a shared commitment to the solution, and the establishment of a basis to resolve future conflicts.

**Compromise:** The give-and -take. Parties to the conflict bargain to split the difference—each must give up something. Negotiations may be direct, or via a third party. The major benefit is that the compromise settles the immediate issue.

**Avoidance:** Don’t make waves. Parties to the conflict withhold expression of true feelings and beliefs, and differences are glossed over. Confrontation is avoided. The major benefit is the advantage gained through the postponement of confrontation—to prepare the setting for forcing action, or to win over subordinates, peers or superiors.

Successful Problem Solving

Problem solving was used, at least initially, in 40 percent of the incidents described. Situations in which problem solving led to “good” results shared certain characteristic.

1. Interdependence. The mangers must work together to accomplish the task.

2. Mutual awareness of conflict or potential conflict.

3. Open-minded attitude

4. Willingness to ignore power issues.

5. Existing problem-solving procedures.

CR-4

A solution-oriented approach to conflict resolution in a work system

Three areas are frequently problematic in tertiary education administration: the restructuring of programs, the allocation of new staff positions, and the appointment of heads of department.

The Work Shop approach, limited success.

Ref

*Note*. Adapted from “Understanding Conflict,” by Portolese-Dias, L., 2012, *Human Relations*, Chapter 9, Section 1. Copyright 2012 Flat World Knowledge, Inc.