Indian Institute Of **Technology** Delhi **Presents** Under the auspices of **National Program on Technology Enhanced Learning NPTEL** (An MHRD initiative) **TECHNOVISION Educational Technology Services Centre** IIT DELHI **PRESENTS A Video Course** On **Management Science** BY Prof. Anuradha Sharma **Department of Humanities and** Social Sciences, IIT DELHI Lecture # 23 **Industrial Relations** &

& Conflict Management (Contd.)

We are discussing about industrial relations and conflict management. (Refer Slide Time: 01:25)



In our last lecture we were talking about industrial relations in terms of various types of industrial relations and we also had an example of participative management as special type

industrial relations about which we are going to discussed in details in our next lecture, industrial relations manager as number of roles to play.

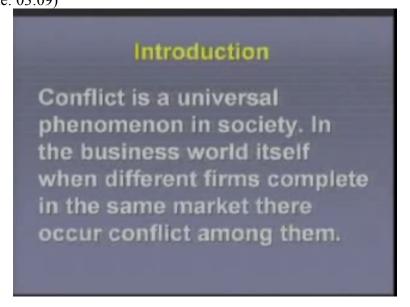
And in addition to keeping piece of a place of work industrial harmony and of course some of the day today duties and important aspect s of industrial reactions managers job or we can say in general a manager's job in a small industry perhaps you may not have separate person in different person.

You know the separate department doing this kind of an activity so maybe you can say that this is also the duty of a manager to understand conflict at the place of work so today's lecture we have going to pay attention to this aspect of conflict management. We will be talking about conflict in organizations, in terms of a say the personal conflicts.

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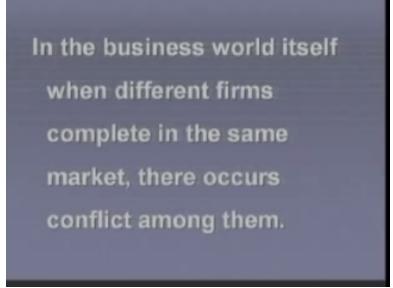


Group conflicts organizational conflicts, may occur at in the time so when are looking at the conflict management we have to know that conflict is universal phenomena. (Refer Slide Time: 03:09)



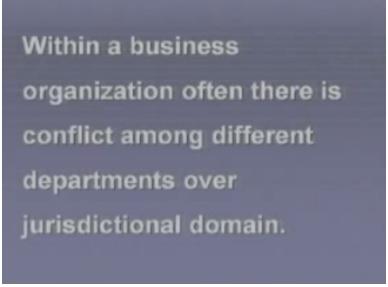
In society in the business world it when different firms complete in fact confect, in the same market and there occurs conflict among them.

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So in the business world it when different firms complete with the same market, there occurs this conflict

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Within the same organization often there is conflict among different departments over any kind of a jurisdictional domain. So as we were talking about them departments and the various organizations and also individuals.

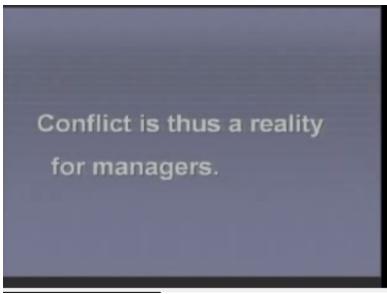
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The production department does not turn out goods to the exact requirements of the marketing department.

The production department does not turn out goods to know the exact requirements of the marketing department could be work situation, and also conflict labor department conflict. (Refer Slide Time: 04:07)

Labour management conflict is a frequent occurrence in many organizations. Even there is conflict at times within the personality of the same individual.

Labour department conflict is a frequent occurrence in many organizations. Even there is conflict within the personality of the individuals or personality of this same individual. (Refer Slide Time: 04:25)



So conflict is thus a reality for managers. And this becomes an important aspect of the management of role of a manager in the organizations so we cannot complete perhaps a course without understanding little bit about what happens at the place of work in terms of conflict management.

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Stephen P. Robbins has called the interactionist view is that conflict is inevitable in organizations, no matter how they are formed and run.

Stephen P. Robbins I am sure all of you have live at that book on management has called interactional view of conflict which is inevitable in organizations no matter how they Rae formed and how they are run.

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The task of management is to accept conflict as a fact of organizational life and to manage.

So that the task of management is to accept conflict as a fact of organizational life and therefore to manage

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Organizational conflict may be defined by James A.F.Stoner as a disagreement between two or more organization members or groups arising from the fact that they must share scarce resources or work activities and/or from the fact they have different status, goals, values or perceptions.

Organizational conflict may be defined by James A.F Stoner okay, as a disagreement between two or more organizational members okay, and groups arising from the fact that they must share scarce resources or work activities and/or from the same fact they have different status, goals, values or perceptions.

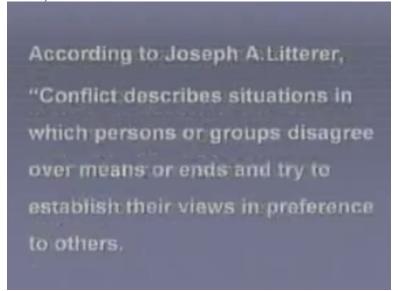
Are you understanding this is too complicated may be you can thin k about this that the organizations conflicts may be because the resources may be scarce and so people may like you know to have something and suppose the computers are get even though in the departments few computers are there everyone does not has axis to that and someone wants that why I have not been giving computer or many be computer time.

