

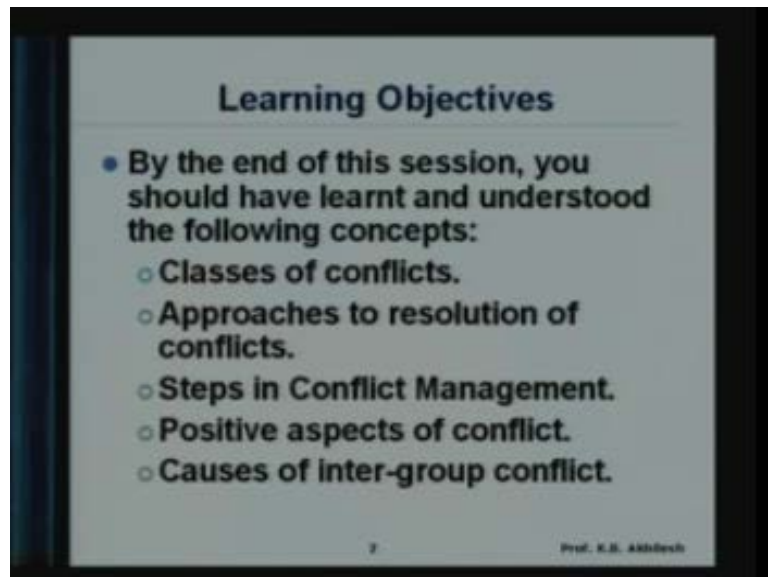
**Concept of Management and Evolution of Management Thought**  
**Prof. K. B. Akhilesh**  
**Department of Management Studies**  
**Indian Institute of Science, Bangalore**

**Lecture - 36**  
**Conflict Management - II**

Hello in our last several lectures, we are examining the various dimensions of the organization and organizational functioning, structure, organizational effectiveness, the factors influencing organizational change and how to manage through appropriate organization development interventions. We also looked at the group and the group behaviors and one of the key aspects we need to understand to better manage the group functioning is to understand the conflict management and management of differences.

In the last lecture, we did explore different dimensions of conflict and how conflicts come about in the organization. As we go along we also need to see the aftermath of the conflict as well as the conflict resolution.

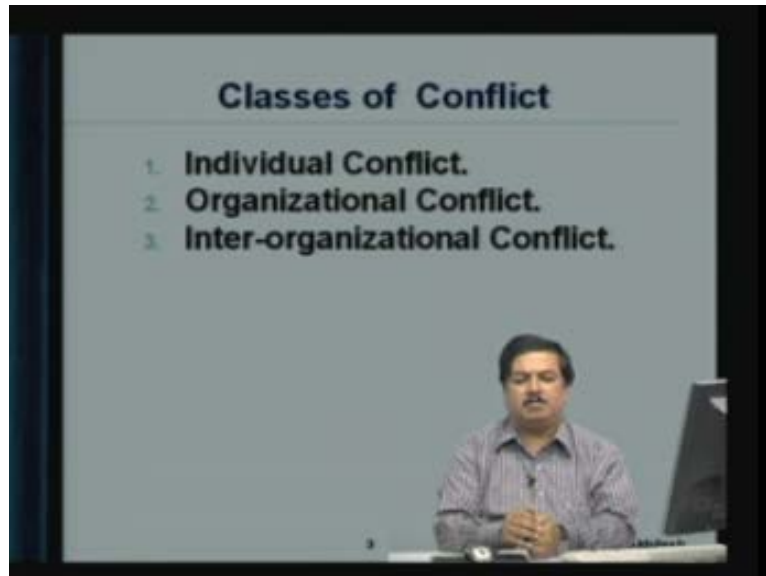
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So in this lecture we will explore the following things, how can we look into the conflict in terms of the classes of conflicts we can also see in terms of approaches to the resolution of conflicts and the steps what has been proved in different organization in effective

management of conflict and also look at the positive aspects of the conflict and we will dwell upon little more on the inter-group conflict.

