

Organizational Behaviour
Prof. Susmita Mukhopadhyay
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Lecture - 24
Managing Conflict and Negotiation

Welcome to the chapter fifteen of the discussion which is on managing conflict and negotiation.

(Refer Slide Time: 00:31)



Indian Institute of Technology Kharagpur

Objectives:

- Conflict in Organizations
- A contemporary perspective on intergroup conflict
- What causes intergroup conflict
- The causes of dysfunctional intergroup conflict
- Managing intergroup conflict through Resolution
- Stimulating Constructive intergroup conflict
- Negotiations
- Negotiation tactics
- Increasing negotiation effectiveness

NPTEL

In this chapter we are going to cover conflicts in organization, a contemporary perspective on intergroup conflict, we will know what causes intergroup conflict, the causes of dysfunctional intergroup conflict, how to manage intergroup conflict through resolution, stimulating constructive intergroup conflict, negotiations, negotiation tactics, increasing negotiation effectiveness. This whole discussion will be spread through two lectures sessions. In the first session, we will try to know about the conflicts, the contemporary perspectives till to some extent of the causes of the dysfunctional conflict and some portion of like constructive intergroup conflict to that, and in the next we will continue more with the negotiation, negotiation tactics and increasing negotiation effectiveness.

(Refer Slide Time: 01:48)



 Indian Institute of Technology Kharagpur

Conflict in Organizations.

- A process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about.
- It encompasses a wide range of conflicts that people experience in organizations like (a) Incompatibility of goals (b) Differences over interpretations of facts (c) Disagreements based on behavioral expectations

 NPTEL


So, to start off with we will like to first discuss like what is meant by conflicts in organization. As we know like a conflict means a situation if were at least there are when we are talking of conflicts in organizations, and mainly where we are dealing with not intrapersonal conflicts but interpersonal or intergroup conflicts. Then the first situation is that there has to be like more than one person or more than one groups. When you are talking of intrapersonal conflict means that conflict that is going on within an individual. But in organizational situations we will focus more on intrapersonal and when you are talking of intrapersonal conflict its conflict that is going on within the individual. But when we are in an organizational situation, we will focus more on interpersonal and intergroup conflicts or intragroup conflict also in some cases and less on like intrapersonal conflict.

So, when we talking of interpersonal conflict and intragroup and intergroup conflict, it is evidence like there is the presence of more than one person or more than one party. And when we are talking of conflict means there is the dynamics dynamic of relationship between these two parties regarding like one party is perceiving the other party as one whose presence, one party feels like the presence of the other party is negatively affecting some of their own concerns and this negative affect is something that the first party cares about. So, we can tell like the conflict begins it is a process that begins when one party perceives that the another party has negatively affected or is about to negatively affect something that the first party is caring about.

So, if something is very precious to the to a person and I want to achieve that goal or something and I feel at the presence of another person or another party or another group whatever it is going to provide a barrier to that then that is negatively affecting the goal or the thing that is what I like is blocking my approach to that goal or to that object, then we feel like there is a conflict. And it encompasses wide range of conflict that people experiencing organizations and these may arise mainly due to many factor as we told like it is due to the incompatibility of the goals like person A has a goal and person B has a goal different goal and these two goals are not matching with each other. So in incompatibility of the goals, then differences in interpretation of facts; so same fact is interpreted in to two different ways by two different persons and both think like their interpretation is correct.

So, that is differences in interpretation of facts and disagreements are also there regarding what to expect. So, what behaviors are to be expected from the other person. So, these three mainly to conflict, these are the conflicts generally that people face within an organization regarding expectations of behavior, regarding interpretations of facts and of course like incompatibility of the goals perceived. And when I feel like the other person is acting as a block to these factor or we cannot arrive at a match, we cannot agree with each other and so then that is where the conflict lies. So, perception is again a very important factor until and unless I perceive that the other person is other party is hindrance to some of the things that you want to do in the organization; then may be conflict is not there.

(Refer Slide Time: 06:56)



Indian Institute of Technology Kharagpur

Transitions in Conflict Thought

- **Traditional View of Conflict** is the belief that all conflict is harmful and must be avoided. Causes are poor communication, lack of openness and failure to respond to employee needs
- **Human Relations View of Conflict** is the belief that conflict is a natural and inevitable outcome in any group
- **Interactionist View of Conflict** is the belief that conflict is not only a positive force in a group but that it is absolutely necessary for a group to perform effectively

NPTEL

So, we will try to focus into the transition of the thoughts which is taking place in the conflict itself like how conflict was earlier viewed and what is surprising view when you are talking of conflict. So, traditional view of conflict if you see it is a view that the conflict is generally harmful in nature and should be avoided. So, it is a view towards the dysfunctional view of conflict which treats that like the conflict arises from poor communication and lack of openness and failure to respond in a certain way. So, it is traditional view and it suggests like this is a thing which should be avoided by organization and we should try to prevent like from conflicts from happening.

