

Concept of Management and Evolution of Management thought
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Lecture - 35
Conflict Management - I

Hello, in our last several lectures we have examined various functions of management, how the management thought itself has evolved, different functional areas of management and we have also dwelt upon the concept of organization and the drivers of organizational change, organizational development and then we have also examined some of the aspects of the group and group behavior. Today, we will focus on the specific aspects of conflict management this and the next couple of lectures we will focus on how conflicts come about in the organization why conflicts are important to be managed and how to increase the functional aspects of the conflict and then we will also see how extremely important to manage this conflict for overall success of the group, success of the organization for the good of the individual well being and also the performance.

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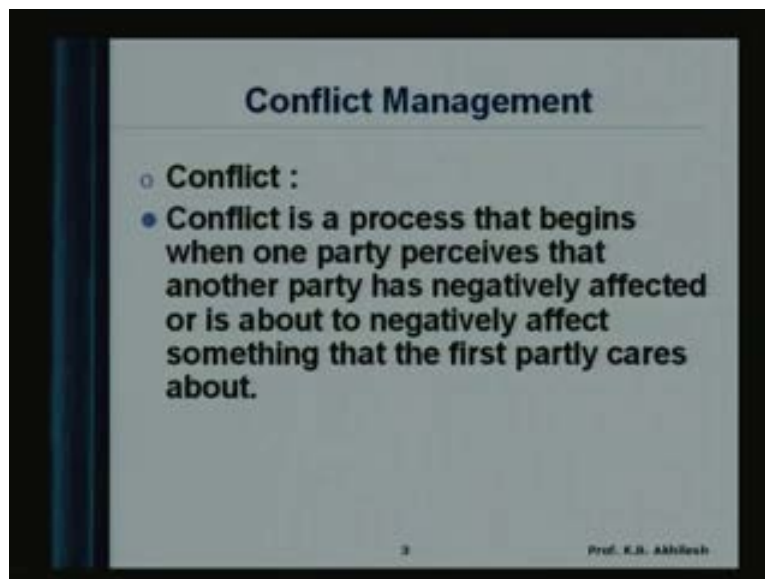
Learning Objectives

- **By the end of this session, you must have learnt and understood:**
 - **Concept of Conflict Management.**
 - **Traditional view of Conflict.**
 - **Different Conflict Management Techniques.**

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So in this session what I intend to cover is the following. At the end of this session you should must have learnt and understood, what is the concept of this conflict and conflict management and what are the traditional views of conflict and also we will look at the different conflict management techniques and explore the different views about the conflict and conflict management methodologies. Look at the dimension is 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 I think this is the view of the conflict means always to imagine any conflict means there are two parties.

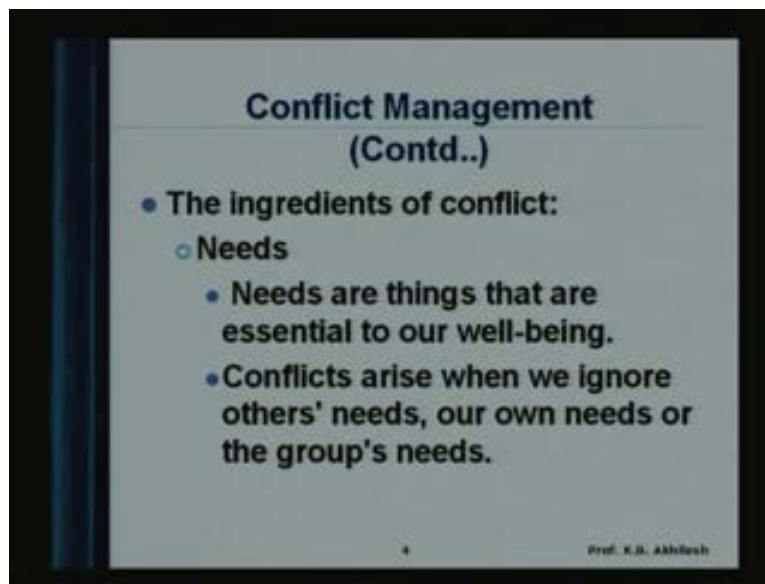
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So without two sides of the coin there is no conflict, so that means that there is always a kind of that there is one affecting the other? So the negatively affecting and is about the to look at these two sides of the coin and see what is to be done. So the conflict and conflict management. When we see basically, we need to see four dimensions and four aspects first of all how conflicts come about the second we need to see what happens during the conflict situation and the third we need to see what are the consequences of the conflict and then finally how to resolve the conflict.

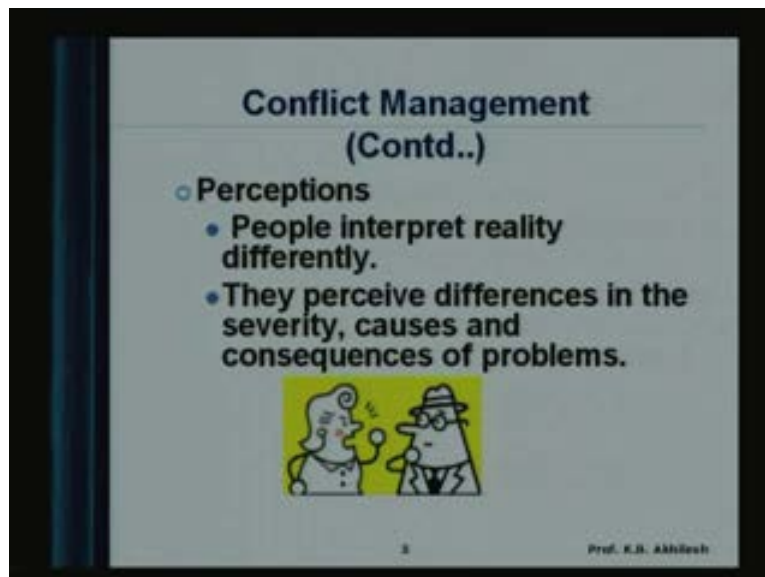
So the conflict management understanding demands in analysis of all these things the causes, the etiology of the conflict how conflicts come about and then the other is the dynamics, what happens during the conflict situation the interplay the interactions and the consequences which are functional or dysfunctional and as well as how to work towards resolution. So the resolving of the conflicts and management of the conflict situation to get some better outcomes and avoid some of the negative consequences. So when we are seeing this the according to many the ingredients of conflict if you see the fundamentally it starts with the needs.

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So they when you are talking about the needs needs are things that are essential to our well being and one would like to see this it could be with respect to the physiological needs or it could be the kind of psychological needs and there could be some of the esteem needs, there are some social needs, people also talk about the self-actualization. So according to the Maslow's need hierarchy one can perceive the needs at different levels and the needs could mean many things in its context. So the needs are the things are definitely essential but when you see the conflict arises, the conflicts come when we ignore the needs of the others or we neglect our own needs or the group needs. So that is usually when needs are neglected, needs are not taken care of needs are not met it results in a kind of a conflict situation.

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**Conflict Management
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- **Perceptions**
 - **People interpret reality differently.**
 - **They perceive differences in the severity, causes and consequences of problems.**



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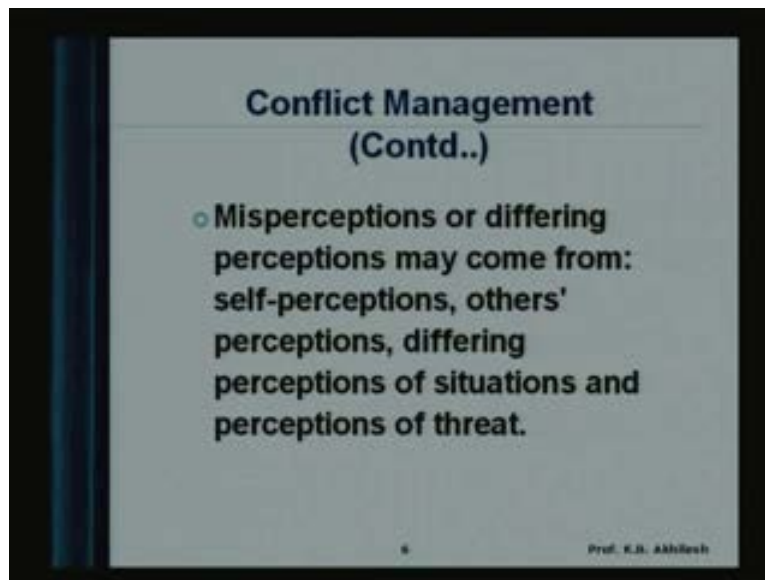
So these the other view of the conflict how comes about these because of the perceptions that is the people interpret reality differently, people see parts of the story, people do not get that kind of a complete picture, all of you have heard that story of the 5 blind men. So each one of them wanted to go and touch the elephant and then they perceived and the they came back and described that somebody thought it is at who touched, the tail he thought it is a kind of a rope, one who touch the leg she said it is something like a pole.

So there are people who touched different parts came back and described differently. So similarly when people perceive they see what is that they want sometimes they are not they are not sensitive to all the cue perceived by the or the what is available and the perceptions are also influenced by the need. As you know when we are hungry every hotel board becomes very apparent, when we are looking for buying a medication or buying some medicines the hotel boards are not so very clear to us but all the medical shop boards become very relevant.

So that is how the perceptions if you see it the it is influenced very much by the needs as well. So the perceive differences and you see in the severity, causes and the consequences of the problems. So the perceptions do vary from one individual to the other it depends upon what they

are seeing, why they are seeing in based on their needs and also what do they see it as a kind of a consequences. So the kind of a partial perception of the situation can also get into that kind of a disagreements and the differences in the views and the opinions.

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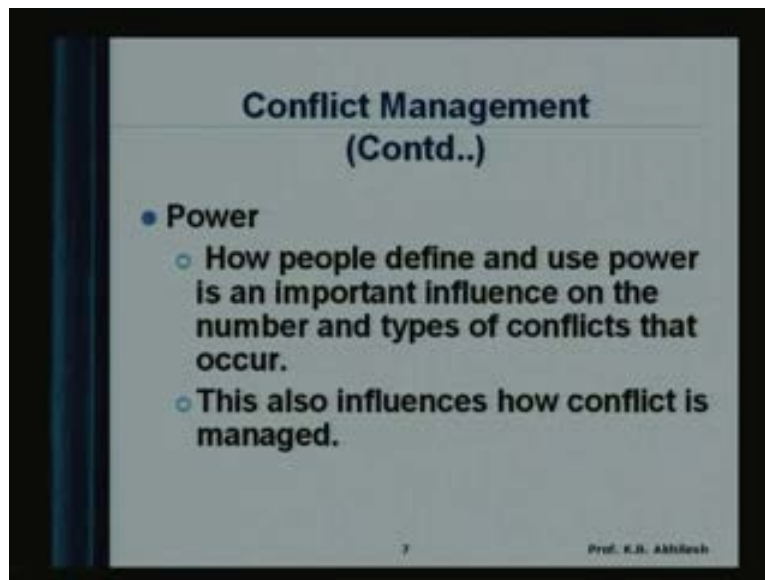


So the misperceptions or differing perceptions may come from the self perceptions also what people talk about the others perception you may seeing it right but others are not seeing what you are seeing and differing perceptions of the situations some may be see it as very favorable, some may be see it as highly discomforting. So it depends upon the different perceptions of the situations and also the perceptions of threat how do they see it as the future how do they see it the consequences as so when you seeing these perceptions we do get all into all of these in its complexities.

So your own clarification becomes extremely important because of the misperceptions and also sometimes the differing perceptions where you think you are correct the others are also correct or when you think the you are correct but others are all not so correct. So the consign or concerns of this nature apart from the needs and the perceptions, we also have to talk about the perception about the power how people define and use power in an important influence on the members and

the types of conflicts that occur. So in other words how people use their positional power also they an influence to acquire resources also influences the others in the context.