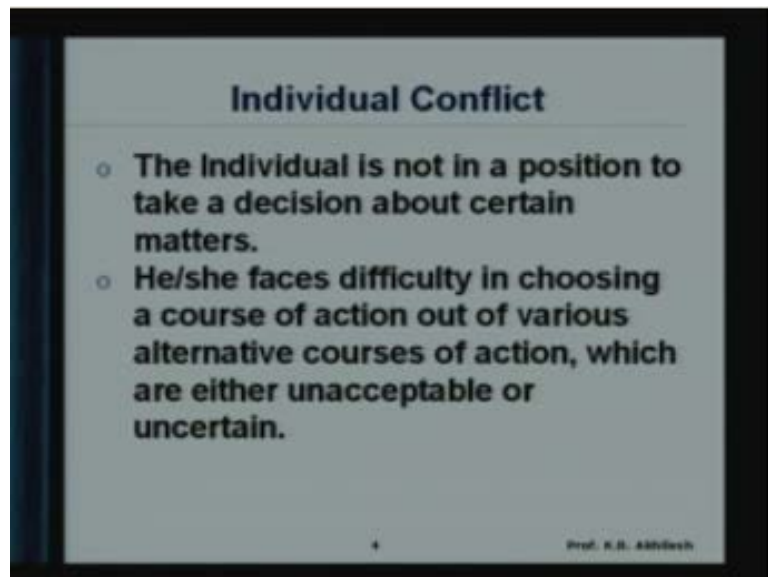
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As we stated that the conflict is inevitable part of existence so if there is no conflict means there is no organizational life as people pursue interest as people have different differing perceptions as people have different needs the conflict is what is given how can we look at the classes of conflict I think this is one way to see all of it is the individual conflict that means we can explore different dimensions of conflict at the individual level, another way it is see conflict is at the organizational level that means we trying to see between the functions between the departments between the goals between the ends and the meets.

So there are many issues which will come at the organizational level and the third kind of a class of conflict to be explored with respect to the inter-organizational which can come between one organization and the other part of the mergers and acquisition part of the competition part of the union management relationships. So many of these things are put as inter-organizational conflict. So we need to explore the classes of conflict and then see how to go about the resolution.

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See the best way of seeing this individual conflict is the kind of dilemmas, the individual experiences; the individual is not in a position to take a decision about certain matters. I think this is where it has been classified basically into three kinds of decision making situations one called the approach kind of a conflict where the individual has to make a choice between two positive things, another one is the approach avoidance kind of a situation where there are certain positive things and there are also certain negative things. So this individual faces difficulty in choosing a course of action out of various alternative choices available and then that is either ambiguous or uncertain or unacceptable.

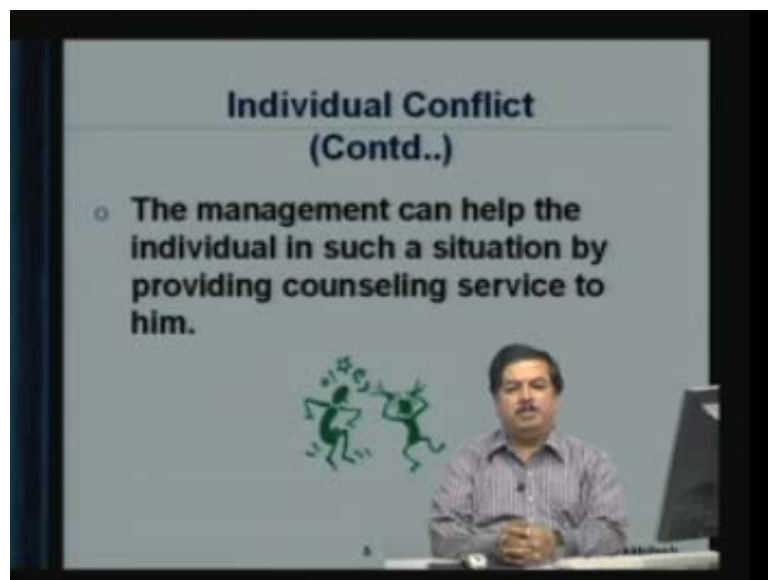
Let us look at various issues what can come, one would like to join a college which is very close by but teachers are not so good, so it is a kind of an approach avoidance kind of a conflict. So there are certain things are positive certain things are negative or it could be that an approach, approach kind of a conflict where the two disciplines both are very attractive. So in the many of the students have to choose between the two disciplines, let us say computer science and electronic.