Next is like the human relations view of conflict which state like whenever which is the belief that conflict is very natural and is an innovative outcome in any group because it stresses on the level of individual differences present between the members of a group and within a group or between a group and because there are so many member with individual differences is inevitable that conflict arises from the differences in interest level, differences in attitude values, etc. So view and personality pattern, so human relations view of conflict most of them believe that conflict is very natural and innovative outcome in any group. So, and the interaction that view of conflict is that or it considers like the conflict is to be very positive force in a group and something which is very opposite to the traditional view.

It also takes like conflict should be encouraged sometime in organization and it is entirely necessary, absolutely necessary, for group formation and the help the group to perform effectively because until and unless there is no conflict and people do not get to view different ways of seeing things or different goals to be reached and different ways to behave, then we cannot make a selection between the more appropriate way of doing things or we cannot mix and match between the goals to be reached at the ways of reaching that that goal. And effectiveness that we may deteriorate if there is only an homogeneity of thought process in the group and there is no heterogeneity in the way that a particular way or particular thing is viewed and we suggested like how something could be done. So, from an interactional point of view for the group to perform more effectively, it is necessary like conflicts are sometimes encouraged in the organization and it acts as a positive force in the group.

(Refer Slide Time: 10:38)



 Indian Institute of Technology Kharagpur

Contemporary Perspectives on Intergroup Conflict

A. Functional conflict: Enhances/benefits organizational performance. It occurs when the groups disagree on the best means to achieve a goal, not on the goal itself; typically results in selection of a better means alternative.

- Positive contributions of functional conflict are:
 - a. Plays an essential role in preventing group or organizational stagnation and resistance to change.
 - b. Can lead to increased awareness of problems that need to be addressed.
 - c. Can result in broader and more productive searches for solutions.
 - d. Can facilitate change, adaptation, and innovation.

 NPTEL

So, we will look into some of the contemporary perspectives on intergroup conflict and we will start with the fact which is called like functional conflict. So, this is again a shift from the traditional way of looking into conflict which takes like the conflict is a very harmful situation and it gives a negative connotation to the term conflict itself. But though conflict the word conflict per se is not negative in nature, it is about a force where it is force acting in two people, when one is perceiving that the other person is having a different goal and different ways of doing things and different ways of interacting. So, what we can divide actually like and there is a disagreement between these two parties

regarding these aspects. So, what we can divide is the word conflict into two major subdivisions; one is like that of functional conflict and the other is dysfunctional conflict.

So, when we are talking of functional conflict, so this conflict enhances or benefits organizational performance. So, it occurs when the groups disagree on the best means achieve a goal not on the goal itself, typically results in selection of better means or alternative. So, the groups do not defer in the goal but they differ in how to reach that goal and when you get different views of different ways of reaching particular goal, we can select about amongst the alternatives and arrive at the best alternative. So, some of the positive contributions of functional conflict are it plays an essentially role in preventing group or organizational stagnation and resistance to change. So, when there is a positive conflict and functional conflict. So, people know like things are about to change and it may not be the fact like always thinks are accepted in the way that we think it is the best, there could be other better view point's also and we have to learn to assimilate and accommodated to these facts.

So, it is somewhat prevents stagnation and move and it generates new ways of doing things. So, it plays a role in preventing resistance to change. So, it creates an increased awareness of the problems that requires to be addressed. So, sometimes what happens like until and unless there is a conflict until and unless somebody voices out like things are done in a wrong way or things need to be done in a different way, we generally do not get to know about the problems that need to be addressed. So, positive and this functional conflict may lead to increased awareness about the problems that need to be address in the organization. So, again because there are different actors there who are present in this situation, who have their own view point's regarding the particular problem at hand and how it can be solved, then it can result in a broader and more productive searches for better solutions.

So, when there is homogeneity of idea then all will arrive; even if there are ten people what we get is one solution. But if there is a conflict and functional conflict is is there and we encourage people to arrive at different solutions, then from ten people may be we get ten different solution and then we have to choose like which is or which are the better solutions and so our store of the solutions increases. So, again the conflict facilitates change it adaptation and innovations. So, because my own ways of looking at things get changed and it is shaken by the ideas of others present around. So, it sometime stimulates

encourages your innovation like to think differently about some of the things. So, these are like some of the points where functional conflict is essential and how and why it should be encouraged by organizations.

(Refer Slide Time: 16:32)



Indian Institute of Technology Kharagpur

- **B. Dysfunctional conflict:** Any conflict that hinders the achievement of organizational goals. Management must seek to eliminate such conflict. Functional intergroup conflict can turn into dysfunctional conflict.
- *The Consequences of Dysfunctional Intergroup Conflict*
- **A. The changes within groups:**
- **1. Increased group cohesiveness** — the group puts aside differences and closes ranks.
- **2. Emphasis on loyalty** — group norm for conformity becomes more important; group goals become more important than member satisfaction.
- **3. Rise in autocratic leadership** — comes in response to the demand for group direction and members' desire for strong leadership.
- **4. Focus on activity** — members focus on doing what the group does well; group becomes more task-oriented.