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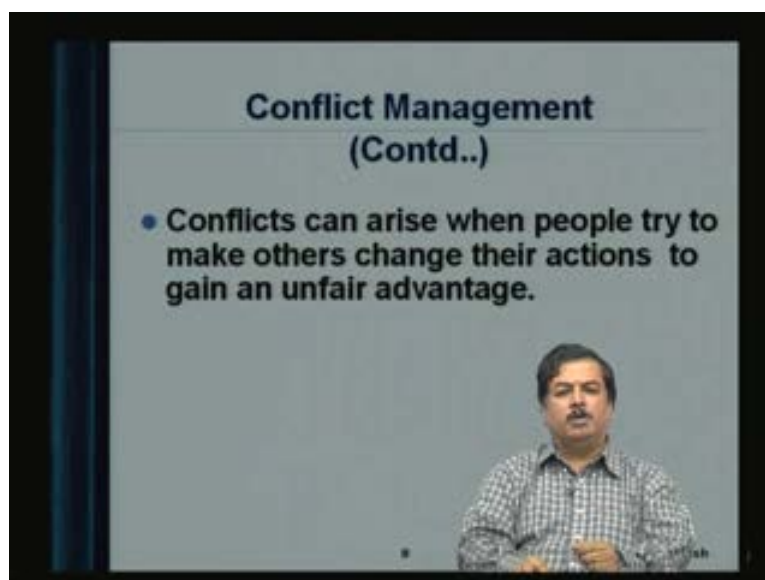


**Conflict Management
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- **Power**
 - How people define and use power is an important influence on the number and types of conflicts that occur.
 - This also influences how conflict is managed.

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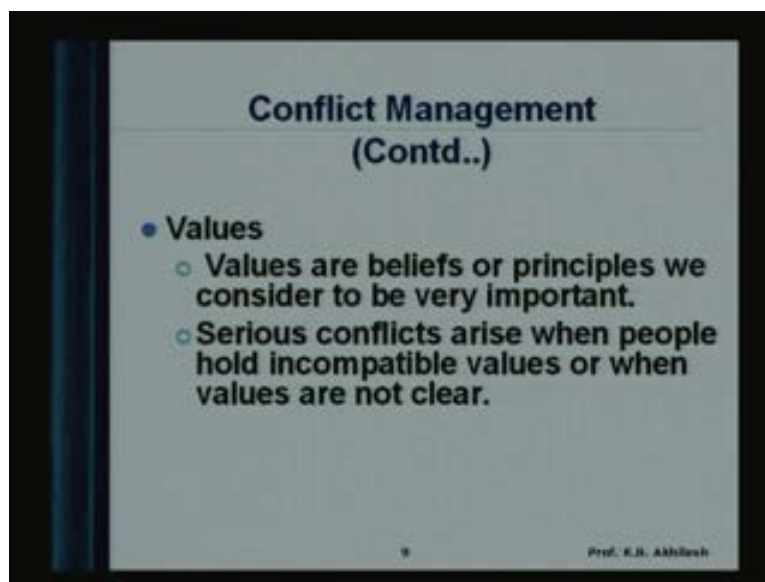
**Conflict Management
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- Conflicts can arise when people try to make others change their actions to gain an unfair advantage.

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So the dynamics of power and the perceived of power generates the conflict in the other and sometimes why should I accept, why should I obey and that builds that kind of a resistance and also the different perceptions of the situation can add to this power and power play and conflict can arise when people try to make others change their actions to gain an unfair advantage and particularly, when you are using the power over the other and it is that seen as a legitimate or it is seen as harassment or it is seen as exploitation, it is seen as undue processes I think that is the time where the power and the power player also brings or creates that kind of a conflict situation and power deprives the gain of the other when the influence or power affects meeting one's own interest and that is another situation again one can see how conflicts come about.

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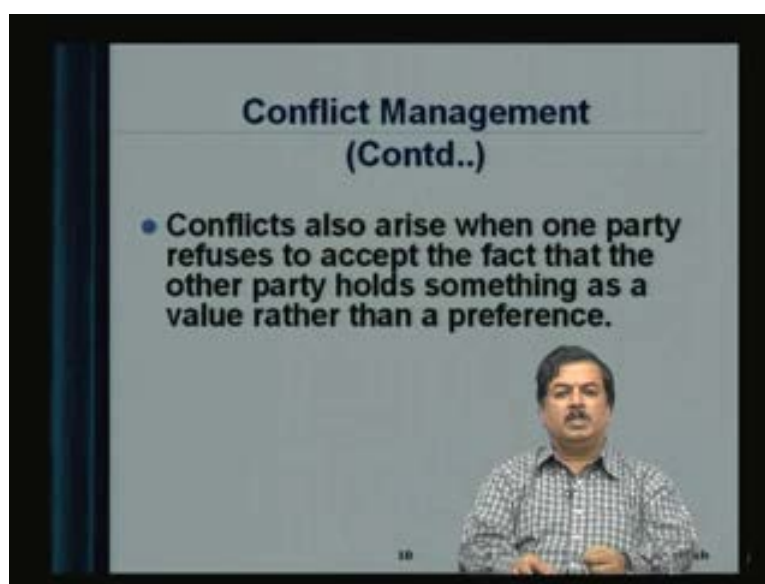


We have talked about the power we have talked about the needs we have talked about the perceptions the other dimension is the values as we have seen another kind of believes or principles, one considers as very important and the basis of the values is usually the role models it is what one would stand for and also the kind of socialization process and the influence process one has gone through in the past. So the strong do's and get do not get developed over a period of time and the values are internalized believes and attitudes.

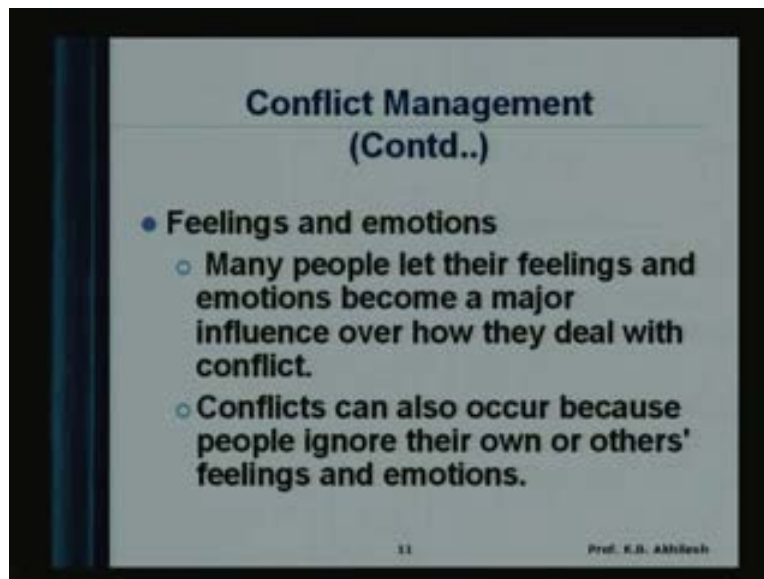
So there is a serious conflict arises when people hold very incompatible values or also what values at sometimes you know the when the values are not very clear and particularly, we have seen the food habits for example and food habits are developed over a period of time depending on the social and the kind of a contextual factors. However, people do hold very strong values about the vegetarianism and when they have that kind of a values, they may also get into an action of rejecting of those people who are not belonging to that particular group or those of them are non-vegetarians.

So such kind of a thing where they you know values also can become incompatible. So that means people do not hold similar values same values you may not like to associate with or you would like to you would like to destroy them or you would like to eliminate them, you would like to remove them from the social context or the social situations. So then incompatible values would affect not only the relationship but also builds that kind of a tension, builds that kind of a conflict and that is how the value conflicts are difficult to resolve and difficult to find an appropriate solutions and one need to see the needs, the power, the perceptions and also the values conflict also arise when one party refuses to accept the fact that the other party holds something as a value rather than a preference.

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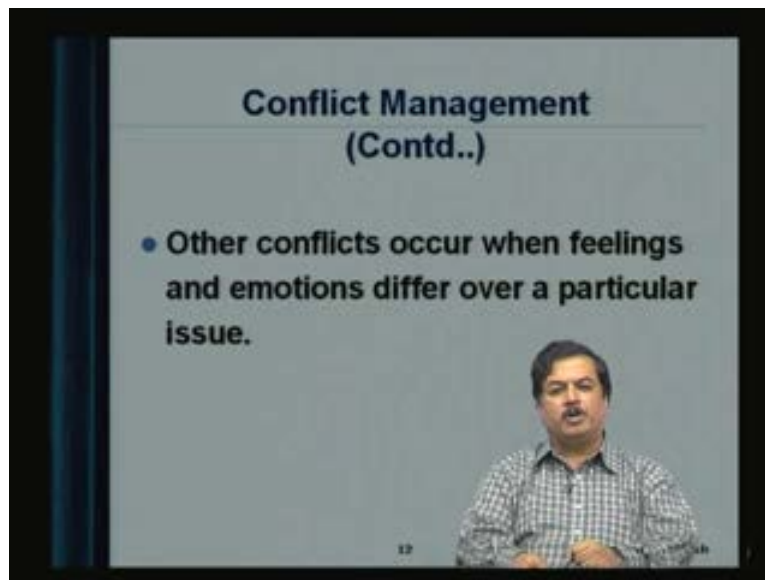


So the preference is different, convenience is different the principles are different. So the principles and values are much more stronger reasons and such reasons when results in conflict, it also builds the kind of pressure, it also consumes lot of energy to resolve it. Then one can also see in terms of the feeling and emotions .So the many people let their feelings and emotions and they become major influence over how they how they deal with the conflict.

So that time when some people get charged some people can get very depressed, some people would like to react overtly, some are reacting covertly these things do influence the how the conflicts are generated conflicts can also occur because people ignore their own or others feelings and emotions when such some press suppressions take place, when people keep their intents thoughts to themselves, it results in the problems within what people referred to as intrapersonal conflicts an intrapersonal conflicts and sometimes the interpersonal conflicts when views and feelings are suppressed it finds its own level suddenly the outburst or suddenly you will see the over kind of a conflict comes because of the refreshed feelings and emotions over a period of time. One can also see the other conflicts how they come over in terms of the these feelings and emotions and the particularly, when they differ over a particular issue, conflict must

be avoided and many people see it as it is an indication of a kind of a malfunction within the group.

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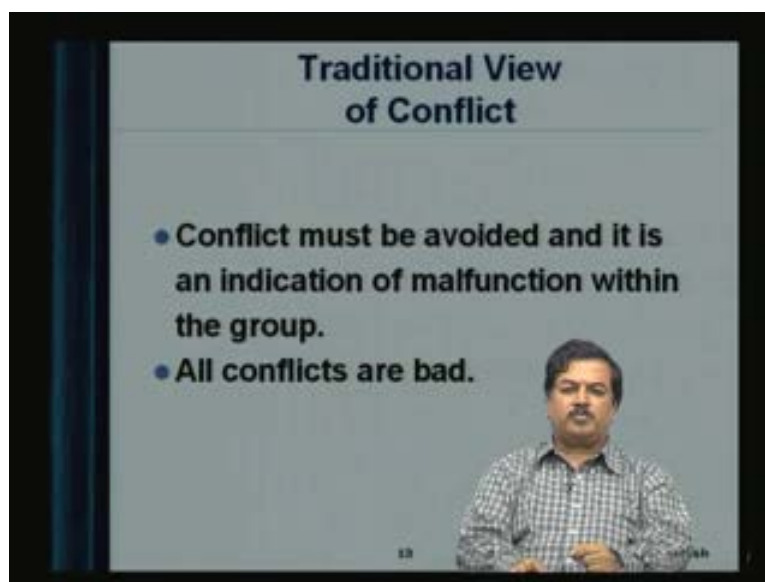


**Conflict Management
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- Other conflicts occur when feelings and emotions differ over a particular issue.

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**Traditional View
of Conflict**

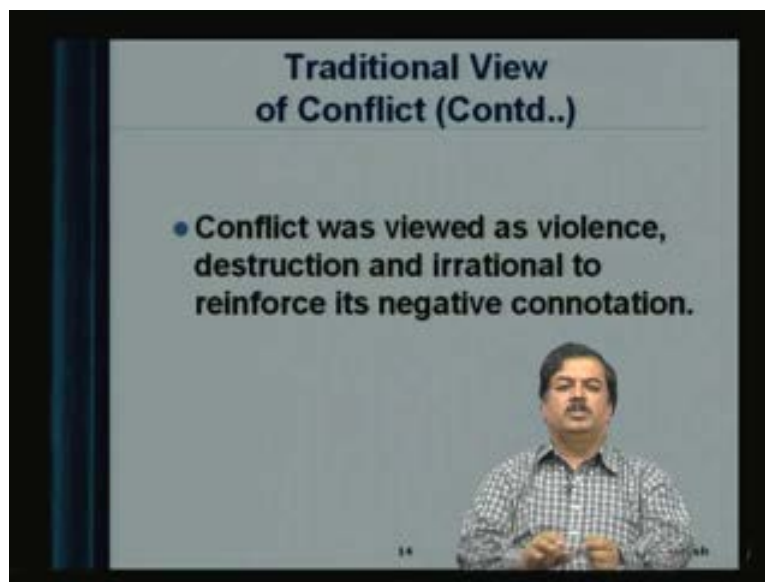
- Conflict must be avoided and it is an indication of malfunction within the group.
- All conflicts are bad.