So should I go for this or should I go for this both seems to be very attractive. So as people see in the lives there are many such situations where both things are positive and one has to choose between one of the you know alternatives or there are situations where you need to avoid one and then get the you know who get the which is most preferred one at the same

time the in organizational life situations do come where people would like to avoid the two of the alternatives, so it is an avoidance, avoidance kind of a situation.

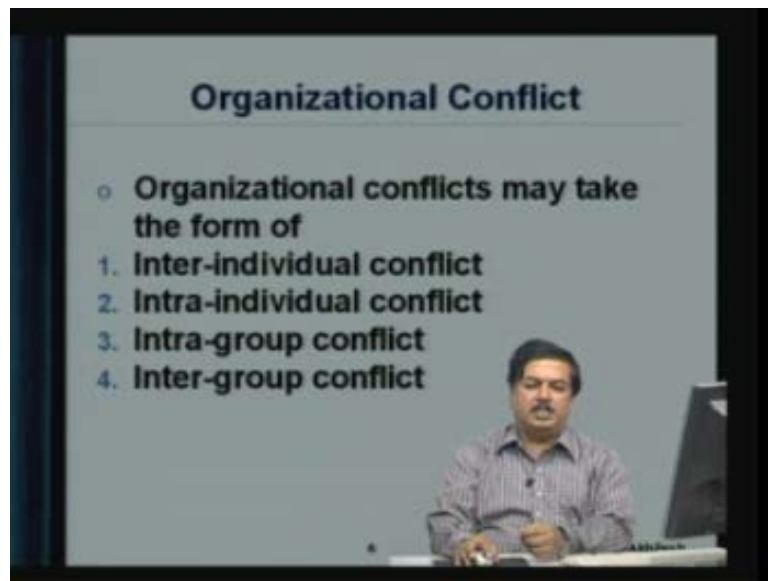
So the organization's promotions, transfers, appraisals, performance, review, many of these things puts pressure on the individual and then the individual has to make a choice as long as the individual is able to make the choice he is able to or she is able to cope with the conflict situation if not that the keeping those dilemmas means it is the individual is not able to deal with or cope with the alternatives and then has to deal with the conflicts.

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So the management can also help the individual in such a situation one of the best ways of providing you know to go you know helping the individuals could be by providing counseling services to him or to her that is where that somebody can go to this counselor or could be a mentor or could be the boss and explain the choices and explain the difficulties and get that required insights. A dialogue or a discussion or a communication or conversation between the two individuals always help to resolve that kind of an individual level conflicts, individual dilemmas, individual difficulties can be addressed. The conflict when you see one can also elaborate as you can see the organizational level has been classified into this following things, inter-individual conflict also called as inter-personal conflict and also what we saw an intra-individual conflict and then inter-group conflict as well as intra-group conflict.