Conflict may arise at the level of individuals some department might say that success department has been introduced with new technology perhaps you know the computers why not our

department conflicts and also within the organizations term said complicating with other organizations okay in the year of organization of this globalization we find that the conflict even though we are growing, we are really progressing very fast.

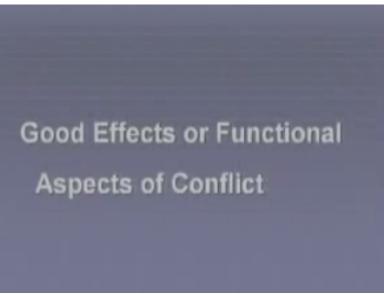
At this same time because of many regions there could be a situation which may given arise to conflicts and so the different status ,different goals ,different values and of course the different perceptions so people might give rise to set in conflicts.

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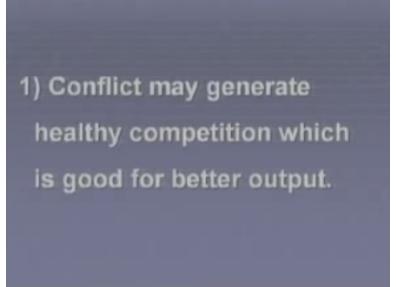
So Prof. Joseph A. Litterer, he has talked about conflict in term so the situations in which a person or group this agrees over means or ends, and he meet drives to establish their views in preference to others so conflict may also be sometimes know in terms of establishing once own views so some sort of a demonization's a person you know might like to have so the conflict becomes invertible, sometimes you want to prove your point.

And so there may be a conflict so such situations are also there n organization so there are you know certain having understood you know that what is a meaning of conflict what w actually trying to manage in the situation we should now look at you knows the effects of conflict. (Refer Slide Time: 08:50)



So first we will take up the positive effects the good effects of functional aspects of conflict see everything as you know positive point there may still be you know few negative points so let us have the this analyses ,so the good effects of conflict first.

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The Conflict may generate healthy competition which is good for better output so this is a very healthy kind of a conflict so not that conflict is always but because of a word as you might think that okay, conflict that mean to know always negative even though it may also have some positive effects we can say that so little bit of conflict in term of competition is good for organizations and for a healthy functioning of a system.

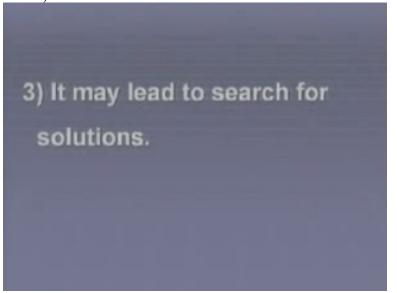
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2) It provides some persons
with challenges, bringing
out their abilities and
giving them activities with
interest and zeal

Then it provides some persons with challengers, bringing out their abilities and giving them activities with interest and zeal. For some people we are seen early when our discussions that there are individual differences and so in terms some kind of hardware were as you know the decisions that we take you know and the final decisions in terms of the human systems we have to understand there are individual differences.

And that is why also in conflicts we can see that there are individual differences and that is why the point here ,we are written is that its provide to some persons okay ,so few persons will actually feel that as a challenge then it may also lead to.

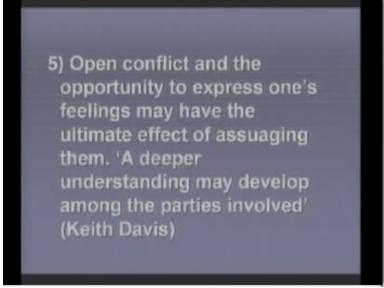
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Search for solutions conflict may lead to search for solutions; it is often an instrument of organizational innovation and changes nothing stoner has sent at. Because we are looking for management of change, management of innovations which we are going to discuss you know another one our management of change that is going to come in our discussing. So when we are

looking at the organization conflicts sometimes they may also be actually the instrument of change, change and innovations.

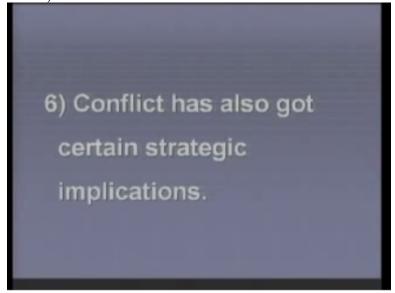
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Open conflict and opportunity to express one feeling may have the ultimate effect of assuming them. A deeper understanding may develop among the parties involved, so there is psychology management psychology we can say has proposed this. We can read this the open conflict opportunity, because well there is conflict opportunity. Then you perhaps in have that an opportunity of expressing your views.

Sometimes other aggressively but then we have to see how does the really matter okay how much of conflict you needed. Okay we are committed that and some of this point has well just now. So conflict also so got certain strategic implications.

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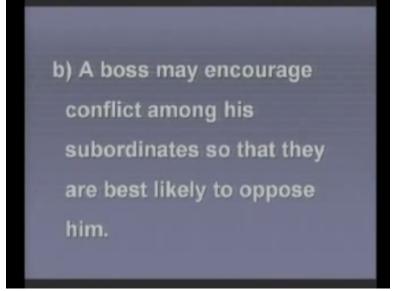
We have in terms of strategic decisions we have to take into consideration some of the issue and attitude conflict. In terms of strategic decision it might be used.