NPTEL


What we generally discuss and what we are more concerned about like what flashes in our mind immediately when we hear the word conflict is this part of what we call dysfunctional conflict. So, any conflict that hinders the achievement of an organizational goal is called dysfunctional conflict; management must stick to eliminate such conflict. Functional intergroup conflict can sometimes turn to dysfunctional conflicts when we move away from the task that may be and we focus towards the person and we try to find fault with the person and may be deal with situations which is not related to the immediate context and conflict. But we try to refer to situations which are much back in memory and happened at as other point of time in a different context and we try to draw references from those and bring conflict at a very personal level and do not keep it at the task level, then what happens? The functional conflict may turn into dysfunctional conflict.

We will try to find out some of the consequences of dysfunctional intergroup conflict. So, that some of them functions like consequences or like certain changes are brought. So, when you talking of intergroup conflict mean like this conflict is between two groups. So, the changes will happen of course within the group and between the groups.

So, first we will look into the changes which occur within the group. So, when there is a strong intergroup dysfunctional conflict and the first change within the group is of course increased group cohesiveness. So, what does the group do is push aside the differences means that was there amongst the members and tries to maintain the solidarity within the groups. So, that as unit they can stand or against the attacks or threats given by the other group. So, that is intergroup conflict released to first increased group cohesiveness when you are talking of changes within the groups. Second is emphasis on loyalty.


Group norms for conformity in become more strong, because you want to see like that all the members are aligned to the purpose of the group. So, and here the group norms, group goals becomes more important than the individual member satisfaction. Next is rise of autocratic leadership. So, this come into demand for like sometimes there is a demand for increased group direction because in terms of in times when there is a like intergroup conflicted and people do not know how to face it, how to answer to those challengers; what the group members may like more is the sort of direction from the group leader and there is a desire for strong leadership at this point of time. So, what becomes more important is autocratic leadership rather than your benevolent or participative leadership. So, the members at these times want to be directed and they desire a strong leader who can show them their way and the focus is on activity in the sense.

(Refer Slide Time: 21:19)



Indian Institute of Technology Kharagpur

- B. Changes between groups
- **1. Distorted perceptions** — each group views itself as a better performer than the opposing group and as more important to the organization.
- **2. Negative stereotyping** — all negative stereotypes ever developed about the opposing group are reinforced. Each group underestimates differences within their group and exaggerates differences between the two groups.
- **3. Decreased communication** — communications between groups usually break down.



NPTEL

So, the groups try to do what they do well and they become more task-oriented in nature. Changes between the groups this is important thing; one, the first changes of course like it is a distorted perception where every group like each group it viewed itself as a better performer than the opposing group and as more important to the organization. So, this is the distorted perception. So, what happens? These may happen due to the error of overestimation or overestimating oneself and underestimating the competency of the other groups. So, what happens with this distorted perception? Negative stereotyping then in this situation all the negative stereotypes that have been formed about the other opposing group are reinforced during this thing.

So, what is done is intragroup differences reduces and the intergroup differences increases. So, it is more. So, this arise from again due to formation of group cohesion, what happens we tend to perceive the differences within the group as lesser as combined to differences between the groups; decreased communication where like communication between the groups usually break by this time because the few groups do not wish to share their secrets with each other. So, the communications between the groups get usually broken during this time.

(Refer Slide Time: 23:41)



Indian Institute of Technology Kharagpur

Types of Conflict

- **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

NPTEL

And the types of conflict that are faced in the organization could be classified under three broad headings like task conflict, relationship conflict and process conflict. So, when you are talking of functional conflict, so functional conflict is more on the task conflict and

process conflict which is rational way of looking at the conflicts and when you are talking of task conflict which is conflict over contents and goals of the work. When we talking of the process conflict which is there is a conflict and if the conflict is regarding how the works gets done.

So, but when are talking of dysfunctional conflict it is more relationship oriented and it is based on interpersonal relationships and these may sometimes make a functional conflict into dysfunctional conflict because due to the personal likes or dislikes with each other of the persons involved in conflict, what starts is a situation of blaming each other for a particular situation and the main issue of the conflict goes out of hand. So, the presence of relational conflict of too much of the presence of relational conflict may turn a functional conflict into a dysfunctional conflict.

(Refer Slide Time: 25:47)



 Indian Institute of Technology Kharagpur

What Causes Intergroup Conflict?