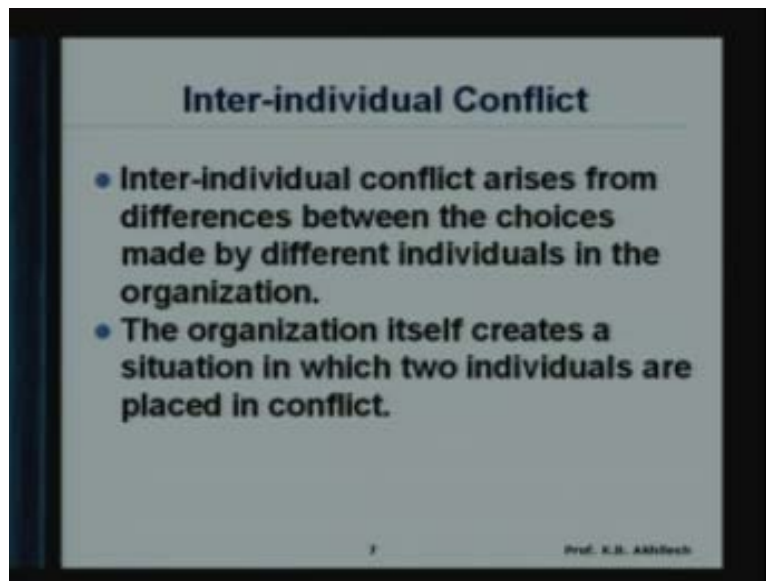
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So the intra-group conflict explains the differences, dilemmas what happens be you know within the or amongst the group and the inter-group conflict is the example of what happens between one function and the other one group and the other. Let us see the details of each of these classes of conflict, we start with inter-individual conflict inter-individual conflict as you know happens because of the differences between the choices made by different individuals in the organization the choices made the interest pursued, the kind of perceptions and also the kind of meets one has to win over the other and all these things leads to this kind of an inter-personal, inter-individual conflict sometimes the organization is self creates a situation in which two individuals are placed in that kind of a conflict situations where people have to compete with each other and it is called as healthy competition in some situations but it can also get converted into a jealousy hatred miss information and the miss leading the others.

So many of these things can happen as a consequence of the perception of the conflict between the two individuals. So the healthy or unhealthy competition defines the nature and the dimensions of the conflict. So the inter-individual conflict can also be called as a kind of an ego conflict where people try and satisfy their own self ends at the cost of the other.

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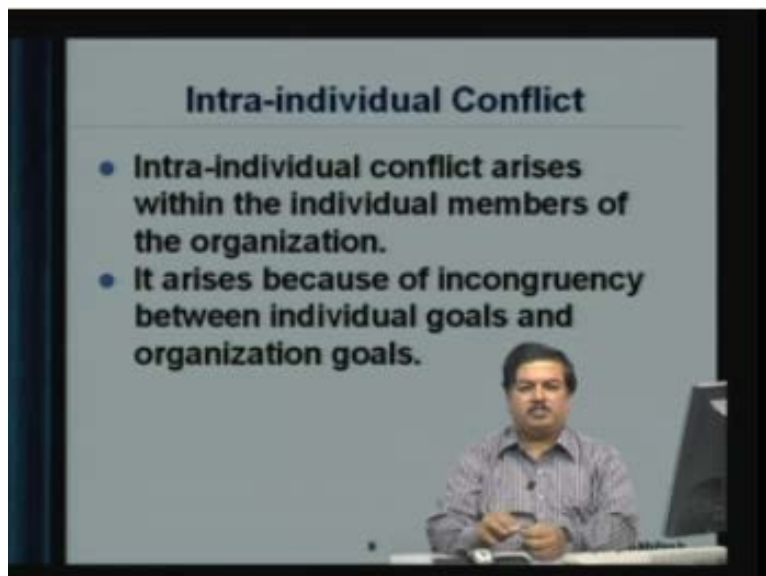


**Inter-individual Conflict**

- **Inter-individual conflict arises from differences between the choices made by different individuals in the organization.**
- **The organization itself creates a situation in which two individuals are placed in conflict.**

Prof. K.B. Ashish

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**Intra-individual Conflict**

- **Intra-individual conflict arises within the individual members of the organization.**
- **It arises because of incongruency between individual goals and organization goals.**