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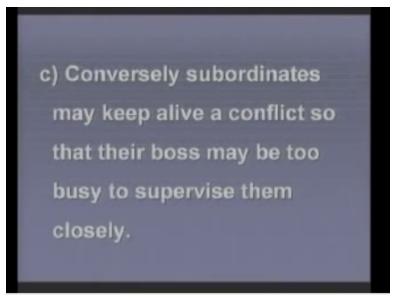
a) It might be used to keep some persons engaged who would otherwise do greater or unrestrained damage elsewhere.

To keep some persons engaged who would otherwise do greater or unrestrained damage elsewhere. Okay again the issue of individual difference is coming and the manager's strategy, okay for the allocation people and jobs.

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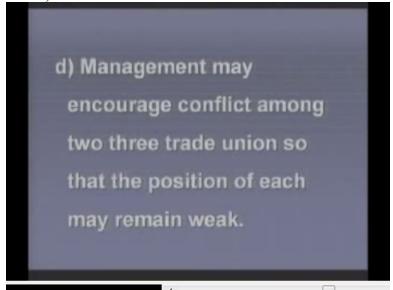


A boss may encourage conflict among his subordinates so that they are best likely to oppose him; okay this is to generate some kind of a discussion. So that the creativity might come out okay not really to have a conflict in the real sales but boss might creator such a condition. That people come out in certain ideas which may generate some conflict discussion. (Refer Slide Time: 13:55)



Conversely subordinates may keep alive a conflict so that the boss may be too busy to supervise them closely. Other the round is also possible in the strategic sense that sometimes this subordinates in might clear conflict okay so that they boss in a does not find in so much time to really supervised him.

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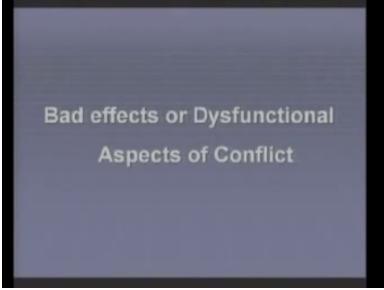


Then management may encourage conflict among 2, 3 has we discussed earlier we going to discuss that in be detail also latter. That the organization might tread union so more than one in some organization So some time to 2 or 3 tread union then may be conflict so that the position of each might remain weak statically are you getting that from managers point of view we are looking at the some of the strategic situation.

That the conflict among this unions and will keep in you are each one of this union weak okay and so that may be sometimes may interest of the management. But then latter when we are looking at the issue of participating management then you will see that there are healthier easy of actually managing such situations. We will come to that in our next sessions, in additions to

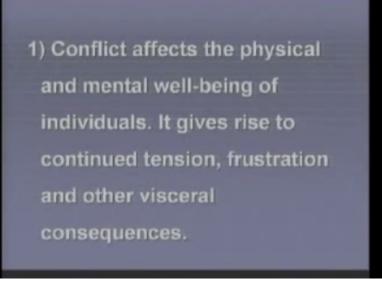
some of these positive effect that we have discussed there are number of bad effects or dysfunction has well.

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When we talk about positive effect what we are trying to suggest that if these are taking into the consideration these may have positive gains for the organization in the long term. But then conflict management is not that in bed of gooses because bad effect also there and so, so we have to look at this functional aspect of conflict. Conflict affects the physical and mental well being on the individuals.

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It gives rights to continued tension, frustration and the various in physical consequences, this we are talking about not only for the subordinates but for the managers for the group members. So everyone who is conflict is actually also getting a reflected in many ways, so which has in bad consequences for himself or self on the organization conflict disrupts. (Refer Slide Time: 16:52)

2) It disrupts work and drains off energy and resources that could be devoted to some constructive purposes.

Work and drains off energy and resources that could be developed to some constructive purposes. See if you are doing conflict if you are doing means if you are getting involvement to a conflict. That what happens? All the creative energy or see someone asked limited energy and if you graining of your energy in conflict obtusely you are not saving for energy for creativity. And so we are too much in conflict for that matter also into negative thinking. Where the time and that is you do for positive thinking out the positive creativity that is the idea there is one of the negative aspects of conflict. For individuals as well we in for the organization so is disrupt the threads out actual layer energy in that point of trying to make here.

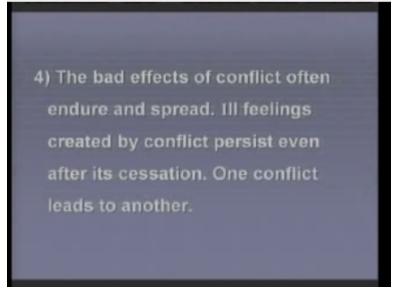
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Then conflict thus stands in the way of realizing organizational goals, we have earlier discussion we have seen that there are number of goals. Which an organization in trying to achieve for survival and growth and if there are conflicts in organization then the possibility of realization of this growth Minimized in fact the variable us here that there is a conflict going on in any organization or any department.

People to talk about because that percolates when the whole organization and we will see that at department that organization will not work very successfully Because the manager all time is energy is going in solving those problems. Is in that if you not observe you can observe it and prepare some please study on that.

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The bad effect of conflict often endures and spread. Okay what I just trying to tell you okay and it is I will created by conflict this persist even after the whole conflict has been see solved. Okay even that ill feeling the hearts of people okay conflict actually has very long term effectives takes the lost of time the lead to actually wash out in those feelings, so is better statuary not have any kind of a conflict.

