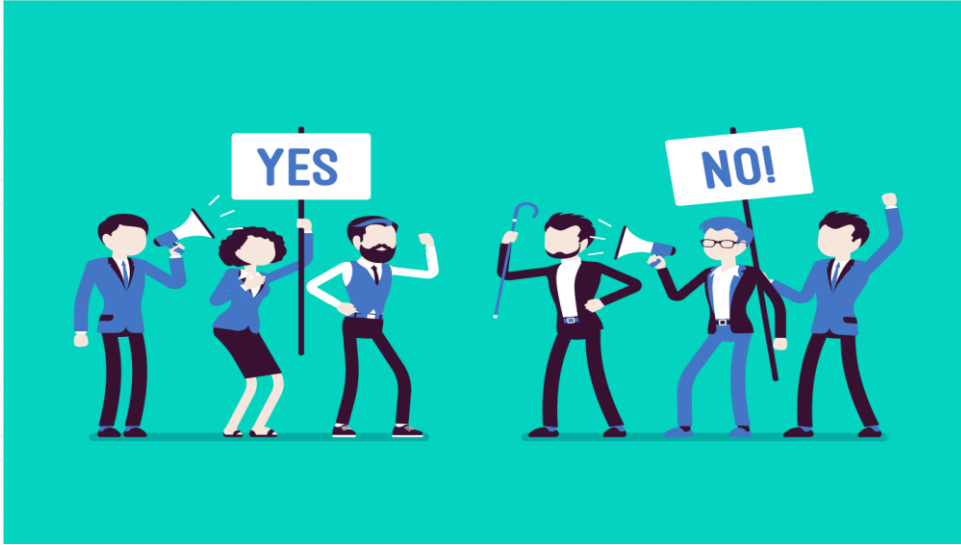


CHAPTER- 12

MANAGEMENT
OF CONFLICT



MEANING & DEFINITION OF CONFLICT

- **CONFLICT**, in psychology means, the **arousal of two or more strong motives which cannot be solved** together. It is expression of **Hostility, Negative attitudes and Aggression.**

- “ Conflict is any tension which is experienced when one person perceives that one’s needs or desires are likely to be thwarted or frustrated.”

FEATURES OF CONFLICT

Dynamic Process

Based on Issues

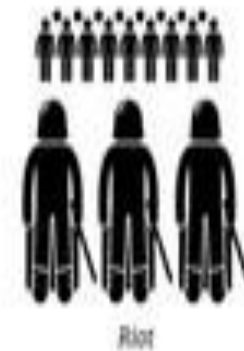
Lack of
Understanding

Caused by
Managerial Errors

Inevitable Factor
of Organisation

Resolution is Must

Perceived by both
the parties



TRANSITIONS IN CONFLICT THOUGHT

THE TRADITIONAL VIEW

Traditionally, conflict was viewed negatively and it was considered that it could be avoided. Conflict was used synonymously with the terms such as Violence, Destruction and Irrationality.

THE HUMAN RELATIONS VIEW

The HR view argued that conflict was a natural occurrence in all groups and organizations. Conflicts are bound to happen due to differences in opinions, faulty policies etc. According to management, it should avoid conflict and resolve it as soon as possible.

THE INTERACTIONIST VIEW

This approach encourages conflict. According to it, if a group is harmonious and peaceful, it is prone to become static and non-responsive. So, a group leader must allow some conflicts to happen, so that the group may remain self-critical and creative.

FUNCTIONAL AND DYSFUNCTIONAL CONFLICT

FUNCTIONAL

- The conflicts which support the goals of the group and improve its performance are known as **Functional Conflicts**.
- **For eg.** Employee not following the instructions of manager and they resolve it by communication.

DYSFUNCTIONAL

- The conflicts that hinder the whole group performance are known as **Dysfunctional Conflicts**.
- **For eg.** Conflict between Production department and Research & Development department.

FUNCTIONAL CONFLICTS

➤ Release of tension

➤ Analytical Thinking

➤ Group Unity

➤ Challenge

➤ Identification of Weakness

➤ High Quality Decisions

➤ Enjoyment

➤ Awareness

DYSFUNCTIONAL CONFLICTS

➤ High Employee Turnover

➤ Tensions

➤ Dissatisfaction

➤ Climate of Distrust

➤ Personal vs Org. Goals

➤ Conflict as a Cost

Functional versus Dysfunctional Conflict

functional conflict

Conflict that supports the goals of the group and improve its performance.



dysfunctional conflict

Conflict that hinders group performance.