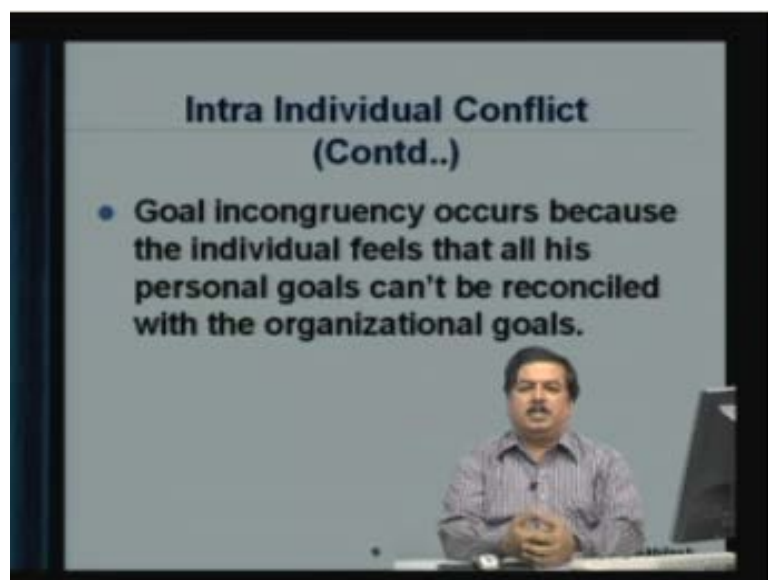
Prof. K.B. Ashish

So the inter-individual conflicts are so common in the organization and unless the organization understands the causes and helps the individual to resolve this, it will only affect the nature of inter dependence and also the it affects the overall organizational performance, intra-individual conflict as we have seen earlier arises within the individual, within the individual members of the organization and it is basically the individual have experiences as we talked about the approach situation or an approach avoidance situation or avoidance kind

of a situation. It arises because of the incongruency between individual goals and the organizational goals and the incongruency comes because the person thinks that he is over qualified to do certain things possible that the way he is thinking about himself.

So that he thinks that he is more qualified and the job what is offered to him is not so good. So he thinks that or she thinks one need not do such things with having such experience and qualification or it is possible that the individual feels that he should have been somewhere else you know people think that I should have been studying medicine but somehow I am there in engineering. So it the people think that they are somewhere else and they are not really involved not really charged not really excited.

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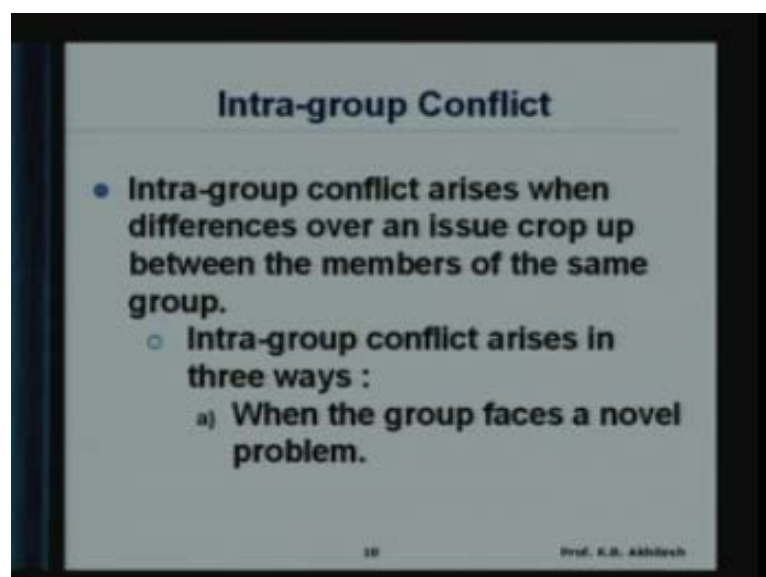


So that is the time where the individual preferences, individual goals, can you know is different from the organizational goals and the goal incongruency occurs because the individual feels that all his personal goals cannot be reconciled with the organizational goals and that is where when organization tries to create motivation through money but people would be pursuing some of their talents and somebody may be more interested in music, some may be more interested in doing some social work and social service and organizations when they do not understand the individual goals and when they do not provide such opportunities in the organization then the individual perceives that yes, he is there in the organization and usually they give minimum level of contribution and do performance at the

minimum level or what is called as the punishment avoidance level but this pursue their goals, they pursue their goals outside the organization and that is where the unresolved intra-individual conflict affects motivation, affects involvement, affects the employee engagement in the organization and the good managers try to see what kind of opportunities the organization provides, how organizational opportunity induces builds that confidence and motivation and one need to employ or understand these things at the time of selection at the time of orientation of the new employees as well as in placements and promotions unless you understand these the kind of conflict which can come between the organization and the individual and that intra-individual conflict which is driven by the perceptions experiences not only within the organization but also outside the organization.

