

Topic: Conflict

Sub : Organization Behaviour

Course name : B.Com (P) ,VI Sem

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Conflict

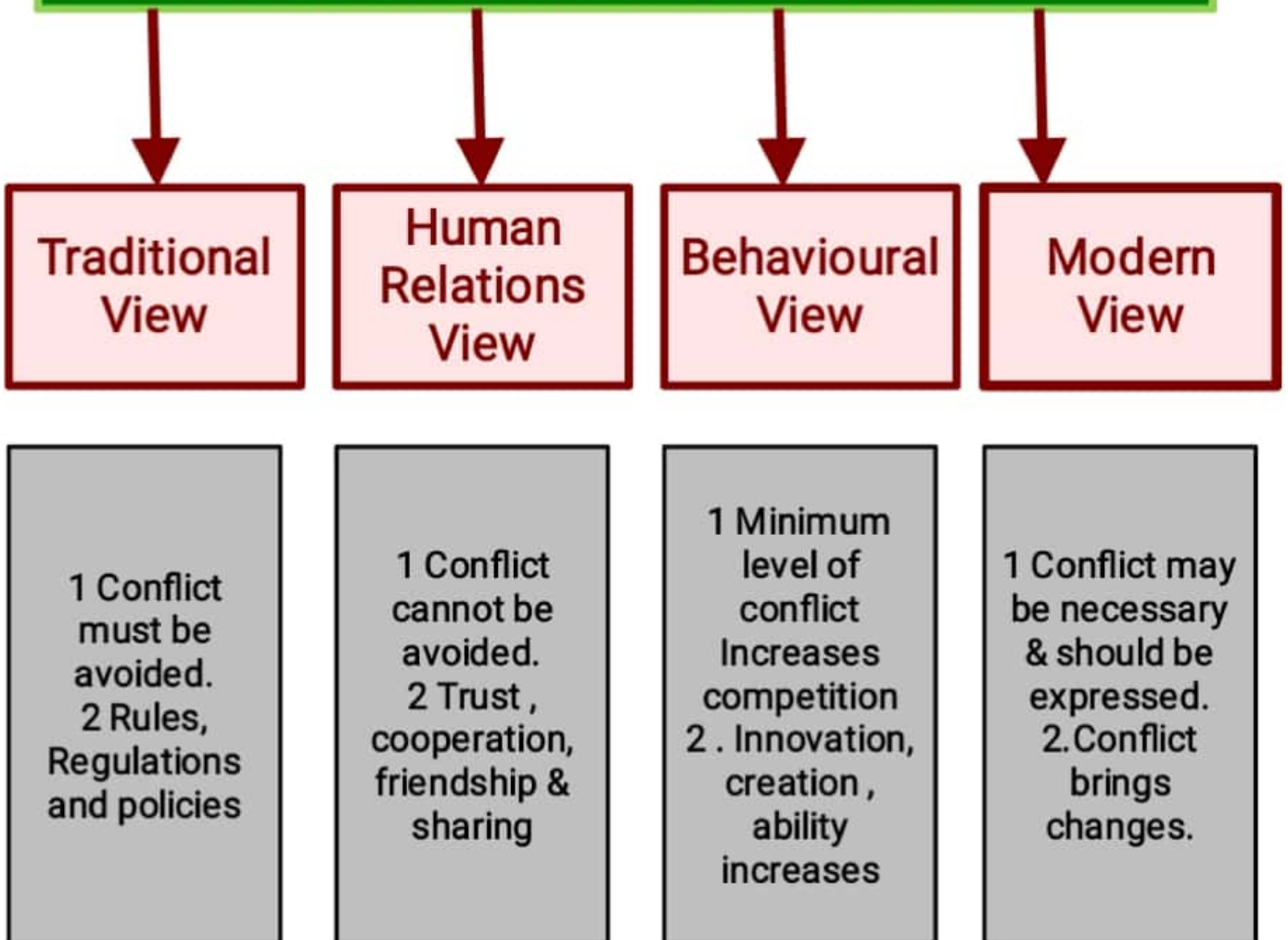
Definition: Conflict is serious disagreement and argument between two or more parties about something important.