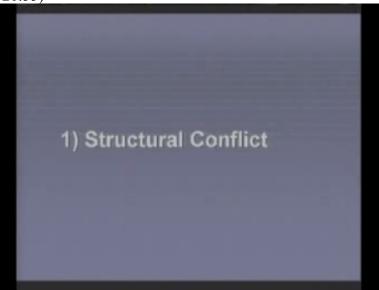
And if you do not want any kind of conflict obtusely act to have some kind of a properness you know the terms of positive thinking. But then can deal the all organization gear then upon for that but it is a challenge. Another bad effect of conflict management (Refer Slide Time: 20:05)



Is the too many conflict ultimately engulf the organization, so is the organization has one conflict here, the other one is here the third one there all departments have conflicts. Then all manager and the chef manager all the time is set up in really expanding, really developing kind of new business or having very good HRD activities. They are all the time busy solving this conflict so can be really having this conflicts.

Now we are talking about types of conflict has you understand that what conflict is what positive and negative effects of conflict are. We talk about types of conflict.

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Types of conflict should be different nature it could be a structural conflict. (Refer Slide Time: 21:05)



It could be role conflict role conflict has you understand all of us play many rolls. And if you are playing roll of a supervisor on the one hand and perhaps friend on the other in the same organization then sometimes you may be conflict because you want to satisfied both the rolls.

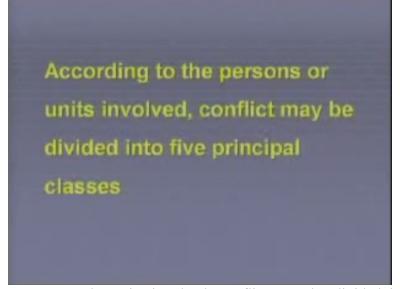
Similarly for the women, for women the roll conflict may be in terms of a family responsibility and being a manager. So the roll conflict could also be there which effects organizational life.

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Then institutionalized conflict and terms of within an organization there may be a conflict terms of the activities in different departments.

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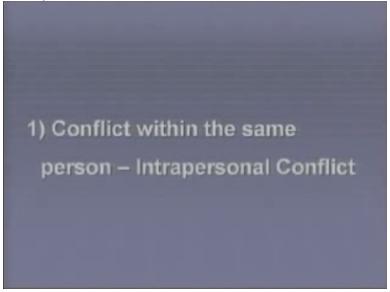


And according to person or the units involved, conflict may be divided into five principal classes, we have seen that it could be a structural conflict, it could be a role conflict, or it could be a institutional conflict okay, so at the level of organizational, we can say components and also personal, you can say personal, person organization fit component, that we can put it in that way, and so what we are now trying to look at that?

What are the classes of conflicts in terms of a person, further, further to understand that, the conflict within the same person, we are talking about, because we have seen the organization, the major component of an organization, is the performer, the person who is actually working? So at

the moment we are trying to look at that type of conflict, his conflict, conflict within the same person.

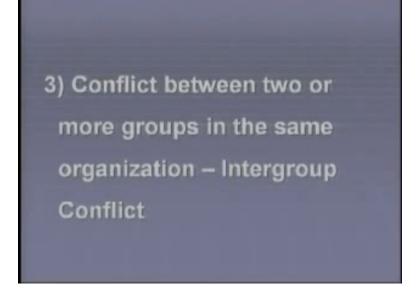
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We will call that has a intrapersonal conflict within the same individual okay, it may be because of some way we have seen, it may be because of some frustration, some expectation or some other personal reasons, conflict between two or more person, within the same organization, this is known as intrapersonal conflict, two persons are there and they have you know the conflict, this conflict may be again you know because of some interest, because of some kind of a values or it may be because of roles that they have to play.

It all it may be because of so many other reasons of say power sharing or communication, so then the conflict between two persons in an organization, which could be intrapersonal conflict, there are many sources of Intrapersonal conflicts, there are many in fact methods and strategies which is used actually to manage the situation, now conflict between two or more groups.

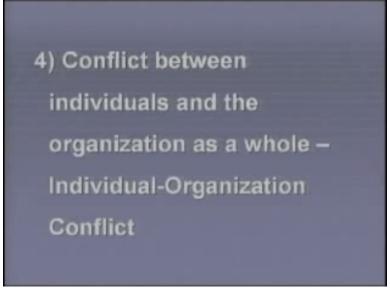
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In the same organizations these are intergroup conflict, these conflicts could be between departments which are the formal groups, and also these could be between the in formal groups, in an organization as may be you have observed that we have groups have different types, the formal groups and informal groups, the formal groups are of course departments as said just now, and informal groups are the clicks.

There are some friendship groups in an organization, every organization have these types of groups and sometimes the conflict may also be in-between you know these interest groups, so the departmental conflict perhaps you know the manager in charge of that you know may look into that, but also managers job is to keep the eyes and ears open in terms of having conflicts, when you have informal grouping in an organization.

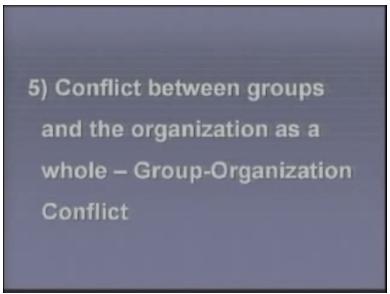
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Conflict between individuals and the organization, as a whole okay this is individual organization conflict, sometimes the individual does not want to except the norms of the organizations okay normally when we join in a organization, there is implied exemption, that I except the norms code of conduct, and whole all the discipline of the organization, also the culture of the organization.