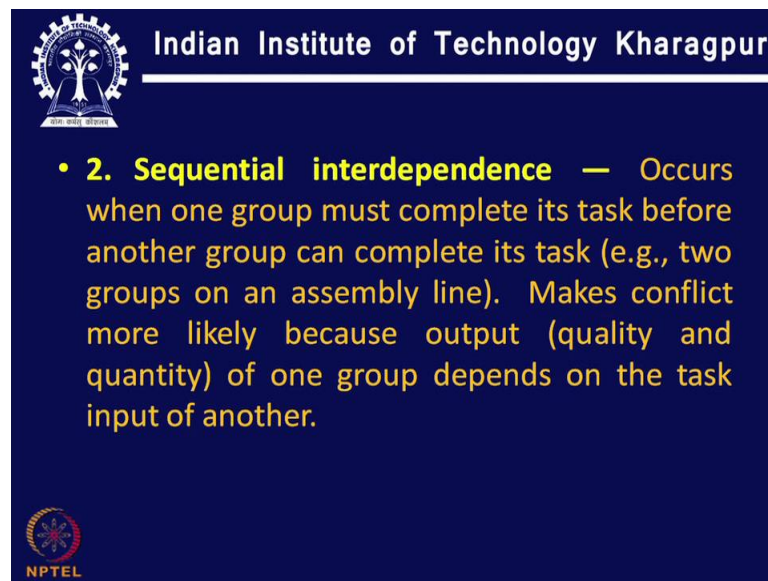
- **A. Interdependence:** Conflict potential increases when groups are interdependent. The different types of Interdependence are as follows:
 - **1. Pooled interdependence** — no direct interaction occurs between groups; interdependence exists because their pooled performance determines organizational performance (e.g., the Cadillac, Buick and Chevrolet divisions at General Motors). Creates relatively low conflict potential.

 NPTEL

The cause of intergroup conflict is quite elaborate; we will try to focus on some of the cause over here. So, first of the situations where are the causes; the first cause is of course interdependences and that is where the conflict arises. Now interdependence may be of like various natures and widely which is classified under three headings which are called pooled interdependences, sequential interdependences and like reciprocal interdependences. In pooled interdependences though there is no direct interaction between the members from members from two different groups, but interdependences exists because their pooled performances determine organizational performances.

So, it causes relatively low conflict potential. So, as the members are not interacting with each other, so there is much lack of like personal interdependence but the interdependence like is only because together they lead to certain objectives of the organizations. So, these type of interdependences because we are together and we are contributing to the greater purpose of the organization. So, sometimes there is a chance of conflict, but the chances are relatively low as compared to other types of factors which lead to intergroup conflict.

(Refer Slide Time: 28:17)



The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The text is centered and uses a yellow font for emphasis.

Indian Institute of Technology Kharagpur

- **2. Sequential interdependence** — Occurs when one group must complete its task before another group can complete its task (e.g., two groups on an assembly line). Makes conflict more likely because output (quality and quantity) of one group depends on the task input of another.

Second type of interdependence is called sequential interdependence. So, in sequential interdependences what happens is the interdependence is in sequence. So, what happens is when in sequential conflict it is required that one group must complete its task before another group can complete a particular task. So, it is all there in that chain. So, a group one has to complete, then only can group two start. So, just like in assembly line. So, if the performance of group A is coming down due to some of the reasons and group two has to wait because of these things not coming from group one on which they can start working. Then that situation may lead to conflict which is called sequential interdependence and conflict may come up due to that. And again this is required like in situations sequential interdependence is required in situations where in assembly line where the end product of one is the beginning of the other functions.

So, when there is the delay in providing the end product which will be the start product to start of the function what to do it for the next function, then these types of conflicts may arise. So, this is very inevitable when there is these sequential interdependence there and only responsible and performance, in the sense, like we should try to finish things in time a proper time management and quality management. So, that taking interviews like our in product or somebody start raw material. So, our brother we should take little bit raw materials like our in products as raw material for next function. If we understand that and try to think finish things in time and delivery to the next part of the thing next people were waiting may be there is no conflict to it. But when we do not understand that and then we delay and mechanical delay or the finished good is a not a good quality, then this conflict become very inevitable this sequential conflict due to sequential interdependence.

(Refer Slide Time: 31:52)



Indian Institute of Technology Kharagpur

- **3. Reciprocal interdependence** — the output of each group is the input for other groups and vice versa (e.g., the anesthesiology, nursing, and surgical teams in an operating room). Creates high conflict potential.

All organizations have pooled interdependence; complex organizations have sequential interdependence; and the more complex organizations have reciprocal interdependence. The more complex the organization, the greater the conflict potential.