Acc to K.A. Thomas - *Conflict can be defined as the "process that begins when one party perceives that another party has negatively affected something that the first party cares about."*

Features of a Conflict

- Conflict is a process.
- Conflict is inevitable.
- Conflict is a normal part of life.
- It must be perceived by the parties.
- Interdependence and interaction.
- Everyone is inflicted with Conflict.
- Conflict is not one - dimensional.

Transition of a Conflict



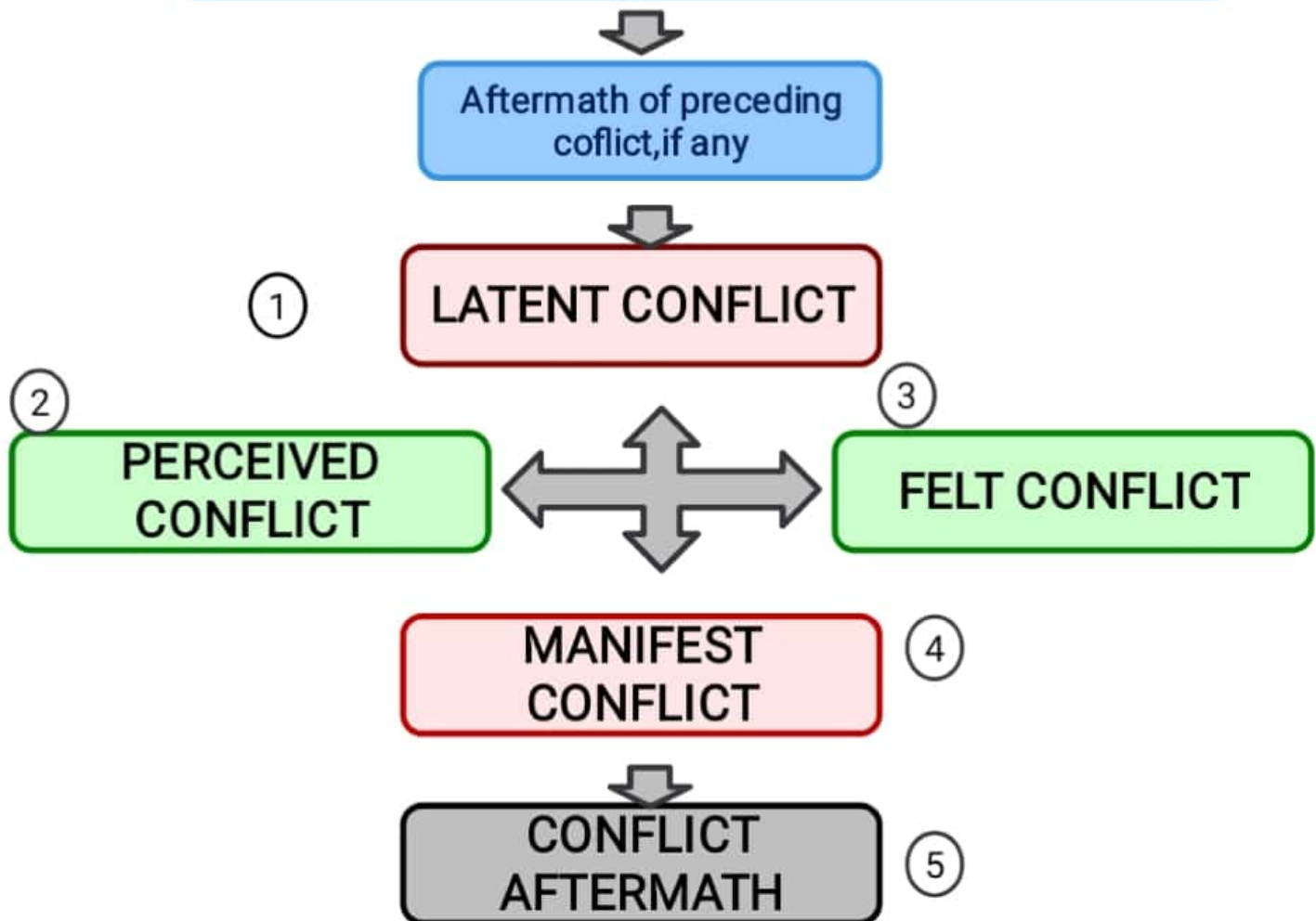
Functional (positive) Aspect of Conflicts