But some of us are in conflict with the organization if I do not say all the time, many times at least okay, and this conflict you know is not that everyone is doing that, most of us do not do that, but some people do that, because of many reasons they may be an adjustment problem or there may be add bilious attitude to the engine role, there may be a some other issues, so the conflict may be there between an individual and organization.

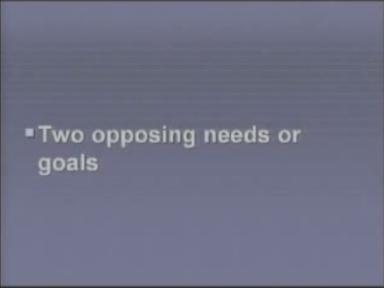
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Conflict between groups and organizations as a whole, so group organizational conflict, some particular department has some conflict with the organization because they might feel that we are not getting the dues that is given to the other departments, or some sort of a laky of equal treatment is there okay, so that kind of conflict might also occur in an organization. (Refer Slide Time: 27:51)



Intrapersonal conflict when we are looking at me is just talk to you very quickly about these conflicts. Two persons competing the job offers could be one example. (Refer Slide Time: 28:03)



Then two opposing needs are goals of the individuals, we are talking about intrapersonal okay, within the individual, then two different roles or tasks that the person might have to do. (Refer Side Time: 28:27)

Two different roles or tasks which clash with each other.

I have already given you the example of role conflict there. Two different courses of action, which one to take, which not to take, should I take up this job, should I tell this to my seniors, or should I keep quiet okay that kind of a conflict, you feel like something, but still you know something pulls you back no, no I should not say that, so there is an within yourself they may be a conflict Fred Lufthansa again you must read in or may be that one refers book on management. (Refer Slide Time: 29:07)

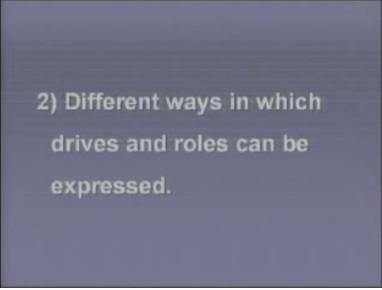
Fred Luthans has referred to four important sources of conflict within the individual which prevents his adaptation to the work situation.

Professor Fred Luthans has referred to four important sources of conflict within the individual, which prevent adaptation to the work situation.

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These are competing needs and roles, we have discussed that. (Refer Slide Time: 29:26)



Different ways in which drives and roles can be expressed.

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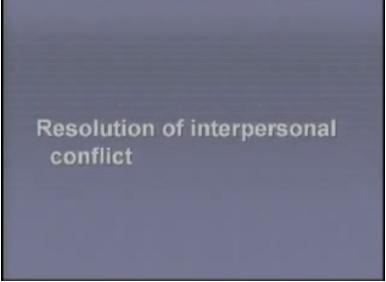
3) Barriers which intervene between the drive and the goal

Barriers which intervene between drives and goals, there could be number of barriers okay, your achievement sometimes could be a barrier, say the money that you are going to get in or between two situations, could be a barrier in a decision making okay, he want to do something okay, we do not want to do something but what you do not want to do you may have a lot of money there okay so then there may be barriers.

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Both positive and negative aspects attached to desired goals

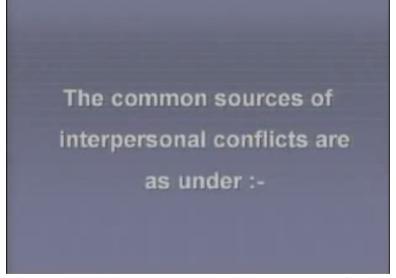
Both positive and negative aspects are attached to the desired goals. (Refer Slide Time: 30:16)



And when we have to look at these aspects of conflict management, then we have to see that the resolution of interpersonal conflict is important. (Refer Slide Time: 30:32)

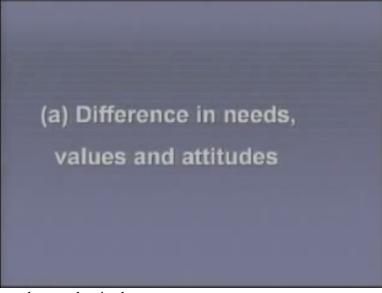


Interpersonal conflict (Refer Slide Time: 30:34)



Could be resolved the common sources of two number of factors and some of the common sources are.

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Difference in needs, values and attitudes (Refer Slide Time: 30:49)

(b) Positional or status differences

Positional or status differences (Refer Slide Time: 30:55)



Difference in the style of working (Refer Slide Time: 30:59)

(d) Shared goals i.e. a single goal towards which two or three people may be running but it is only one who can ultimately get it.

Shared goals a single goal towards which two r three people may be running, but it is only one who can ultimately get it. (Refer Slide Time: 31:14)



Tendency on the part of some people to compete with others, that is hate another issue, that we have to look in to, here the expiratory tendency on the part of some people. (Refer Slide Time: 31:31)



That may also have to be considered in the conflict management. (Refer Slide Time: 31:36)

Perceptual distortions about other people due to stereotyping snap judgment, halo effect and the like.

Perceptual distortions about other people due to stereotyping snap judgment, halo effect and the like, stereotyping all of you understand, we have difficult waves of a perusing people, some are these stereo type perception is someone actually perhaps you know holding a bag of books are something of that kind perhaps you know with specks or something, you have a stereotyping of a professor perhaps okay.