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So that means people are not provided the opportunity to express in the group situation they are not discussing the things in an open free and a frank manner, the communications are not managed well, conflicts also come when people see the kind of a consequences favoring only one group of people or one individual at the cost of the others and so the conflicts are seen as it must be avoided and the traditional view of conflict is also that all conflicts are bad either you must eliminate the conflict or you must suppress all the conflicts because it is basically bad in nature.

However, the modern view of conflict is changing because a conflict view is that it does provide view the what is happening in the situation particularly, in terms of that poor management practices or poor systems or poor philosophies. So the conflict always is seen as a kind of a result of the consequences of these under managed or understated policies and practices and so it is desirable to tighten or improve and correct those things.

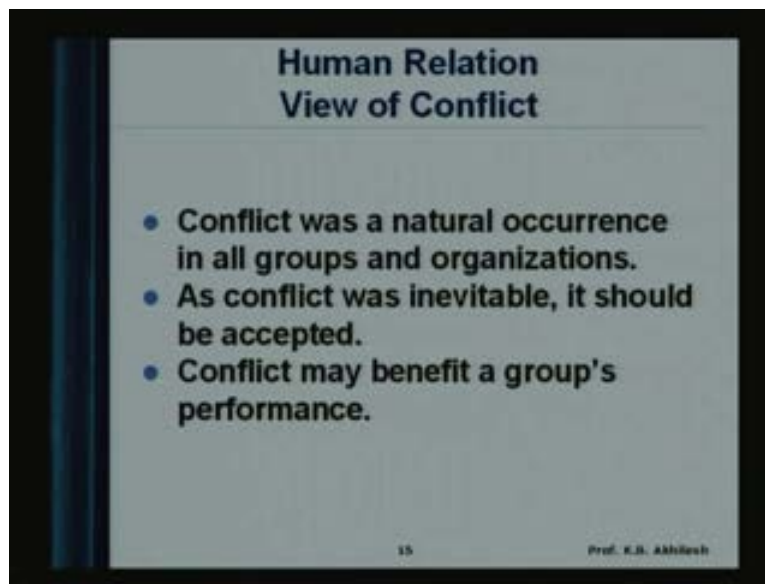
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So conflict can also be viewed as violence. So that means it is seen as destruction, so the destruction of the traditional things. So then it is seen as irrational to reinforce these negative connotation. So the question is the conflict in its aftermath if somebody is seeing there it is

always seen as not desirable it affects the stability of the system, it destroys the individual creativity or the individual existence. So many people view very seriously the conflict as most undesirable and it must be avoided at particularly, when it is resulting in violent kind of a reactions the human relations view of conflict is little different and but it is an improved one where conflict is seen as a kind of a natural occurrence in all groups and organizations, it comes from the belief that individuals do differ, individuals do differ in terms of their attitudes in terms of their upbringing in terms of their own attitudes and experiences.

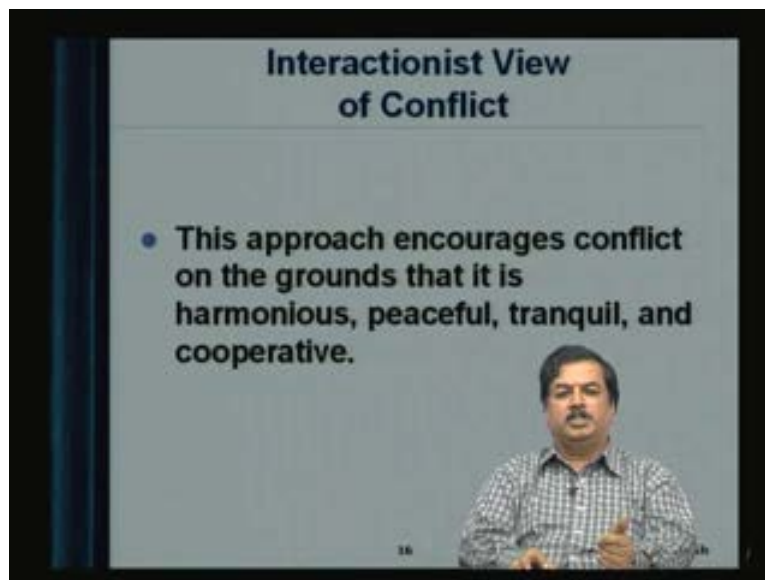
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So that is where the conflicts are bound to happen in any work groups conflicts are bound to happen in any organization. So that is how it is seen as a natural occurrence. So that means as conflict is seen as inevitable now the it has to be managed, it has to be accepted. So the conflict is seen as inevitable because needs do differ that people do perceive things in different ways and people come with different degrees of need for power and the way they exercise power over the other and also people do bring different values to the table unless you create an appropriate induction process, appropriate socialization process and also a reorganization of the priorities, the conflict cannot be managed conflict cannot be handled.

So that is where one needs to see how conflict will benefit a group's performance or how conflict affects the group of orbits. So the different perceptions differing views in any group can finally result in the division of the group itself. So that is where the no doubt you are perceiving this conflicts as inevitable as individuals differ but the consequences should not result in group breaking or you know affecting the group cohesion or belongingness to the group in fact you should be able to integrate the members, he should be able to build that kind of a cohesion and trust amongst the group members. I think that is where the managing conflicts to the good of the group to the benefit of the group and also improving an influencing the performance becomes much more relevant and seen as a kind of a process in human relations goal, there is also an interactionist view of the conflict.

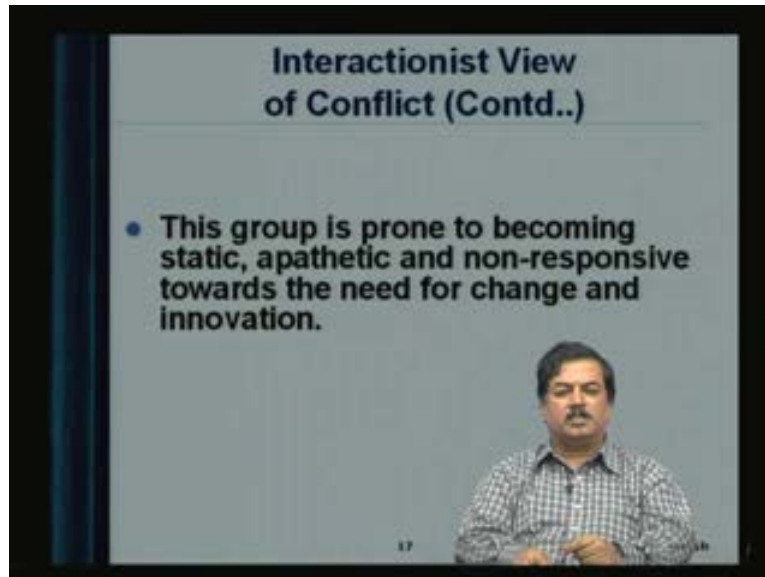
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So this approach encourages conflict on the grounds that it is harmonious, peaceful, tranquil and cooperative these are all the kind of things which is desirable. So as long as this conflict results in some of these things then it is fine and as long as it is seen as against that has to be that has to be avoided. So then the question is what kind of a conflict you would like to promote and what kind of a conflict you would like to replace becomes an important view of this interactionist then

we have also should see that the this group is prone to becoming very static, apathetic and non-responsive towards the need for change and innovation.

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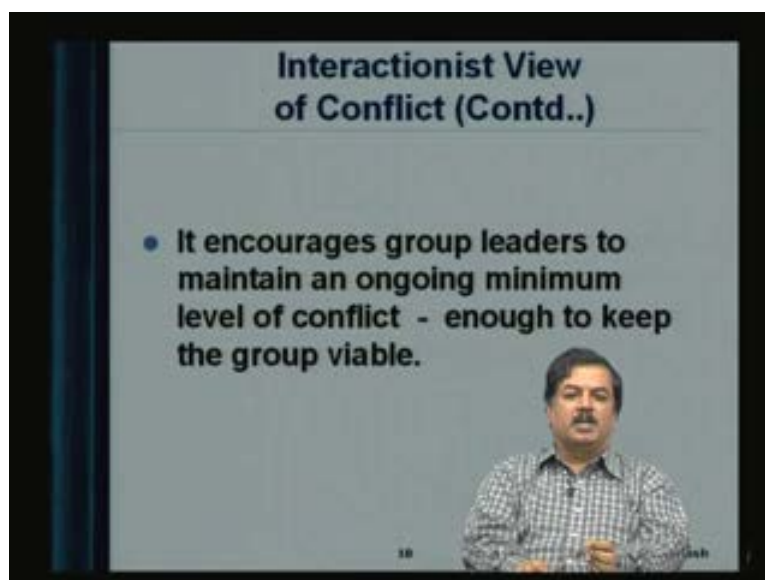
Interactionist View of Conflict (Contd..)

- **This group is prone to becoming static, apathetic and non-responsive towards the need for change and innovation.**

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Interactionist View of Conflict (Contd..)

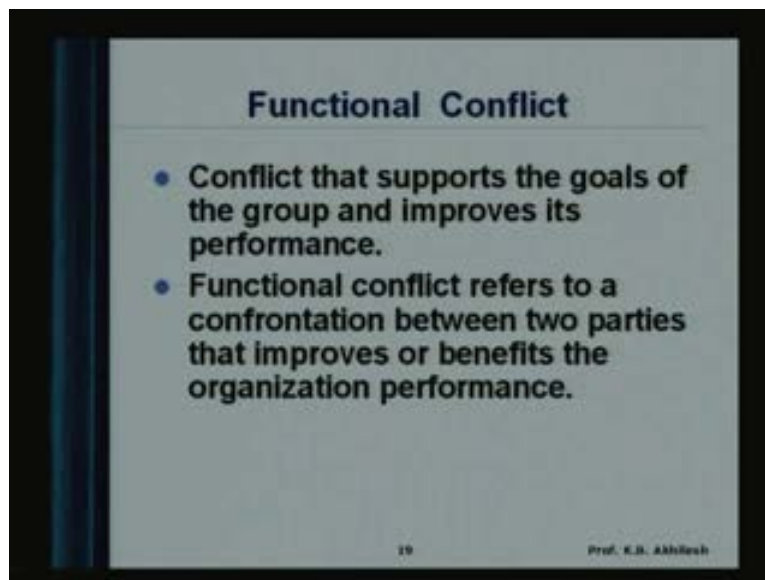
- **It encourages group leaders to maintain an ongoing minimum level of conflict - enough to keep the group viable.**

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A man with a mustache, wearing a checkered shirt, is seated in the bottom right corner of the slide, appearing to be the presenter.

So that means you want to avoid conflicts so you want to have a extremely a peaceful coexistence and then the people are there to build relationships and so you tend to neglect the inherent, the difficulties, the conflicts and the challenges also are their part of the life. So people describe this as also the peace of the graveyard. So the other the interactionist view is that it encourages the group leaders to maintain an ongoing minimum level of a conflict. So in other words you want to see enough to keep the group viable. So if there are anything if you see the kind of a more differences, more arguments then you would like to buy those arguments in terms of circling the through a suppression, through preaching people that it is not desirable to express and attack and be simple be accommodative and build that kind of a philosophy where people do not confront but rather than they become part of the conflict through accepting such situation.