Reciprocal interdependence is where the output of one group is the input for the other group and input for and output for that other group is again input for this group. So, if this process goes on from morning till throughout till the particular goal is reached in and many factor in other situations. So, there is a high chances of conflict over here, because if there is no coordination between the two people involved in this reciprocal interdependences, then what happen I will not care for the factor like the quality and when I deliver it, because that that is I do not care for it like it is a raw material for the other person and that vise versa the other person also has to think like, if I deliver only

thing at considerable good time and within good quality, then it will act again as a material for the other person or the group. So, reciprocal interdependences is very much important.

So, importance as a potential source of conflict and these are present in organizations which are more complex in nature. So, what we find like it is all organizations have full interdependence because by virtual being, a member of particular organization and related to the organizational goal. So, pooled interdependence is there and we cannot deny it like. So, all organization have pooled interdependence but when it is a complex organization, then it has a sequential interdependences but further higher up in degree of complexity or the position of the work needed then maybe there is the reciprocal interdependence and what you get know is more complex the organization. The more complex is the organization, the greater the conflict potential.

So, here is here were a balances is again required between like and when we are in a reciprocal relationship interdependences or when we are talking of sequential interdependences what is required like for to respect these nature of jobs which are making sequential interdependence or reciprocal interdependence inevitable and actors within the two groups, the performers or the other group members of whom who are apart to this, who are like related in this whole process should be very responsible and person and understanding the gravity of the situation, the importance of the sequential interdependences or reciprocal interdependences for them, benefit of the organization and for their perceive also and perform in such a way like this the nature of interdependences itself does not give rise to any conflict which may turning into dysfunctional conflict.

(Refer Slide Time: 36:27)



Indian Institute of Technology Kharagpur

- **B. Goals Difference:** Groups with different goals have different expectations that can cause conflict when the groups interact.
- Goal differences become more evident when resources are limited and are allocated across the groups.
- Conflict pressures increase when groups think resources have not been allocated equitably.
- Different goal can produce different perceptions.
- Different time horizons can produce different times perspectives and affect perceived importance of problems (e.g., a company president's time perspective of five-to-ten years vs. a foreman's perspective of one month to one year).




Next is goal differences. So, we talked about interdependences one of the factors which leads to intergroup conflict. So, first we discussed about interdependence. Next we talk of like goal difference. So, in goal difference what happens like it occurs when two different goals have to be reached by the two groups and they cause conflict when the groups interact. Why? Because as the groups have two different goals there could be differences sets of expectations and like what is to be done and how it is to be done and that may cause conflict when the group interact. So, goal differences become more evident when resources are limited in nature and they are allocated to all the groups.

Then next is its conflict pressures increase when group's think resources have not been allocated equitably. So, how to make decisions, how to choose particular alternatives. So, these are things which needs to be shared, things are which needs to be discussed and we will get to know like may be arrived at something which is more equitable in nature. So, conflict pressures arise when these resources have not been allocated properly and these resources could be anything any of the resources were like here we are not restricted only to the may be material resource or monetary resources and person also, any sort source of resources that is required to do a particular carry forward a particular work if it is not equitable disputed, so then it may rise to a problem.

Even like when you are talking of like people making decisions and they are not given the enough information also to take those decisions, then those are also are like resources

in one sense. So, and will people thing like these resources are somebody, some of the groups are enjoying more and some of the groups are enjoying less, then it may lead to conflict. So, different goals can produce different perceptions and are also different time per horizons can produces different time perspectives and reduce or increase the importance of a particular problem. So, and these perspectives values from person to person from within for different age groups or persons different hierarchies. So, whatever it is. So, how the importance of a problem is perceived and what do we do to solve it. These could be different from person to person based of their own backgrounds and the situations therein and what they have to do that is why these goal differences we need to conflict.

(Refer Slide Time: 41:41)



Indian Institute of Technology Kharagpur

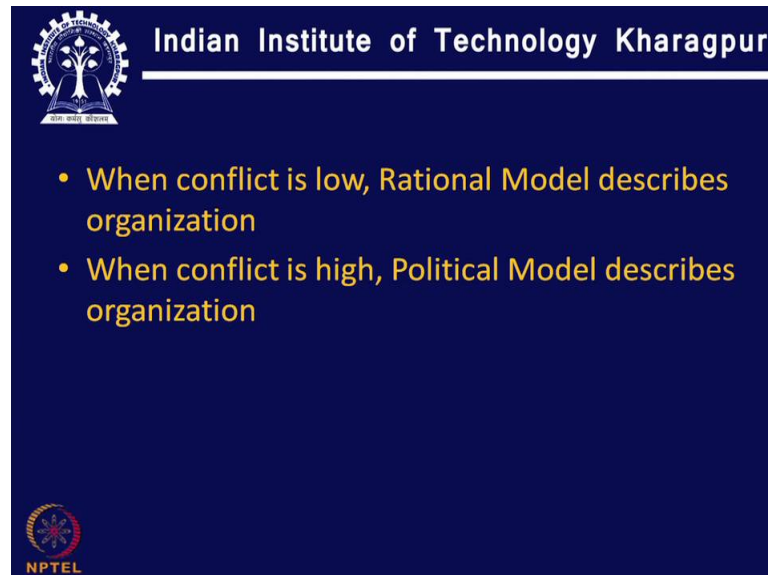
- **C. Perceptual Differences:** Status incongruency — one group perceiving itself as more prestigious than another can provoke intergroup conflict. Inaccurate perceptions often causes groups to develop stereotypes about other groups, which can provoke conflict and erode intergroup relations.