So we have this stereotyping of different bavaral situations okay, that may not be true okay, but that is the social perception, social situation okay, with over experience we have seen people like that, and so we have a stereotyped image, so this stereotyping actually effects us snap judgment okay, and that is why we know the perceptual distortions might take place.

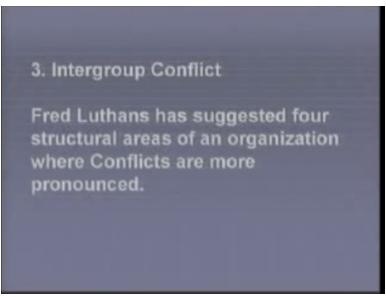
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3. Intergroup Conflict

Fred Luthans has suggested four structural areas of an organization where Conflicts are more pronounced.

That is one of the reason for perceptual distortions might take place because of many other reasons as well, we are just discussing as the main we can say reason them in the intergroup conflict.

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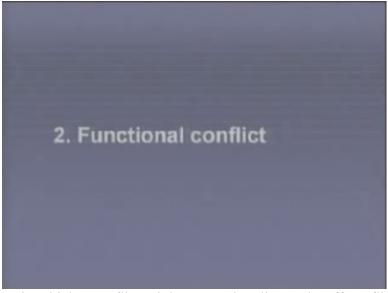
Lufthansa has again suggested 4 structural areas of the organizations where conflicts are more pronounced.

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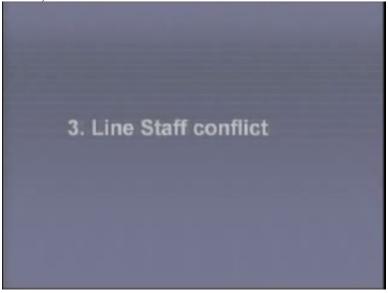


These are hierarchical conflict; we have discussed about different levels of hierarchy, in an organization, functional conflict.

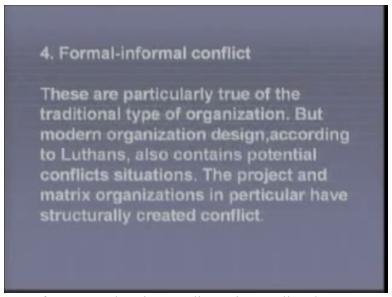
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The functional areas, in which a conflict might occur, then line and staff conflict (Refer Slide Time: 33:31)



And then again you know have the line and staff organization, and the conflict might occur you know in line and staff, we can say personal, then we also discussed formal and informal conflict. (Refer Slide Time: 33:52)



And I have given you few examples, in my discussion earlier, let us move onto formal and informal conflict, these are particularly true, traditional type of organizations, and modern organization design, according to Luthans, also contains potential conflicts situations.

The project and matrix organization in particular have structurally created conflict, there are different types of organization, and that which we have discussed earlier, and the matrix organization, and also the project organization might create more conflict, the sources of conflict. (Refer Slide Time: 34:49)



Then we move onto the other aspect, the sources of conflict, even though in our earlier discussions, sources are emerging, but to make you understand better, you can take this as a sort of reputation, so I will quickly look to that, sharing of resources. (Refer Slider Time: 35:11)



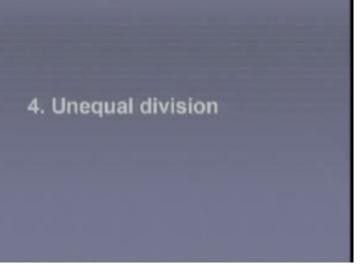
We have already discussed some of those, status differences. (Refer Slide Time: 35:14)



The difference in goals, unequal division (Refer slide time: 35:18)



(Refer slide time: 35:21)



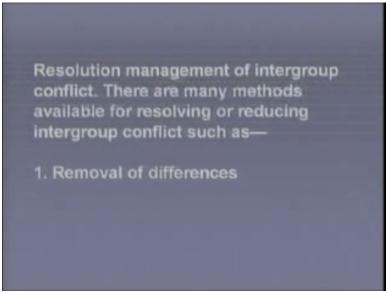
The role ambiguities the differences in values and perceptions (Refer slide time: 35:29)



The different reward systems (Refer Slider Time: 35:33)

7. Different reward systems

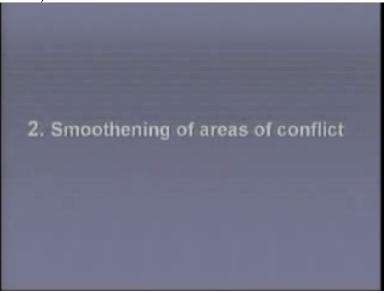
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And in all these, in short I can say, that this some sort of discussions that we are already having, so I just wanted to repeat, that to make you understand, that better, what are the sources of conflict, which we have discussed, so from here we move onto the resolution management of intergroup conflict, and there are many methods, which a manager could perhaps use, for resolving, or reducing interpersonal conflict.

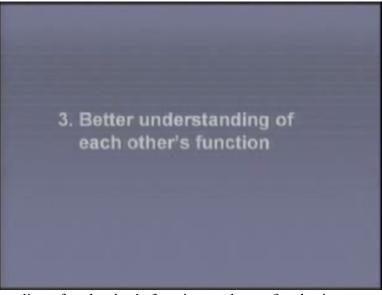
Some of these , we are trying to talk about, which we will of course relate to type of conflicts that we might have, that removal of differences.