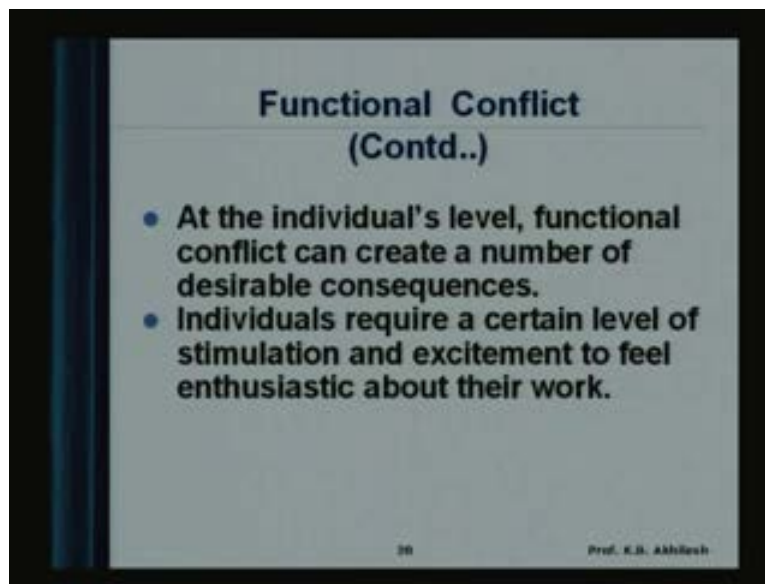
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So interactionist view some have rejected the other few in terms of the functional conflict. So that means a conflict that supports the goals of the group and improves its performance. So that is where how conflicts can be integrated to meet the or increase the performance levels. So the functional conflict and dysfunctional conflicts have been brought. So the functional conflict refers to a kind of a confrontation between the two parties.

So that means you stick to your position and then you start working from your position then argue and then disagree but then you also see the opportunities of what to combine and so that is how you get in to the newer solutions which improves or benefits the overall organizational or the team performance. So the conflict even though initially starts with a disagreeing perspectives but gets integrated and contributes to the to the overall performance and that is how the functional conflict many are many would like to have it or the and also would like to promote. So at the individuals level, functional conflict can create a number of desirable consequences.

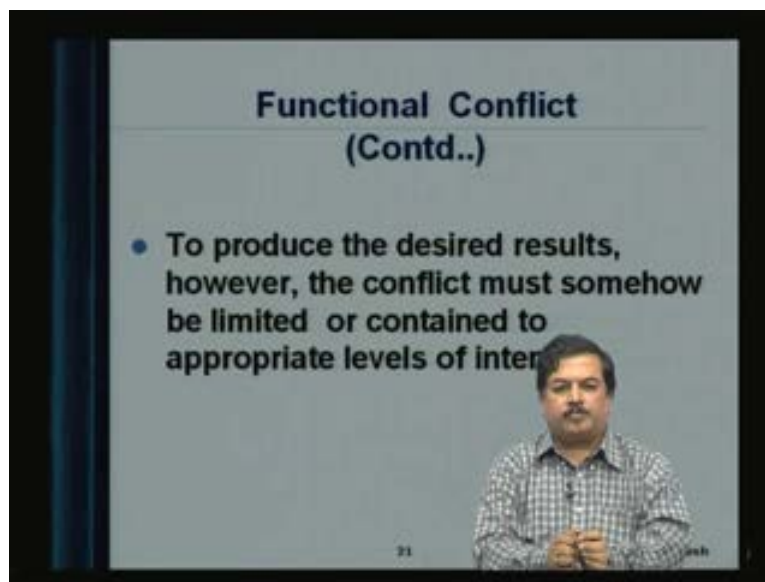
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So that one would like to see it should have work hard should have look at the career. So the career which provides the opportunities but also it makes you to take up challenges and deliver the results. So when you see at some point of time, they appear to be extremely conflicting because it you have to compromise something at this stage in order to be more successful to the future. So that means when somebody is walking a distance and then also thinking of the destination sometimes they reaching the destination will help the individual to forget the problems involved in the travel and also the kind of conditions in which one has to travel because the destination is more attractive.

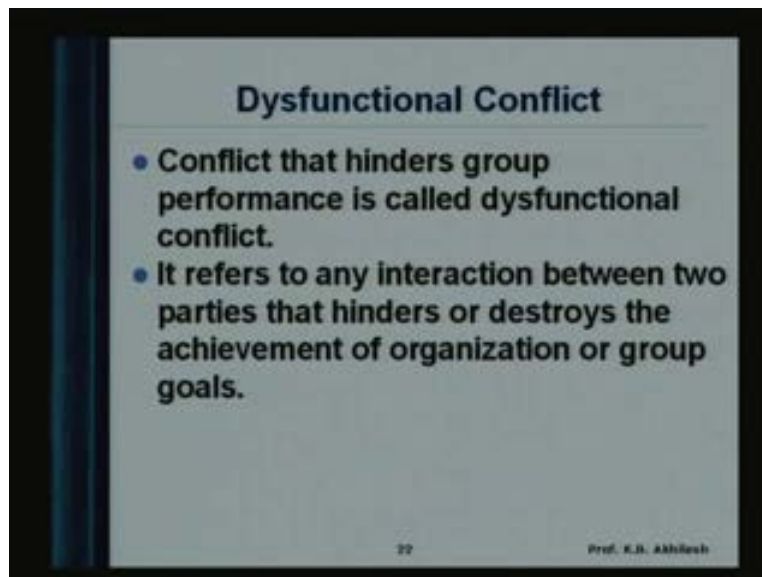
So in other words an individual requires a certain level of stimulation, certain level of excitement to feel enthusiastic about their work. So the end result need to be attractive end result is a very desirable one and such physiological attachment to the end result always helps people to be to be will you know will be the simulation will help to overcome some of the difficulties some of the art conditions in perceived of those goals. So that is how it sees it is seen as functional because no doubt it is conflicting but there are there are ends which are highly desirable.

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So the view of the functional conflict is to produce the desired results and they have to produce the desired results however the conflict must somehow be limited or contained to appropriate levels of intensity. So that means people have to work within the rules of the game within the accepted norms of the group and then one can see that it results in some useful things but if it results in disintegration then it is not desirable and that is how we also get this view of the dysfunctional conflict.

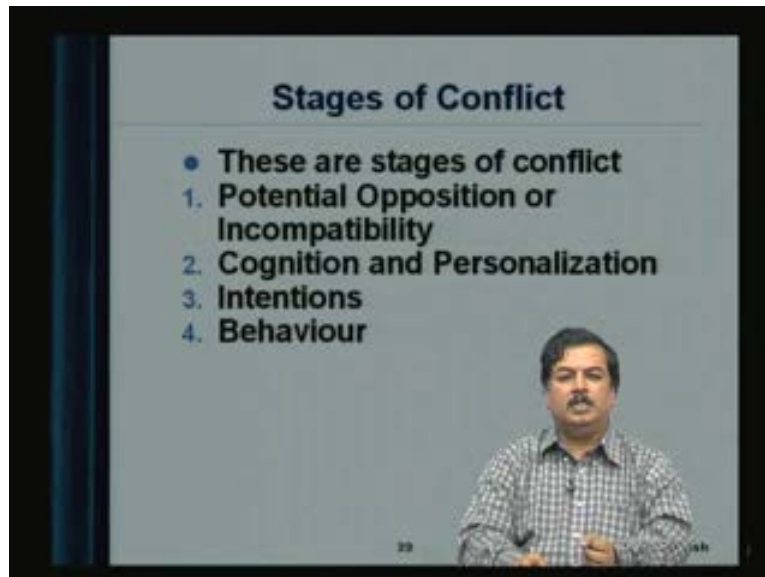
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So that means the conflict that hinders the group performance which breaks the social system which breaks the organization which also contributes problems of communication and relationship which also causes the breakdown of the individuals or all seen as the dysfunctional conflict. So which affects the individual group or the organization into the inaction or where people have to leave or people have to quit that kind of a situation is always referred to as the dysfunctional consequences and to be called as dysfunctional conflict.

So the dysfunctional conflict refers to any interaction between the two parties that hinders or destroys the achievement of the organizational or group goals. So whenever it comes in the way of this overall performance. So the differing views differing perceptions or exploitation of needs pursuit of interest all these things at the cost of one individual or elimination of anyone individual or elimination or destruction or part of the group is to be seen as dysfunctional conflict and it is extremely important to see the what are stages of the conflict, stages of the conflict assumes that there is always a history to the any conflict. So one can see that these are stages of conflict in terms of potential opposition or a kind of a perceived incompatibility.

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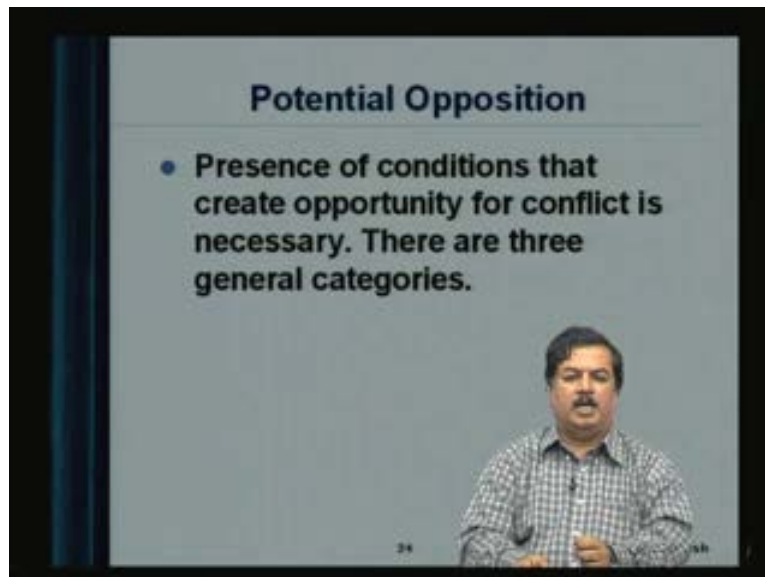


Stages of Conflict

- These are stages of conflict

1. **Potential Opposition or Incompatibility**
2. **Cognition and Personalization**
3. **Intentions**
4. **Behaviour**

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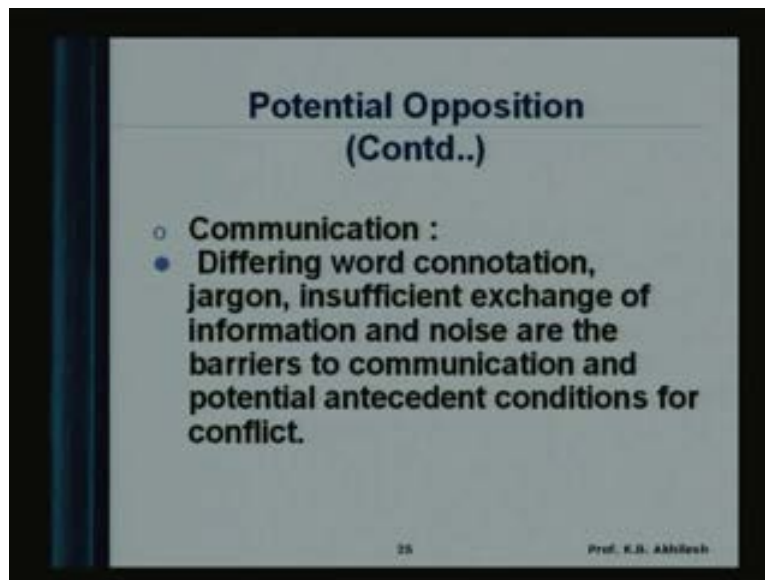
Potential Opposition

- **Presence of conditions that create opportunity for conflict is necessary. There are three general categories.**

So then you also see the next is a kind of a cognition that is perception and also a kind of a personalization then you can also see the intentions of what one would do and then resulting in terms of the specific behaviors unless one is very sensitive to these different stages and the solutions also could vary from one level to the other and that is how the sensitivities are

important when we see the potential opposition the presence of condition that create opportunity for conflict is necessary. So that means there are 3 general categories, so the so that means one need to see very clearly that the communication.