NPTEL

Perceptual differences are status in congruency where one group perceives like they more important and prestigious in the organization and these perception like, am better then you are, leads to develop some stereotypes within the organization which can lead to intergroup conflict and erode interpersonal relation or intergroup relations. So, we should be very careful about like what we are perceiving about ourselves and what we are perceiving about others and how much realistic orientation is there in this perception of how perception or how much realistic orientation is there. The perceptions of like what we perceive what we are and what we actually are. So, if this is not there then what happen is sometimes we form certain stereotypes about the other groups and more or less which are negative nature and when this is done, then it may lead to conflicts in the

organization which is more in the domain of like relationship conflict and it may affect like the intergroup relations and their performance.

(Refer Slide Time: 43:44)



The slide is a dark blue rectangle with white text. At the top left is the IIT Kharagpur logo, a circular emblem with a tree and a gear. To its right, the text 'Indian Institute of Technology Kharagpur' is written in white. Below this, two bullet points are listed in yellow text. At the bottom left is the NPTEL logo, a circular emblem with a gear and a tree.

- When conflict is low, Rational Model describes organization
- When conflict is high, Political Model describes organization

So, when the conflict is low in the organization we go for a rational model in the organization. Rational model is a model which describes the organization as a traditional model and it is like as heretically arranged; there is a proper organizational structure, there is a proper information flow in a linear path and all these things are called like having a rational model for the organization. But when there is a conflict is high the political model describe the organization, the political model is it is a very fluid-like structure where there is like people interact with each other not based on their organization structure in certain times.

But they are in more cases like cross group or cross departmental communication, different impression management techniques to mere the power source; all these factors are there and it describes the political model and it is more present in situations where conflicts are high, so that we can form groups, subgroups and teams and all these things. So, that we can preserve our interest level our ways of looking at things, and we can as a like try to form our own networks and answer to the problems to the conflicts which may appear as threatening to us and answer to it in a proper way.

(Refer Slide Time: 45:41)



Indian Institute of Technology Kharagpur

Stages of conflict.

- **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 (close or participative), Reward systems (win-lose), Dependence/interdependence of groups
- **Personal Variables** - Differing individual value systems, Personality types



When we are talking of stages of conflict, there are four different stages of conflict. Here we will cover till three of the stages of conflict. The first stage is potential opposition or incompatibility. So, potential opposition or incompatibility it arises from the first factor of course is from semantic difficulties, misunderstandings; all these causes noise in communication. Next is like the structure. So, it depends on like the size and specialization of jobs, then whether there is a clarity of the purpose, jurisdictional clarity/ambiguity, whether there is a member and goal incompatibility or not and what are the leadership styles, whether it is participative in nature or close in nature, what are the rewards system, whether it is a win-lose style or not and whether there is a dependence or interdependence between the groups. So, in all these factors will well determine the structure and next in this is personal variables like different individual values systems, personality types. All these factors may create a potential opposition or incompatibility. So, this is still we do not get to recognize these as conflicts, but these are potential sources of conflict. Now then what changes this potential stage into the actual conflicts stage.

(Refer Slide Time: 48:07)



Indian Institute of Technology Kharagpur


- **Stage II: Cognition and Personalization**
- **a. Perceived conflict** — a cognitive awareness on the part of at least one group that events or conditions make overt conflict possible.
- **b. Felt conflict** — an escalation, which includes emotional involvement creating anxiety, tenseness, frustration, or hostility.
- Before attempting resolution is possible, both parties must perceive and feel conflict. Resolution is more likely to have good results at this stage.



Stage two is cognition and personalization. In that what we get it two stages; one is the perceived conflict and the other is the felt conflict. In perceived conflict, at least feeling should be there on one of the parties of like the presence of other the party or this awareness like the presences of the other party is not very comfortable or we disagree the how the other person you see or other parties is seeing things. This awareness the on the part of the group is required for like transforming the potential into the actual conflict situation. B is felt conflict where there is an emotional attachment. So, it is escalation which includes emotional involvement creating anxiety, tenseness, frustration or hostility.


A point to be noted here is that like until both the parties perceive and fill the conflict is when conflict is may not be there because if we do not recognize like the presence of the other individual or the party is somewhat disturbing or challenging where we put it and it creates certain emotional anxiety tense within the perceiver participating both the cases. So, it is not conflict because and then the potential situation will remain as a potential situation. So, the perceived and felt part of the conflict must be there, so for turning a potential situation into a realized actual conflict.