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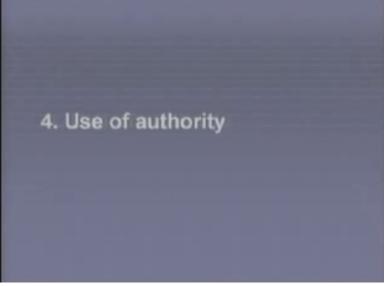
Then the smoothening of areas of conflict.

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Then better understanding of each other's function, and use of authority.

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Then co-ordination by a liaison, restructuring of organization.

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6. Restructuring of organization.

So we are talking about, restructuring of organization, let me explain these concepts once again, and I will go back to these points, and once again I will be explaining, some of these points, let me just go back to some of these points, on which I will explain to you, that how are we actually, going to resolve.

The management issues, of intergroup conflicts. There are many ,methods as we have said, removal of differences, now the removal of differences, could be at the individual level, at the group level, or at the organizational level, but here, we are talking about, the inter group differences, now when a manager is trying to play his role as a manager ,he has to see, that obviously.

In his behavior, there is no such action, which suggests that, there is difference between different groups. The groups here, do you mean that we are talking about the formal groups, do you recollect, that we were talking about ,the formal and informal groups in an organization ,so when

we are looking at the removal of differences, we mean, that the manager has to, look into these differences, in a very positive manner, from here we go to the second point, that is the smoothening of areas of conflict, sometimes you know conflict might occur, in different departments ,many times in terms of resource allocation, many a times because of the growth opportunities.

And many a times because of the attitude, and there may be many such reasons, suppose there is an opportunity of going abroad, for training ,for learning any new things, or for any collaboration that the company might be having, now if the manager decides, that people from only department, the 1st department will go, and the 2nd, 3rd and 4th department, perhaps you know they are not getting this opportunity, they will have some kind of a conflict, that why are not we getting this opportunity, of going abroad, and learning a new technology or whatever, so this area has to be, smoothened by the manager.

The manager has to actually bring them together, and discuss with them, the moralities of the training program, that they are going to give, and how different people will get, or they are likely to get this opportunity, when time comes, and so if the manager is discussing, and then trying to sort out, you know, some of these, areas, then the possibility is that, there will be lesser number of conflicts, otherwise.

You know if they do not have sufficient information. The possibility is that, conflict will emerge, and that will become, much deeper, so the better understanding of each other's function, that is again important, if you are in the department of manufacturing, then your functions are different, if you are in the department of information technology, then your functions are different, if you are in the department of hard, then your functions are different, if you are in the department of finance.

Then your functions are different, and sometimes, you know the conflict might generate.

Because the people are not really understanding, the areas, and the rules, and the functions that, they have to play, and the limitations, of those functions, because in some functions, for example, you may not have that much scope, of going abroad, to learn about organization management, say suppose you are in the department of finance, unless you are at the level of policy making, you are doing the financial management job, in terms of within an organization, organizational activity.

And for which, you may be going abroad, you may not be that much beneficial to that organization, because the organization, also will also look into that, and I am just taking out one example of, sometimes people are sent abroad, and that has great incentive value, and everyone wants to go, and that becomes an conflict, that such one was sent, and then such were not sent, and so on, so we have to better understand each of these, functions, and that is a greatest possibility on the manager.

To make this, a smooth kind of a selling, in this kind of ideas, then the use of authority, I was told, the use of authority, we all know that in a formal organization, there is authority, structure, okay without the hierarchy of authority perhaps, no organization functions, and this not necessarily, that every organization has many levels of authority. We have discussed that, in a tall organization, many levels are there, in a flat organization, few levels are there, so when we are

looking at the use of authority, in organization, we have to see that, how an authority has to flow, from top to bottom.

And what kind of a flow authority has to be there, and very much type to, that idea of authority, and use of authority is also the idea of how we communicate with people and how do you really resolve certain organizational problem when we discussed in our next section about participative management some of these answers perhaps you will get because in participative management we are talking about some of these issues.

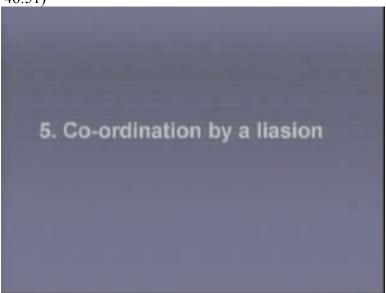
Which will be related to the issue of industrial relations and conflict management because that is one of the issues using this strategic management were we are wanting to, to actually manage our organizations very smoothly will be discussing about the use of authority once again in fact you know many other points.

Once again once we have discussing the issue of participative management wherever next lecture but then we should understand that the authority should not then, the autocratic type if that it autocratic type to possibility of managing the conflict in might reduce and if it is a participative type then the possibility of managing conflict will reduce so, so we will discussing this you know in our next lecture.

Once again then the, the kind of a communication that you might have the coordination that you are in a position to do perhaps you can again. In you know do that you know with great is if you are a good communicator and in our section and communication we have already discuss that there are formal communications there are informal communications and when we are try to play in inter personal communication strategies.

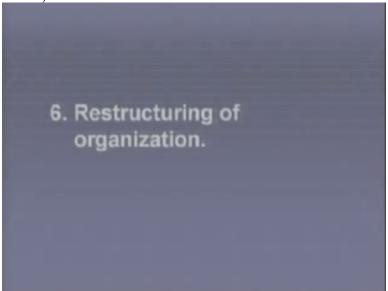
We can used transactional analysis in our some of the earlier lectures we were trying to learn that the issue of communication that a manager could use from is in out the conflict in organizations in fact that, that time we would just discussing the process of communication and not, not really so much of its application in conflict management but when we look back in our earlier lectures we have, we have recap for that you can see.