1. Release of tension
2. Creativity
3. Stimulation of Change
4. Identification of weaknesses
5. Group Cohesiveness (degree of group loyalty)
6. Challenge

Dysfunctional (negative) Aspect of Conflicts

1. Resignation of personnel
2. Tension
3. Discontentment (Dissatisfaction)
4. Creation of Distrust
5. Goal Displacement
6. Weakening of Organization

STAGES OF CONFLICT EPISODE



Latent Conflict

- Beginning stage
- Conflict has not taken a shape
- Subconscious mind

Perceived Conflict

- Misunderstanding of the parties
- Lack of communication
- Incompatibility

Felt Conflict

- A person may have serious diff. with another
- Tense or anxious
- Conflict internalised

Manifest Conflict

- Show a variety of conflicting behaviour- Open aggression, Sabotage(to destroy), Withdrawal,work to rule etc.
- Conflict Resolution Mechanism adopted at this stage.

Conflict Aftermath

Either Conflict may be suppressed or resolved

If suppressed, Conflict exploded in a more serious form.If resolved, cooperative behavior is established.

Levels of Conflicts

INDIVIDUAL LEVEL

Intra individual
Conflict

Interpersonal
Conflict

GROUP LEVEL

Intra Group
Conflict

Inter Group
Conflict

ORGANIZATIONAL
LEVEL

Intra
Organizational
conflict

Inter
Organisational
Conflict

CAUSES OF CONFLICT AT INDIVIDUAL LEVEL

Intra individual Conflict

- ✓ Frustration
 - i. Agression
 - ii. Withdrawal
 - iii. Fixation
 - iv. Compromise
- ✓ Goal Conflict
- ✓ Role Conflict & Ambiguity

Interpersonal Conflict

- ✓ Personal Differences
- ✓ Lack of information
- ✓ Environmental stress
- ✓ Resource constraints
- ✓ Role incompatibility

CAUSES OF CONFLICT AT GROUP LEVEL

Intra Group Conflict

- ✓ When group faces a task.
- ✓ When new values are imported from social environment.
- ✓ When a person's extra - group role comes into conflict

Inter Group Conflict

- ✓ Joint Decision making
- ✓ Differences in goals
- ✓ Differences in perception
- ✓ Differences in task
- ✓ Resource Sharing
- ✓ Attitudinal Sets
- ✓ Organisational reward system

CONFLICT AT ORGANIZATIONAL LEVEL

Intra Organizational conflict

- ✓ Hierarchical Conflict (middle level conflict with lower level)
- ✓ Functional Conflict (finance Dept. with marketing deptt.)
- ✓ Line Staff Conflict
- ✓ Formal & Informal Conflict

Inter Organisational Conflict

- ✓ Management-Government conflict (political contribution, labour exploitation, consumer protection)
- ✓ Management-Union Conflict (lock out, strikes)
- ✓ Inter- Management
- ✓ Inter Union
- ✓ Union Government

STRATEGIES FOR MANAGING CONFLICTS

1. **Conflict Stimulation**: It refers to the creation of Conflict within Organizations to promote change so that it encourages involvement and innovation.
2. **Conflict Prevention**: Conflict prevention is the object of a wide range of policies and initiatives ; it's aim is to avoid the violent escalation of a dispute.
3. **Conflict Resolution**: Conflict resolution is conceptualized as the methods and processes involved in facilitating the peaceful ending of Conflict.

STRATEGIES FOR MANAGING CONFLICTS

Conflict Stimulation

- Appoint managers who support change
- Encourage Competition
- Manipulate scarcity
- Play on status Differences
- Reorganization
- Use of informal communication

Conflict Prevention

- Establishes common goals
- Reduction in Interdependence
- Trust and communication
- Co- ordination
- Exchange of personnel
- Use of Superior Authority

Conflict Resolution

- Competing (WIN-LOSE strategy)
- Accommodating
- Compromising
- Avoiding
- Collaborating

“An eye for an eye will only make the whole world blind.” ...

Avoid Conflicts....

The End.....

Source : Organization Behavior,L.M.Prasad
Organisational Behaviour,Dr.Pradeep Kumar