(Refer Slide Time: 50:44)




Indian Institute of Technology Kharagpur

- **Stage III: Intentions**
- Intentions are decisions to act in a given way. It can be based on :
- **Cooperativeness** - Attempting to satisfy the other party's concerns
- **Assertiveness** - Attempting to satisfy one's own concerns



So, next is intentions. So, after we will realize this conflict, so there could be intentions how to deal with this conflict and it can be based on like cooperativeness or assertiveness. So, this is again in two dimensions like whether we try to answer and satisfy the other parties concerns or satisfy own concerns. So, and you are when talking of cooperativeness it is satisfying other people person's concern. When we are talking of assertiveness it is satisfying one's own concerns.


(Refer Slide Time: 51:25)



Indian Institute of Technology Kharagpur

Dimensions of Conflict-Handling Intentions

- **Competing** - A desire to satisfy one's interests, regardless of the impact on the other party to the conflict
- **Collaborating** - A situation in which the parties to a conflict each desire to satisfy fully the concerns of all parties
- **Avoiding** - The desire to withdraw from or suppress a conflict
- **Accommodating** - The willingness of one party in a conflict to place the opponent's interests above his or her own
- **Compromising** - A situation in which each party to a conflict is willing to give up something



And there could be five different ways of conflict-handling intensions and these intensions are competing, collaborating, avoiding, accommodating and compromising. So, in competing there is a desire to satisfy ones own needs and interest regardless of the impact on the other party to the conflict. In collaborating where the parties both the parties try to satisfy fully the concerns of all the parties involved. In avoiding, it is a desire to withdraw from or suppress a conflict. Accommodating is the willingness of one party in a conflict to place the opponents interest above his or her own interest to accommodate the other parties perception and interesting to our own. Compromising is where each party is willing to give up something somehow the personal interest is as etc in order to achieve the bigger goal for the organization. Now, these are the five dimensions of conflict handling intensions and it is used in different situations.

(Refer Slide Time: 52:53)



The slide features the IIT Kharagpur logo in the top left corner, which includes a tree and the motto 'सत्यमेव जयते'. The text 'Indian Institute of Technology Kharagpur' is displayed in white on a dark blue background. Below this, a list of conditions for using competition is provided in yellow text. At the bottom left, the NPTEL logo is visible.


Indian Institute of Technology Kharagpur

- **Use of Competition is recommended:**
- When quick, decisive action is vital (in emergencies); on important issues
- Where unpopular actions need implementing (in cost cutting, enforcing unpopular rules, discipline)
- On issues vital to the organization's welfare
- When one knows one is right
- Against people who take advantage of noncompetitive behavior

NPTEL


So, used of competition is recommended when quick, decisive action is vital and on important issues where unpopular actions need implementing like cost cutting, etc on issues vital to the organization's welfare in one rise, when one knows what is rights and against people who take advantage of noncompetitive behavior. So, these are the situations where use of competition is recommended as a conflict handling intensions.

(Refer Slide Time: 53:39)




Indian Institute of Technology Kharagpur

- **Use of Collaboration is recommended:**
- To find an integrative solution when both sets of concerns are too important to be compromised
- When objective is to learn
- To merge insights from people with different perspectives
- To gain commitment by incorporating concerns into a consensus
- To work through feelings that have interfered with a relationship




Used of collaboration is recommended when there is a need to find an integrated solution when both the sets of concerns are too important to be compromised and objectives to learn and then to merge insights from people with different perspectives. To gain commitments by incorporating concerns from others into a consensus like agreed of one situation and to work through the feelings that have interfered in particular relationship. So, first we take care of what went wrong and we try to correct it and find out a better way of interacting and then we will arrive at something which is common that can be followed a consensus that can be followed and we work with that. So, for what we try to clear first of the situations will bring in these blocks. So, and we try to address issues related to it and then may be collaboration is the better approach.

(Refer Slide Time: 54:55)



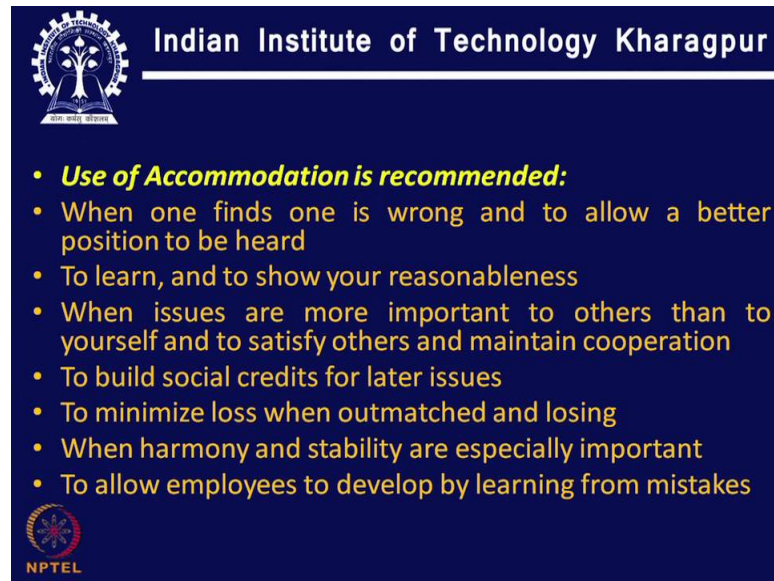
Indian Institute of Technology Kharagpur