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That the co ordination by a liaison basically this co ordination implies the, the good communication that you have you know between groups in organizations so this will help us in resolving many situations.

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Therefore re structuring of organizations that, that shown use of some of this captions earlier so there structuring of organizations might also be one of the ways of resolving conflict restructuring could be in terms of merging see one thing is when we are structure organizations there are mergers accusations of that kind when the other organizations also come into, come into picture but let us room.

Now let us look at the re structuring within an organization when you can have you know the people placed some other department or you can merged 2 departments merge to have a better communication or better production activity sometimes if you are into a very, very says specialized one maybe 2 departments might you know start working together to achieve even you know better results.

Because they are doing similar works also instead of competing instead of really conflicting they might you know emerge as much stronger entities in an organization so it is very true about some of the teaching organizations you might have in a different departments but suppose you have the re structuring of the organizational in that sense the possibility of better results are there obviously.

We are looking at the thing from the conflict management view so they will be no conflict in asset in fact because they are now into one kind of a motivational mind set you can say that is it making any sense is it making any sense? What I am trying to say is that if you are doing a similar kind of activities instead of competing and conflict you if his re structuring is done in and a way that people are together.

And then they start preserving themselves you know as a group and do you recollect that we were also discussing about what makes a group and work makes a team so when we are aware of the other person we are psychologically aware of the other person when we perceive our self as a

group then there is a group otherwise people stand you know on the bus a stop everyday they might come at 9 '0' clock.

On the morning and they know that okay this person also travels by this same bus but they do not form a group you will form a group only when you aware of each are the when you perceive yourself as a group so there has to be some kind of a common goal okay so that becomes very important so that feeling of being in a group that is very important so the organization could structure the, the certain sections ,certain departments, certain people to achieve better results and, and following that is also the team functioning teams and groups you would recollect are , are teacher.

Also some set of a group you can say but these are different in sense that in that in a team then maybe 4 persons or 5 persons whatever they, the team is made because of the complimentary characteristics so all 5 persons those who are there in a team will have perhaps expertise in 4 or 5 different we can say feels of subjects or activities and so there is a some problem at hand and you have a team where 5 experts come from different departments or different sections and they solve that problem.

So that is a team functioning team management and this is also in a way we can say that when we have talking about re structuring about re structuring of an organizations we have talking about also the team management so this gives them greater much greater satisfaction than everything being done you know in the departments and, and then trying to arrive at or only 1 or 2 department are involve thinking.

That we can solve everything on this earth okay the organizations do not function in the healthy way in that sensed so will I am just talking about 1 or 2 examples so re structuring of an organizations but there are immense possibilities as, as a manger you should look into re structuring which could we in terms of technology in terms of a system in terms of atomization of resources in terms of perhaps.

You know developing a work climate in terms of a developing a work climate in terms of a developing some other strategies of HRD on and the performance management and participative management so they are structuring of the organization could be done in many, many ways okay not only in a physical sense it could be done really in terms you know involving people in decision making in that sense.

As well so if we want to really manage conflicts then here are many possibilities for the manager when we look at the, the issue of a conflict management we find that the important participants gain in you know in this conflict management are the managers so right from the hierarchy of managers the senior managers middle labor managers this so providers and then you have the 4 men and the employee.

I am talking about the typical manufacturing industry if we are have that in mind supervisor as you know is the lowest level in the hierarchy and actually he is a link between the, the workers and the higher level managers and a great link in a between the, the management and the working employees and sometimes you know the conflict might take place between workers and management.

Which is a very typical scenario when we talk about conflict management people will, will perceive that you know as a level management conflict but we have seen that there are many and

the types of conflicts in the organizations and in the minds of people so solving that labor management conflict were labor union place a very important rule that is aging you know a very, very important area that manager has to look into and we are going to discuss some of these issues when we were discussing the role of a unions in our country generally the examples many of these examples I am going to bring only from the Indian industries or Indian organizations and how are there conflicts are resolved and one of the methods that we are going to discuss in fact that has become so important.

All over the globe today is participative management which we will fallow discussing from now okay but then before we move on to our next section on participative management we should understand that the conflict management is a very serious I should say business we should not many of times we has managers we start thinking that, that managing perhaps you know if I can optimize resources my management duties done.

Are if I have you know the good technology my management duty is done but actually we have understood that also I the earlier apart of the course that it is managing human resources and managing organization In terms of this departmental conflicts this is one of the challenging issues and, and this becomes important aspect of overall management strategy because human beings as you know the other resources.

Might the pleat over times over the, the years okay but the human resources actually do not deplete with their experience the become more than more valuable and this apart this aspect we have to keep in mind while we have trying to manage the, the resources in our organization and also while we are trying to understand the conflict management methods and strategies so let us move on to talk about the issues of participative.

Management in the next 2 or 3 lectures we have going to discuss the issues of participative management which we can say is an extension of our lecture and industrial relations and conflict management so in those lectures also we will come back in forth in our discussing some of the issues of industrial relations and conflict management that we have already done in this 2 lectures.

So let us move on to the issue of a participative management which is known as many names we are talking about democracy at the place of work we can talk about joint management we can talk about join decision making we can talk about like there are so many connotations that are being use in afford the participative management strategies so we move on to the next lecture.

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