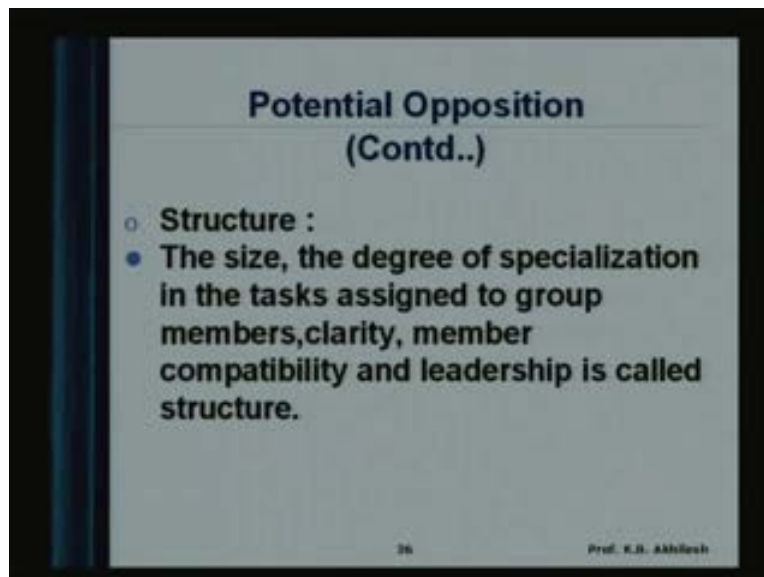
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So in the communication that differing word connotation, the jargons or insufficient exchange of information and noise and basically you see the several barriers to this communication and potential antecedent conditions for conflict. So that means people use the words, people use wrong words, people use words which are offensive, people use the or people do not give out complete picture or they hide that required information. So many of these things are present and the communication provides one important ground how do the conflicts come about.

So there is not any of these into the pure forms but in combination it can, it can add to the kind of a confusion. So the other part of the communication is that confusion or that ambiguity of the situation, the next point is that kind a structure. So here then you are seeing the size and the degree of specialization in the task assigned to the group members.

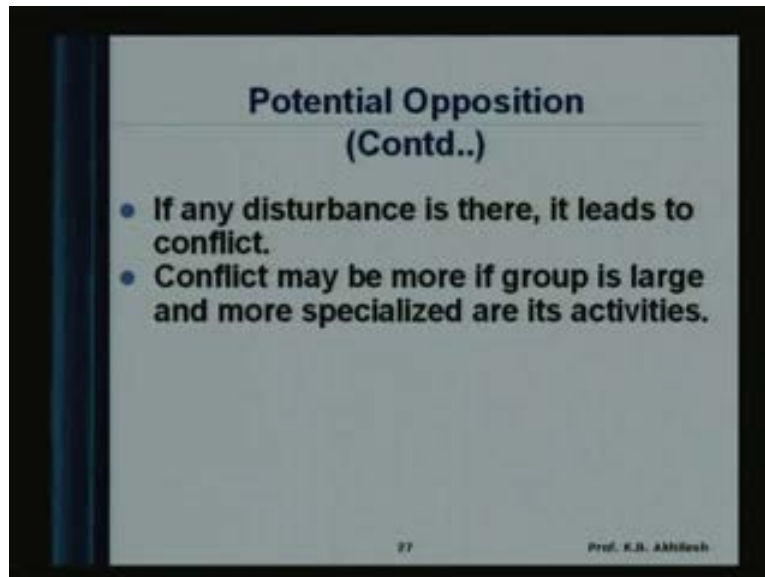
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So that means the people the kind of work and sometimes you see the quality checks is seen as a kind of a an affecting the one's performance or sometimes auditing processes. So they have to perceive their goals but the other group may not see the reason why somebody should be asking for all the details or why one should check every step and things like that. So there are people who would perceive because of these different degrees of specialization and how they perform their task and also the kind of clarity, the members should know very clearly why certain tasks are performed in certain fashion and also the member compatibility and the leadership is all part of this kind of a structure.

So when you see the structure also creates the kind of this the conflict and there is a potential opposition. So if any disturbance is there it leads to conflict that means if these things are not aligned if the things are not perceived if the things are not you know explained, so many of these things result in a conflict situation then may be there it could also be increased if the group is large and they also more specialized are the activities and that is how we see conflicts come between different functions, conflicts come in some of the R and D groups because they are very specialized groups.

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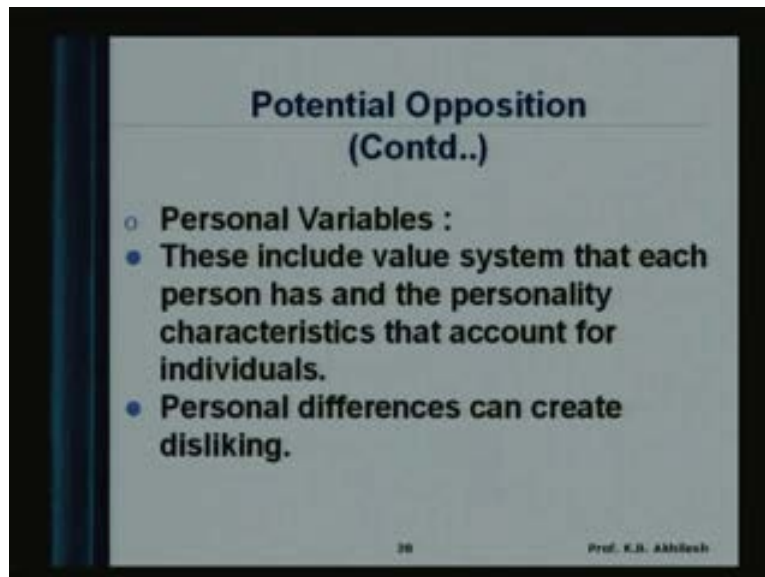


**Potential Opposition
(Contd..)**

- If any disturbance is there, it leads to conflict.
- Conflict may be more if group is large and more specialized are its activities.

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**Potential Opposition
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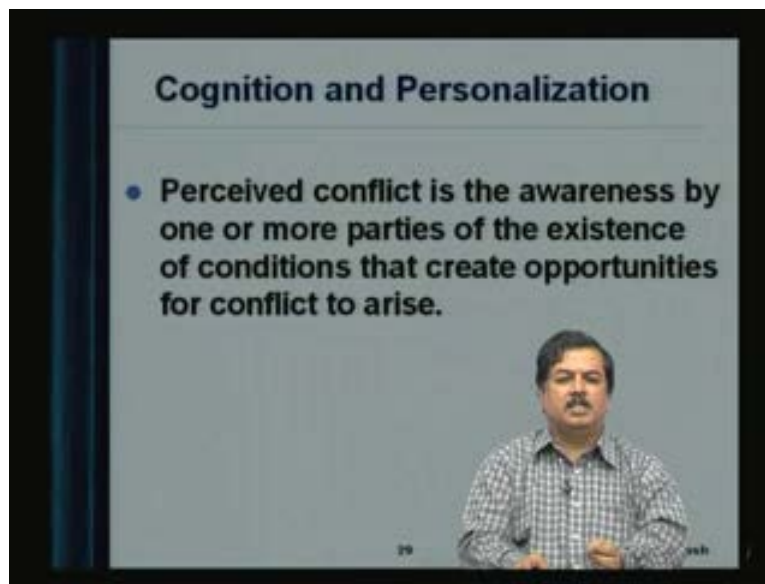
- Personal Variables :
- These include value system that each person has and the personality characteristics that account for individuals.
- Personal differences can create disliking.

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So the methodology or the solutions proposed by one group may not be acceptable to the to the other groups we also see some of the personal variables coming into the picture and we have seen earlier these includes value systems that each person has and also the personality characteristics that account for the individuals styles and functioning and some of the personal

differences also can create that kind of a disliking the styles, the communication and also the way one would like to give opportunities, one would like to support others and many of these things are absent and very opinionated people, very strong attitudes, very strong do's and don'ts and rejection of other people based on these do's and don'ts can create noise and such noise when people perceive in different ways and when people perceive that it affects their own specific requirements and then it can always result in and certainly the cognition and the next this personalization.

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So the perceived conflict is the awareness by one or more parties of the existence of conditions that create opportunities for conflict to arise, the..... as we are seeing this cognition and personalization that we are talking about the felt conflict, felt conflict is the emotional involvement you know when people get into the conflict situation and there is always they come with an anxiety about what is going to happen to the future, what is what is going to happen to my career, what is going to happen to my family members.

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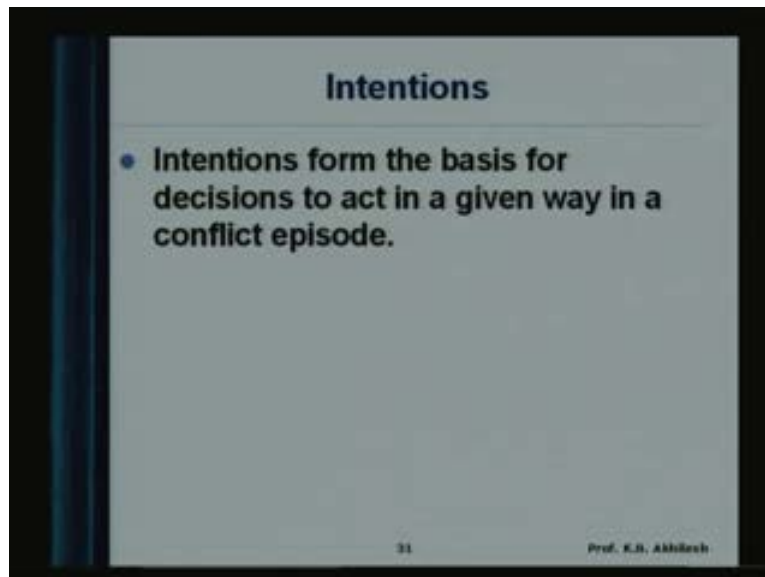


**Cognition and Personalization
(Contd..)**

- Felt conflict is the emotional involvement in a conflict creating anxiety, tension, frustration or hostility.
- These two conflicts are due to cognition and personalization.

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Intentions

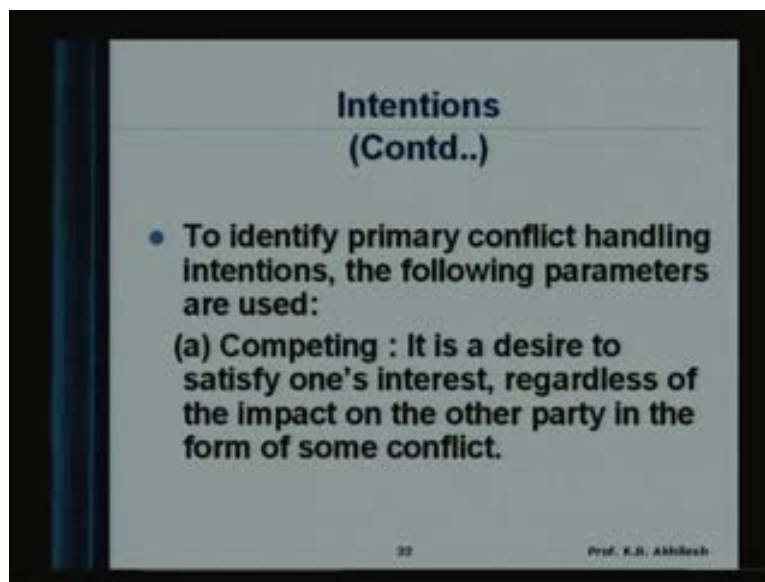
- Intentions form the basis for decisions to act in a given way in a conflict episode.

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So this anxiety and tension and also the frustration that other person is getting more than me and also they coming out of that kind of an you know hostility where the enmity or the previous history and things like that where the perception gets distorted, the perception as a history and

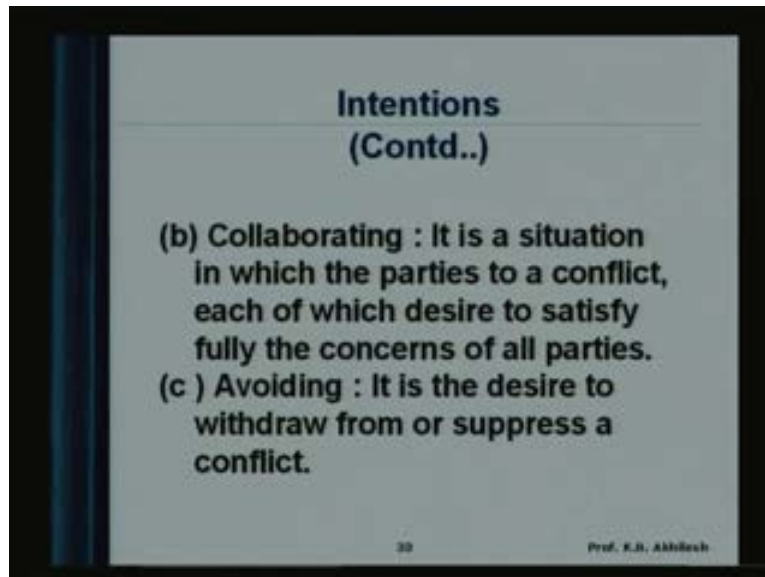
then it gets internalized to the individual. So the conflicts you need to see they due to cognition and the you know as well as this personalization another important thing is to see the intensions the basically the parties, how do they see it as from the basis for decisions to act in a given way in a conflict episode and when we have see this intensions, it is to identify the primary conflict handling intensions that know one can use this following parameters we can we will talk about this much more in a later point of time one is this intension of competing.