LEVELS OF CONFLICT

1. Most difficult type of conflict to analyse .
Lack of Congruity b/w needs of individuals and demands of organization.

2. Conflict b/w two or more individuals. Based upon opinions rather than facts.

3. Conflict rises due to differences b/w group members and difference b/w the goals of the groups.

4. Conflict rises b/w buyer and seller org., govt. agencies and affected organisations.

1. Intra Individual Conflicts

2. Interpers-
-onal Conflicts

3. Group Level Conflicts

4. Organisa-
-tion Level Conflicts

INTRA- INDIVIDUAL CONFLICTS

INTRA-INDIVIDUAL CONFLICT



UNACCEPTABILITY

INCOMPARABILITY

UNCERTAINTY

FRUSTRATION

Aggression
Withdrawal
Fixation
Compromise

GOAL CONFLICT

Approach-Approach
Approach-Avoidance
Avoidance-Avoidance

ROLE CONFLICT

Intra sender role conflict
Inter sender role conflict
Self role conflict
Inter role conflict

INTER- PERSONAL CONFLICT



Personal Differences



Information Deficiency



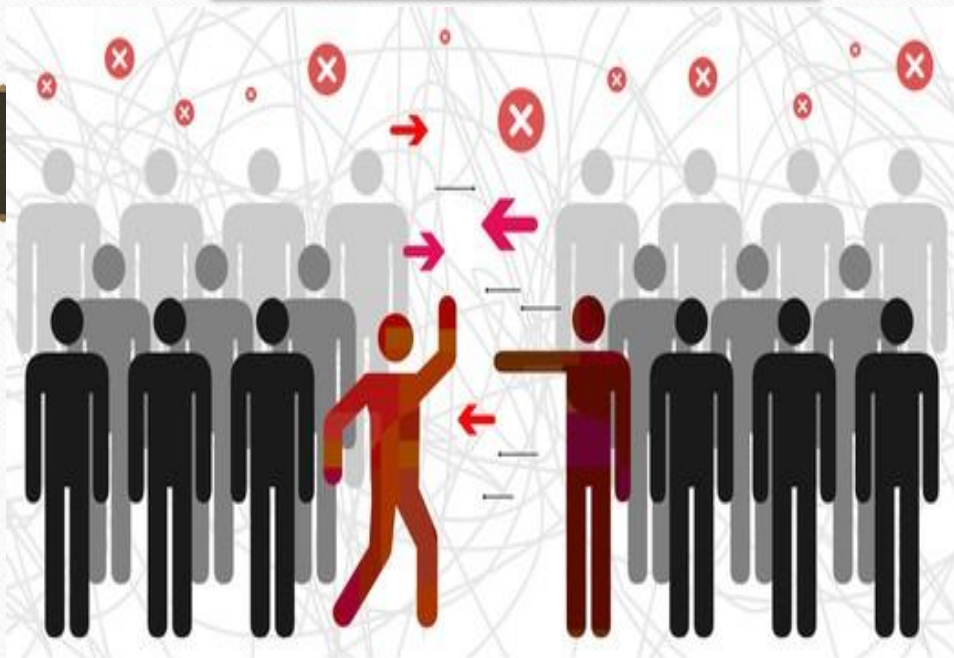
Role Incompatibility



Environment Stress



GROUP LEVEL CONFLICT



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INTRA-GROUP (WITHIN THE GROUP)

(CAUSES)

New Problem
New Values are Imported
Role/Behaviour of Persons

INTER-GROUP (BETWEEN DIFF. GROUPS)