- **Use of Collaboration is recommended:**
- To find an integrative solution when both sets of concerns are too important to be compromised
- When objective is to learn
- To merge insights from people with different perspectives
- To gain commitment by incorporating concerns into a consensus
- To work through feelings that have interfered with a relationship



Use of avoidance is recommended when the issue is trivial at hand and more important issue is waiting for decision making. When one sees like that is no way of satisfying his or her needs, then when like the situation for the time being is disruption these potential disruption is overweighing the benefits from the conflict resolution techniques. So, and it provide a space and time to the people to cool down and begin the prospective. So, where some decisions need to be taken based on information, collect the different parts of time and points of time and so we cannot arrive at an immediate decision and solution. And when we find like the presence for others can result the conflict effectively and when issues are symptomatic for other issues. So, if we try to give more importance to this particular issue, now it may give raise to similar other issues in future. So, it is better to avoid discussion about these issues now and what to tell like avoidance is the better technique in this type of situations.

(Refer Slide Time: 56:42)



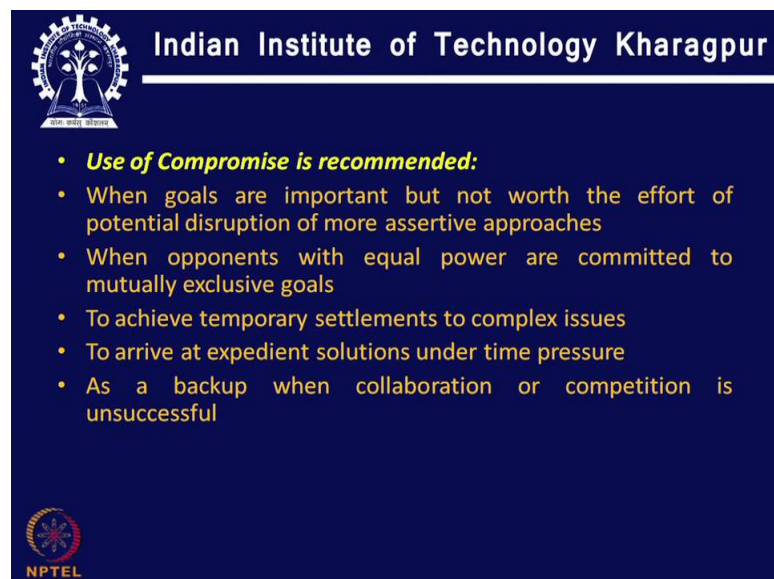
Indian Institute of Technology Kharagpur

- **Use of Accommodation is recommended:**
- When one finds one is wrong and to allow a better position to be heard
- To learn, and to show your reasonableness
- When issues are more important to others than to yourself and to satisfy others and maintain cooperation
- To build social credits for later issues
- To minimize loss when outmatched and losing
- When harmony and stability are especially important
- To allow employees to develop by learning from mistakes

NPTEL

Use of accommodation is recommended when one find that one is wrong and it allows to better position to be heard and when we have to act in much reasonable way and when we find like issues are more important to others than it is to ours and we have to maintain cooperation with that and when harmony and stability are very important. So, and we want the employees to learn from mistakes. So, accommodation is recommended.

(Refer Slide Time: 57:24)



Indian Institute of Technology Kharagpur

- **Use of Compromise is recommended:**
- When goals are important but not worth the effort of potential disruption of more assertive approaches
- When opponents with equal power are committed to mutually exclusive goals
- To achieve temporary settlements to complex issues
- To arrive at expedient solutions under time pressure
- As a backup when collaboration or competition is unsuccessful

NPTEL

Compromise is recommended when goals are important, but it is not worth the effort of potential disruption of more assertive approaches. So, when there is a temporary

settlements required to complex issues and we want to arrive at a solution under time pressure and when we have tried for collaboration and competition and when it is been unsuccessful. So, what we do is we try to compromise where as both the parties give away some of their own personal interest to arrive at the common point. So, we will end over here and we will move on with the discussion which is the next lecture will carry forward with the main thing which is manifest conflict, like how it is manifested and how we can move for like negotiations and other techniques in conflict handing.

Thank you.