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So it is the desire to satisfy one's interest regardless of the impact on the other party in the form of some conflict. So it is a kind of a win lose kind of an approach to the problem. So I do not mind that I do not care, I do not care what happens to the other so but my cake, my size, my taste, my requirements, my comfort, I think people get into that so the similarly the other can also can get into this so very competitive kind of an approach to the problem. So that is the time where people assert from their position, assert from their resources whatever they bring to the table they also talk about the kinds of things what they have handled in the past.

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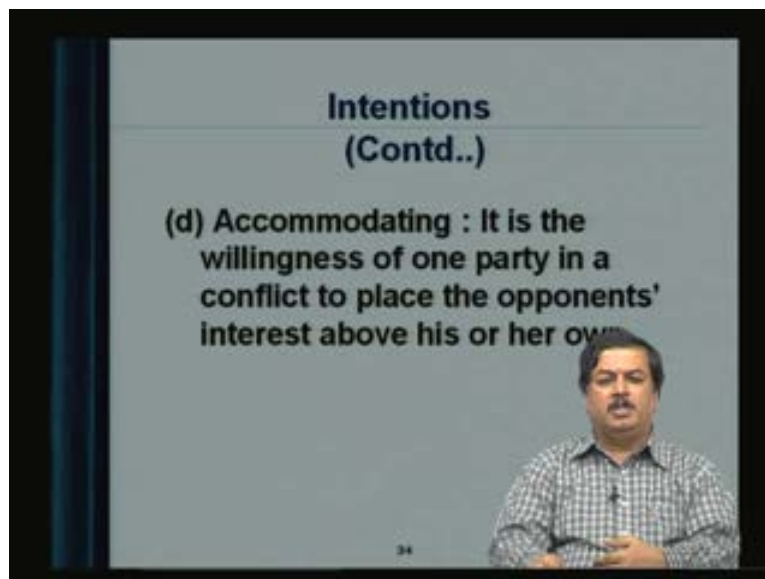


So usually you will see the reaction is aggressive the reaction is intolerance the reaction is dominance the reaction is that if other wants to fight let them I think that is the approach when people come with this kind of a competing kind of an intention, you will also see intension is people want to get into collaboration so where parties to the conflict. So no doubt they have that issue but they want to satisfy they decide you know not only themselves but also they have a concern for the other okay they would like to see what is that the person can do I think this is where they and the when they start perceiving the role of themselves and the role of the other, so they get into that kind of a collaborative mode.

So the collaborative situations you will see the parties to the conflict the perceptions of each other is to decide satisfy fully all the concerns of all the parties. So that means you think I am important all my concerns are important, all my requirements are important, my values are important but the same time I do want to achieve something where the other fellow get cheated out or other fellow feels bad about it. So I want to work through and see how do I get this, so collaborative mode has the concern for both and the third one is one of avoiding. So it is the desire to withdraw from or suppress a conflict, so people there look I do not want to argue I do not want to fight, I do not want to use any of my energy.

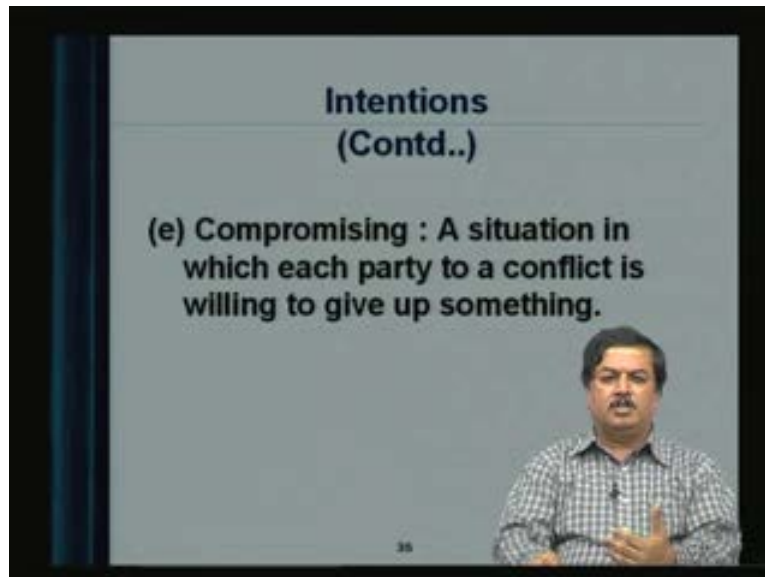
So when they come to the kind of a conflict situation no doubt they have a clear perceived conflict but there one of intension is that a kind of a peaceful coexistence or it is that they are very intolerant of the of the conflict itself. So they want to behave as though that there is no problem or they want to say okay forget about it, so what it what does it take okay, he is going to blame me let him blame me but I know I do not want to argue with the other person. So people try to take this attitude of one of giving up, one of forgetting, one of saying okay. So they.... so many of these things are part of this avoiding kind of a attitude and what they bring to the as a kind of an intension another is in terms of accommodating.

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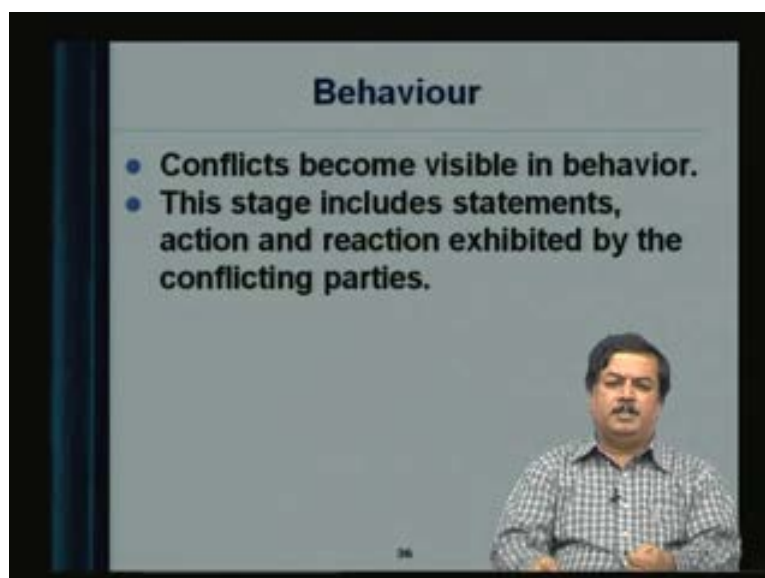
So it is that willingness of the party okay in a conflict prone situation okay, so this so can we see the opponent or the other person also what is that they would like to talk about. So that means you was talk about their demands and the concerns of the other but also you will you will also have concern for yours and that is where you look for compromise. So that is a kind of a given take and then what could be done in a that kind of a situation. So that is where the intensions of the parties are very important in any conflict understanding and conflict management.

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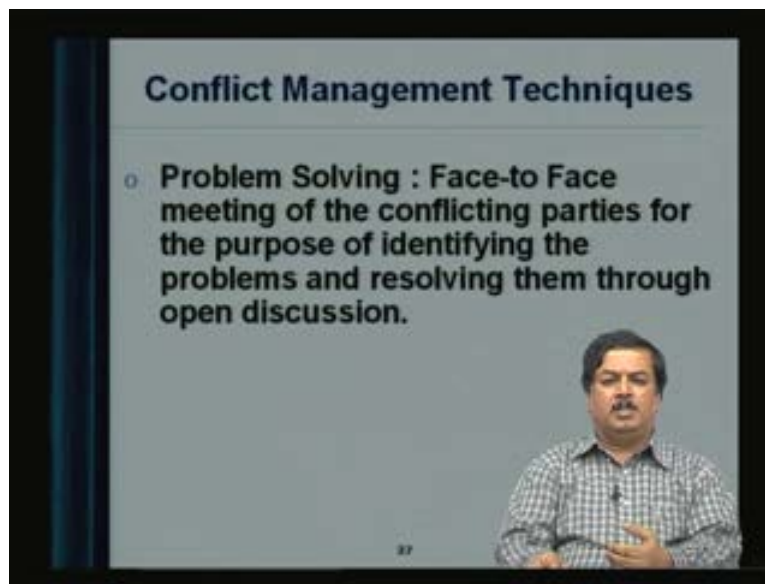
So all the 4 styles but finally come to the kind of a compromising but in an accommodating style people give up their rights but in a compromising thing they do hold onto some their rights. So that is where the compromising is a kind of a conciliation kind of a situation which each party to a conflict is willing to give up something I think that is where the compromising is possible.

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So what is that intension what they bring to the table could define these positions. So the conflicts become visible in behavior. So that is where we are talking about the kind of things where there are always some hidden part to the conflict and then there are set of things become very explicit. So this stage includes statements, action and reaction exhibited by the conflicting parties. So people shout people make through the verbal gestures. So people also can use the group pressures and many of these things. So these are a kind of an open visible aspect of the conflict behaviors.

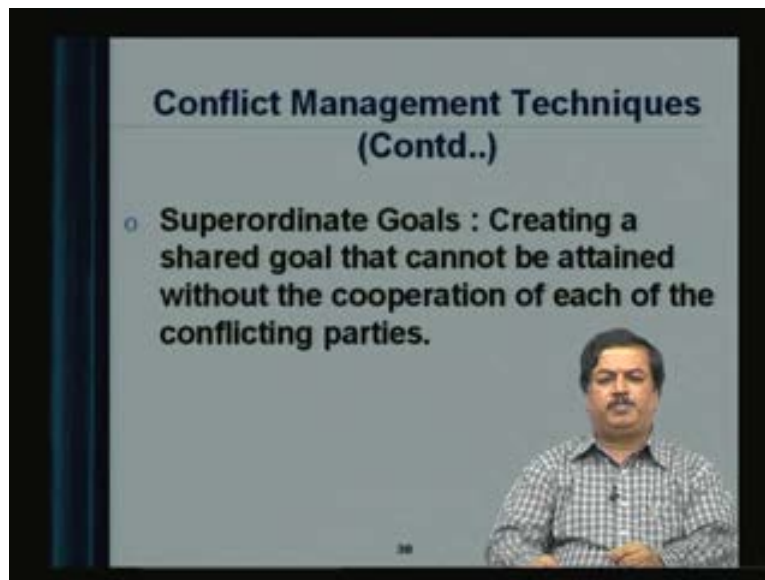
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So when you see the conflict management techniques one can list many but these are not of eliminating any conflict, it is not suppressing any conflict but it is only to work through and regulate the consequences of any negative things of any conflict situation. So the problem solving is one of the methods, what is problem solving is to have a kind of a face to face meeting, face to face meeting of the conflict in parties for the purpose of identifying the problems and also resolving them through the open discussion. So in a problem solving thing is that they have to ask questions and they have to sit together for a period of time and then and then elaborating on what is the difficulty what is the problem whose problem it is and then also

generating enough solutions to what is that could be done about it and then agreeing upon certain things, so through the following things we can solve their problem.