Absence of Joint Decision Making
Difference in Goals
Difference in Perception

ORGANISATION- LEVEL CONFLICT



Hierarchical Conflict

Functional Conflict

Line- Staff Conflict

Formal-Informal
Conflict

CAUSES/REASONS OF CONFLICT



COMMUNICATIONAL ASPECT

Poor Communication
Misunderstood Information
Filtering of Communication

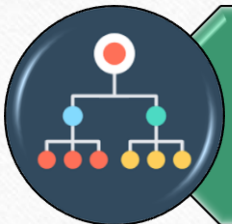
Semantic Barriers
Problem of Noise



BEHAVIOURAL ASPECT

Values or Perceptions
Personal Biases
Conflicts about persons

Different View Points
Rich and Poor Gap
Unrealised Expectations



STRUCTURAL ASPECT

Large size of Org.
Distinction b/w staff units

Individual Differences
Role Ambiguity

No participation in decision making
Poorly planned
Coordination

STAGES IN CONFLICT

<u>LATENT CONFLICT</u>	<u>PERCEIVED CONFLICT</u>	<u>FELT CONFLICT</u>	<u>MANIFEST CONFLICT</u>	<u>CONFLICT AFTERMATH</u>
The basis of other conflicts. This internal conflict refers to two or more contradictory beliefs about ethical behaviour.	When one party perceives the other to be likely to frustrate his goals & misunderstanding each other's true position.	The stage when conflict is not only perceived but actually felt and recognized.	When two parties engage in behaviour which evoke responses from each other like aggression, apathy, withdrawal & perfect obedience to rules.	Have +ve or -ve repercussions for org. depending upon how the conflict is resolved.

CONFLICT MANAGEMENT

PREVENTIVE MEASURES

- **ESTABLISHING COMMON GOALS**
- **REDUCTION IN INTERDEPENDENCE**
- **TRUST AND COMMUNICATION**
- **EXCHANGE OF PERSONNEL**
- **USE OF SUPERIOR AUTHORITY**
- **REORGANIZATION OF GROUPS**

CURATIVE MEASURES

- **AVOIDANCE**
- **COMPETING**
- **COLLABORATION**
- **ACCOMMODATING**
- **COMPROMISE**



STIMULATING CONFLICT

Appoint Managers who support change



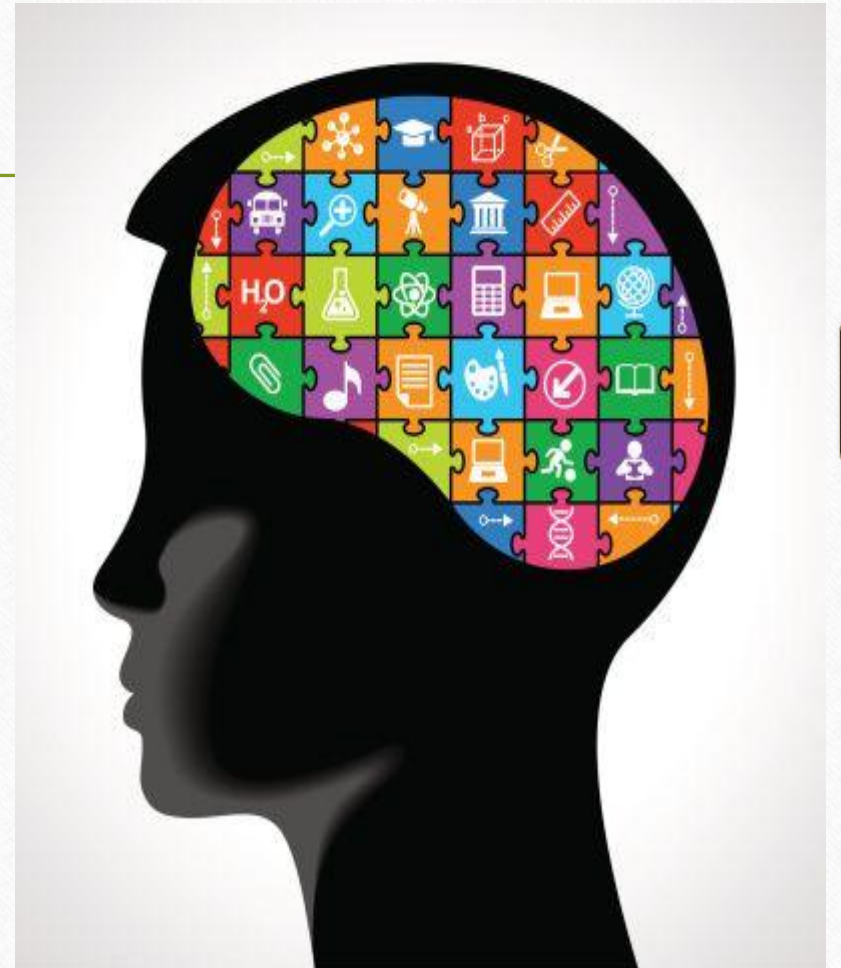
Encourage Competition



Manipulate Scarcity



Play on Status Differences



CONCLUSION



Thus it is concluded that CONFLICTS can arise b/w any two groups or people with diff. point of views, interest and needs. Conflicts can be both Productive & Non-Productive.