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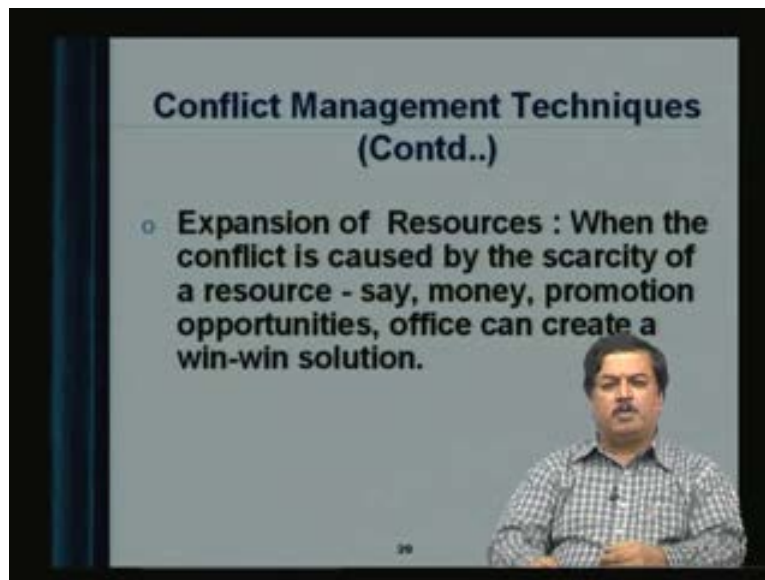
So that means an open discussion, open mindset and then spending that kind of a required time having a some tolerance to that not everything could be the best thing but always you are searching for some of the best possible solution. The other aspect would has been suggested is to have the superordinate goals, superordinate goals is a creating a kind of a shared goal of the future. So unless that you understand that future goal and also perceive that it cannot be attain without the cooperation of all the concern.

So that means each of the conflicting parties see that as a kind of an agenda for collaboration.

Let us takes you know some of our own experiences when there is a threat at the national level several groups come together. Now the immediate thing is that to focus on that kind of an external enemy. So that becomes a superordinate goal and then so that internal immediate differences does not become or they are they do not become any great concerns. So the superordinate goals means you are talking about where both the parties perceive yes, we need to work together to increase the size of the cake.

So, many of the people suggest that integrative bargaining integrative bargaining versus the distributive bargaining. So distributive bargaining is to cut the size of the cake as is but the integrative bargaining demands a kind of a superordinate goals where both the parties first attempt to increase the size of the cake and then they work out a methodology of cutting the cake itself.

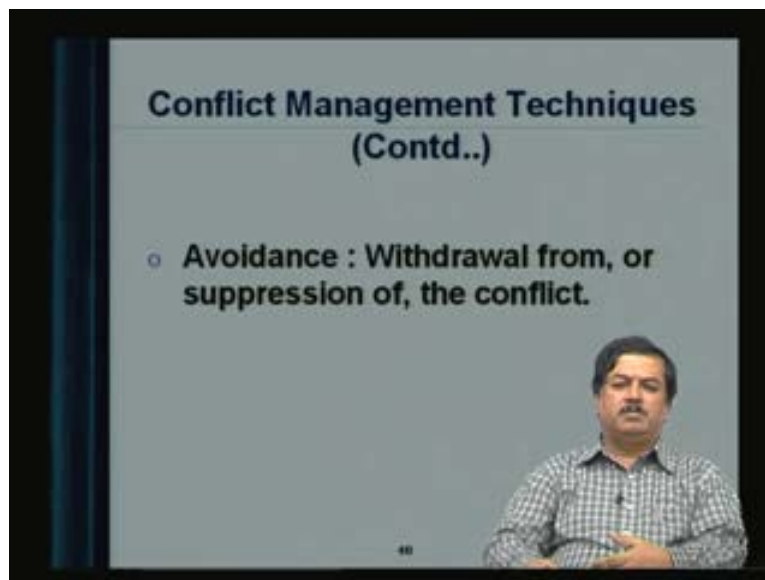
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So the superordinate goals provide an opportunity for collaboration and as you said that it is the expansion of resources. So usually the resources are the basic problem and the scarcity of resources scarcity of resources could be money promotional opportunities then it could be office space and many of these things could become a problem of concern. So that means you have to see how do we generate more resources so the focus should be not on the use of the resources or sharing of the resources but to focus more on how to go about it and also the promotional opportunities in many organizations earlier the vacancy based promotion needs to be there the vacancy based promotions had a problem that unless the senior person moves out senior person himself or herself gets promoted to the next level then there was no chance for the juniors.

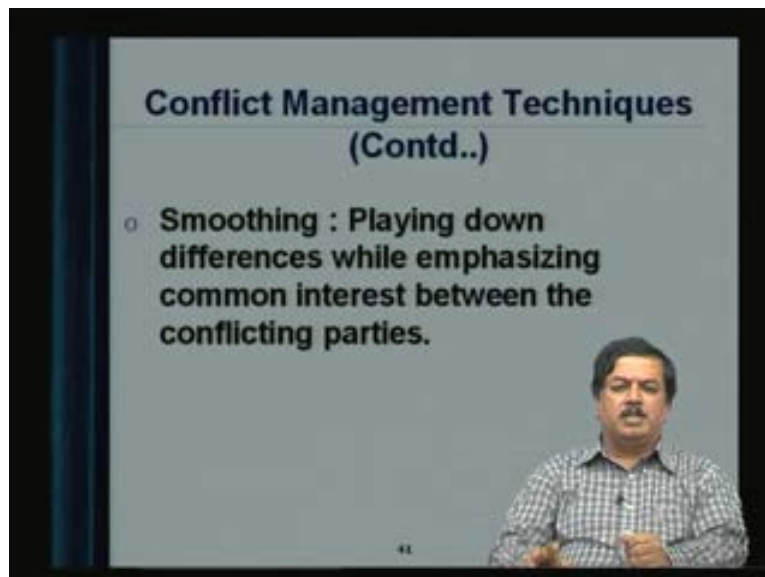
So but then an assured career promotion parts can so that means every fourth year every fifth year whether the vacancy is there or not you move to the next grade. So that is the time where many of the interpersonal problems many of the organizational problems came down drastically because that you do have your opportunities. So you can create that kind of a win situation where you expand the resources you provide alternate parts of moving up in the organizational hierarchy so the conflict management technique could be that expansion of the resources. Avoidance is the other kind of a thing what people have talked about but withdrawal from or suppression of the conflict withdrawal from or suppression of the conflict is basically avoidance but avoidance is a kind of a lossless proposition.

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So avoidance is when you are not involved in the organization, avoidance is where you are not involved in the production or with the people one can get into that. So it is a kind of a retirement kind of a syndrome but however, it is not very effective, avoidance is not an effective conflict management technique but at times yes, it could only provide some kind of a temporary things, smoothing is another thing we have playing down differences while emphasizing common interest between the conflicting parties.

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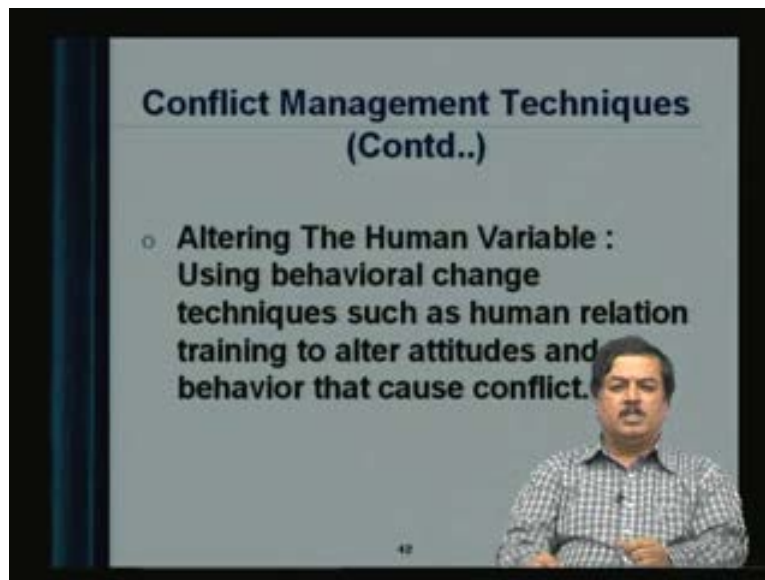


So at times you find that the conciliation or the of where somebody is trying to look at so people do talk about that first of all that there is there is not much of a differences between their parties and then you also emphasize that all of us are here in the interest of either the interest of the organization and interest of the task, interest of taking care of set of people. So you bring those common meeting ground, meeting points but underplay that no we agree on 85 percent, 90 percent, 95 percent, 97, 99 percent of the things that means you keep on emphasizing that where you agree upon and then say that very small percentage where we disagree and then you emphasize those common points but then the conflict becomes much more easy because now people perceive that there are larger things you agree upon and there are small areas where you can give up.

So smoothing takes that kind of an approach and altering these kind of a human variables the that means using behavioral change techniques such as human relations training. So particularly, they can know to make that people to think the you know like this national rational emotive therapy call this RET kind of a technique, it alter attitudes and behavior that causes conflict and altering these kind of a human variables the that means using behavioral change techniques such as human relations training. So particularly they can know to make that people to think the you

know like this national rational emotive therapy call this RET kind of a technique it alter attitudes and behavior that causes conflict. So somebody may walk into the house mother may be reading the paper.

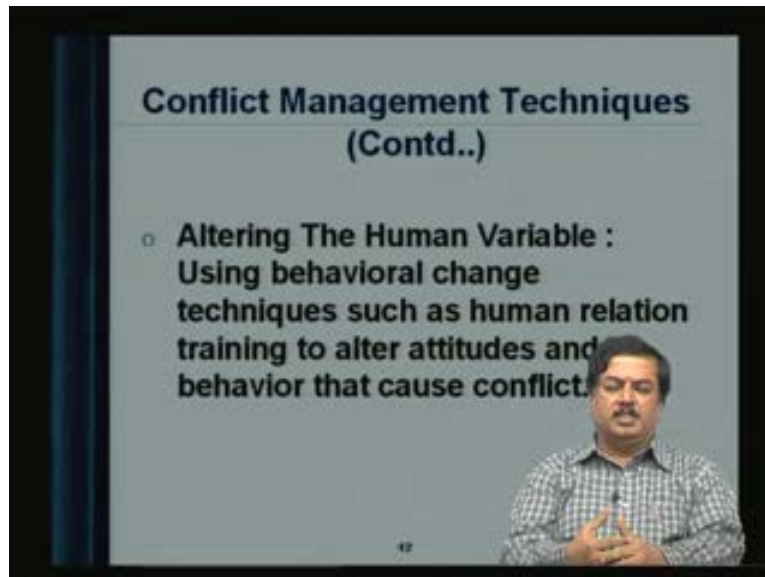
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So that means you may think that mother is not interested in taking care of my welfare or she is not interested in me it is a one kind of a conflict somebody can perceive it as but then the individual is asked to think little more rationally. So that means you are making set of assumptions now question your assumptions, so why not so when you are coming home but why not she should read the paper. So that if reading the paper means what is the obvious guarantee that she is not interested in you.

So there are many of these kinds of a self talk self question will make you come to that kind of a generalization yes, people can read the paper but when you go there that not they obviously she must stop the reading the paper and react to you or take care of and serve food to you. So these kinds of making that kind of an emotional assumptions about the others will help you to reduce that conflict with other people, sometimes authoritative command is an useful thing.

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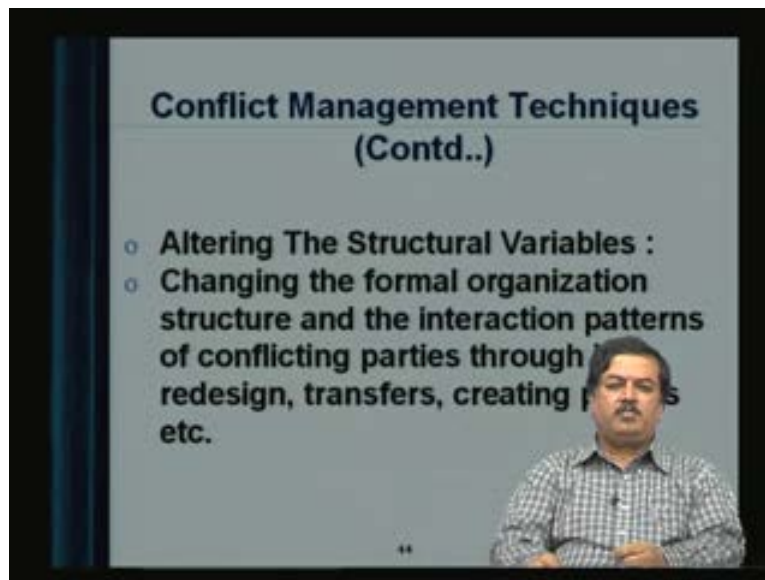
So that means a formal authority intervenes and then in a conflicting communities where they are not managing their interdependencies. So that they could be told about what are the priorities how that they should do you structure it or you have create a new process. It is also possible to create a compromise, so that each party to the conflict gives up something of value.

So that means a compromise position the third party induces, third party forces, third party helps, so helping, inducing, forcing these are all part of these compromising where they give the people give up some of their things to the other. Then, he also talk about the structural variables altering the structure variables in particularly, in the organizational context changing the formal organization structure and the interaction patterns of conflicting parties.

So what you can do is through redesign sometimes where people do not have to come into the physical contact but they do complete it and then there are charts which shows are the color codes which shows at the completed items or half worked items sometime we may have to transfer some people or some group of people physically away from this same situations or creating some kind of a new parties or new groupings and so that there is a kind of a job rotation

where people work in with different groups of people. Another thing is that in any conflict situation, people stop communication or they do not communicate.

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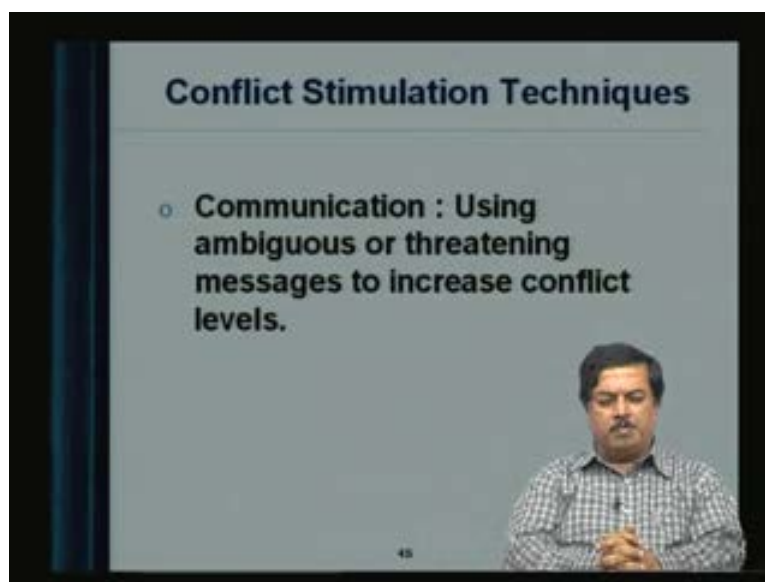


**Conflict Management Techniques
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- o **Altering The Structural Variables :**
- o **Changing the formal organization structure and the interaction patterns of conflicting parties through redesign, transfers, creating jobs etc.**

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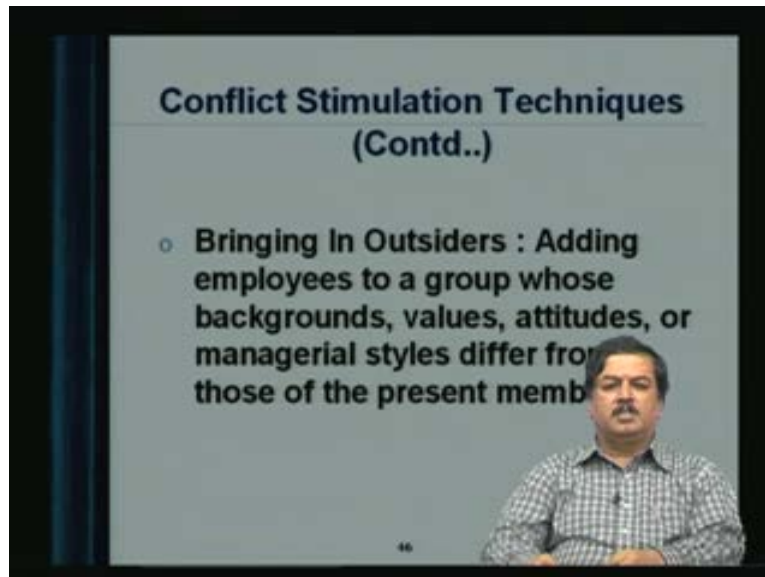


Conflict Stimulation Techniques

- o **Communication : Using ambiguous or threatening messages to increase conflict levels.**

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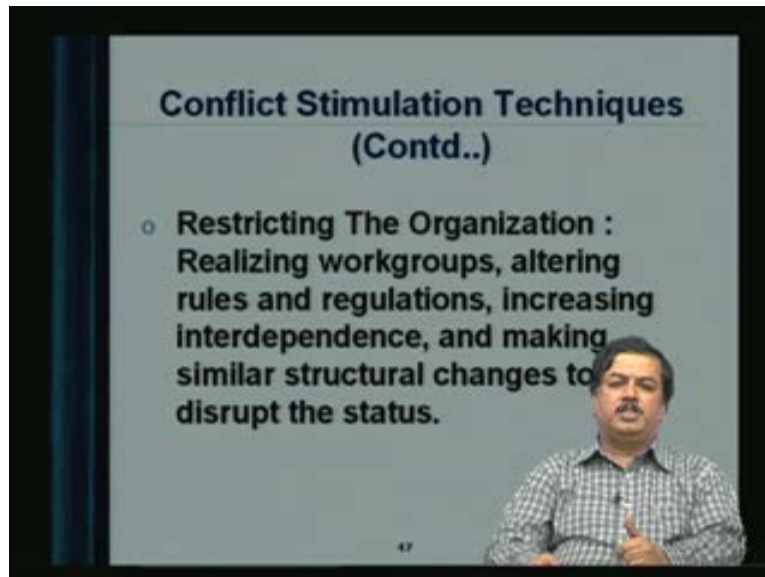
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So using ambiguous or threatening messages they you know increases the conflict levels. So honest communication, honest dialogue reduces the threat perception reduces that anxiety and communication is another important thing and then the conflict stimulation techniques that you can see sometimes bringing in outsiders, so that means conflicts are desirable sometimes conflicts are useful and then you adding some employees to the group whose backgrounds values attitudes or managerial styles differ from those of the present members.

So they bring in different perspectives, they question and such conflicts bring more creativity such will such conflicts also will help to see some new things, I think that is where the conflict stimulation techniques are useful. The other one is the restricting the organization, realizing the workgroups that altering rules and regulations, increasing interdependencies and making similar structural changes to disrupt the status. So that means you break some of the things and create new opportunities, so people bring new problems. So the conflict stimulation through restructuring and restricting certain things also will help sometimes somebody will question. So it is not that appointing a devil's advocate.

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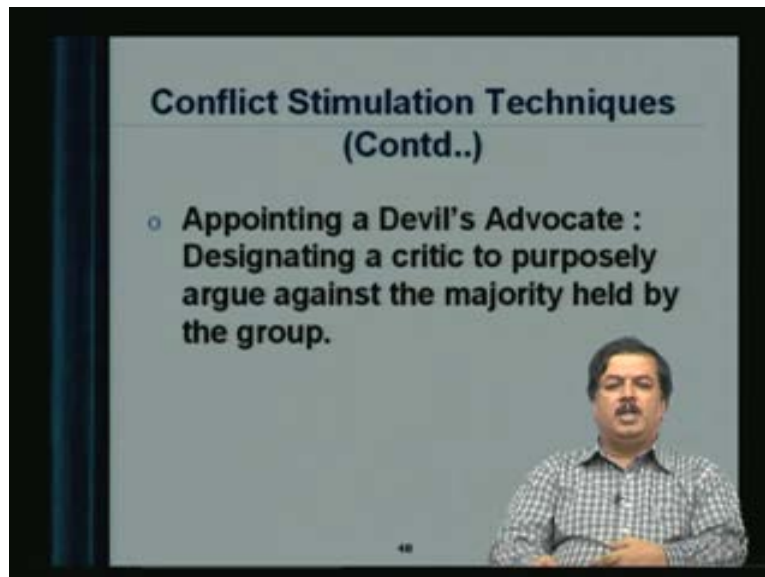
**Conflict Stimulation Techniques
(Contd..)**

- **Restricting The Organization :** Realizing workgroups, altering rules and regulations, increasing interdependence, and making similar structural changes to disrupt the status.

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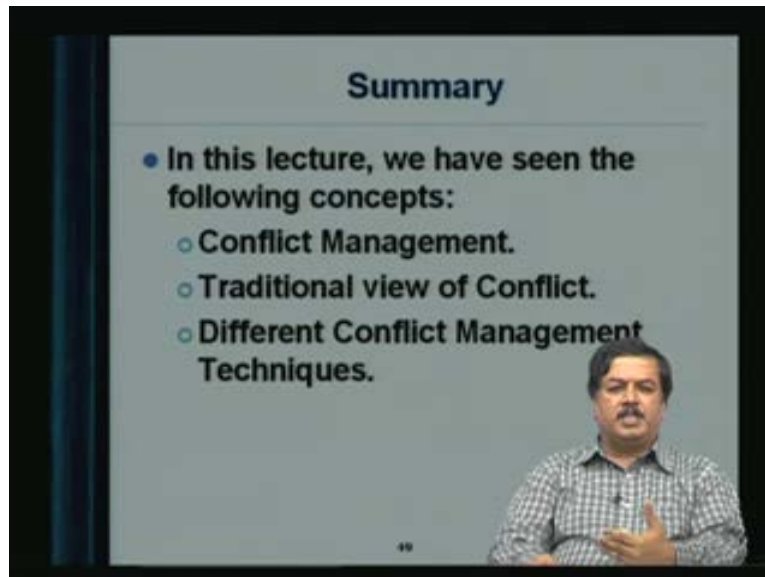
**Conflict Stimulation Techniques
(Contd..)**

- **Appointing a Devil's Advocate :** Designating a critic to purposely argue against the majority held by the group.

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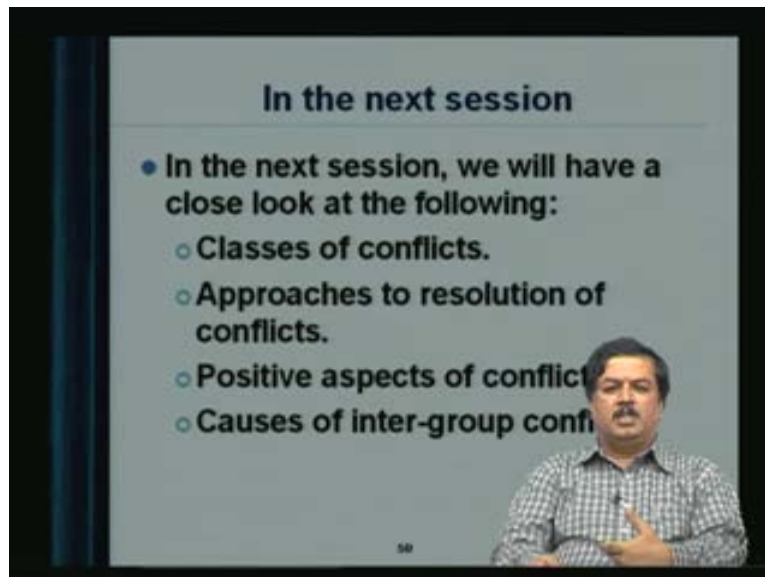
Summary

- In this lecture, we have seen the following concepts:
 - Conflict Management.
 - Traditional view of Conflict.
 - Different Conflict Management Techniques.

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In the next session

- In the next session, we will have a close look at the following:
 - Classes of conflicts.
 - Approaches to resolution of conflicts.
 - Positive aspects of conflict.
 - Causes of inter-group conflict.

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So designate a critic to purposely argue against the majority held by the group they question the assumptions, the way they have done the things in the past. So these are some of the things where it generates some of the conflicts and discussion and working through would be most useful.

So in this lecture what we have seen so far is that you know concepts on conflict management, traditional view of conflict and different conflict management techniques and also how to stimulate some of the conflicts for the good of the organization. So in the next session, we will have a close look at the following the classes of conflicts, approaches to the resolution of conflicts and then positive aspects of a conflict and causes of this inter-group conflict and the various dimensions of this.