So good managers try to analyze and have a view of the employee what people call it as a kind of a 16 hour employee concept in that 16 hour employee concept, they understand the individual in terms of 8 hours would be would go for his personal needs like sleep etcetera 8 hours he is there in the organization and they try and ask a question, how is this individual spending the remaining 8 hours what are his dominant activities and goals and what is that individual is trying to pursue.

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So that means you are trying to understand the lifestyle of the employee, once you understand the lifestyle of the employee then you see the organizational initiatives, organizational



functioning which may cause which may cause that intra-individual conflict or the incongruencies, once that incongruencies are explored and corrected then the organization benefits the individual also gets that required motivation to perform and contribute understanding intra-individual conflict is an important step in building groups also in building and placing the right kind of people into the right jobs. Intra-group conflict is another level of understanding the intra-group conflict arises because the differences over an issue can crop up between the members of the same group and that is where it is talked about the intra-group conflict could arise in 3 ways particularly, when the group faces a novel problem that means how to go about the problem, what is the problem and what are the alternatives to deal with those things.

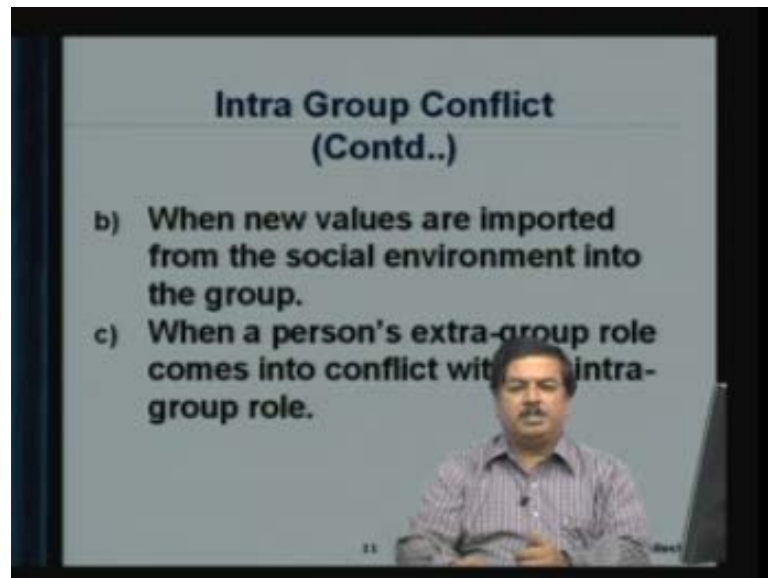
So the group gets into that kind of an issue where should we increase more people should we decrease more people should we give more opportunities to one or so many of these things or should we sort out the problems through the technology. So the group gets into the discussion and the so the differences can crop up with every new situation and that is where every new situation need to be understood and the members of the group must be integrated the group can get divided, the group can divided over the differences or the group can also get integrated if a proper methodology is adopted.

So the openness the transparency, the communication, the nature of information sharing all becomes very important in handling this intra-group conflict. In the absence of these things where people do not get the right information people do not understand the choices before them, people also see that there are difficulties and challenges for some people and not for the other some people get overloaded or some people get under loaded all of these kinds of situations illustratively create a problem for the group. So the group whenever faces this kind of a new situation it must help the members to have a right perception and generate appropriate alternatives, so that group novel is not lost, group belongingness is not lost and the performance and motivation of the members are always kept intact in handling the new situations also when the new values are imported from the social environment into the group.

So the conflicts do come when some of the leaders or some of the members are exposed to the new trading programs or new experiences when they come back they question everything whatever is happening in the group and that is the time where the conflict can come, it could

be the new management technique or people have gone through a world class manufacturing or total quality management or new seven management tools.

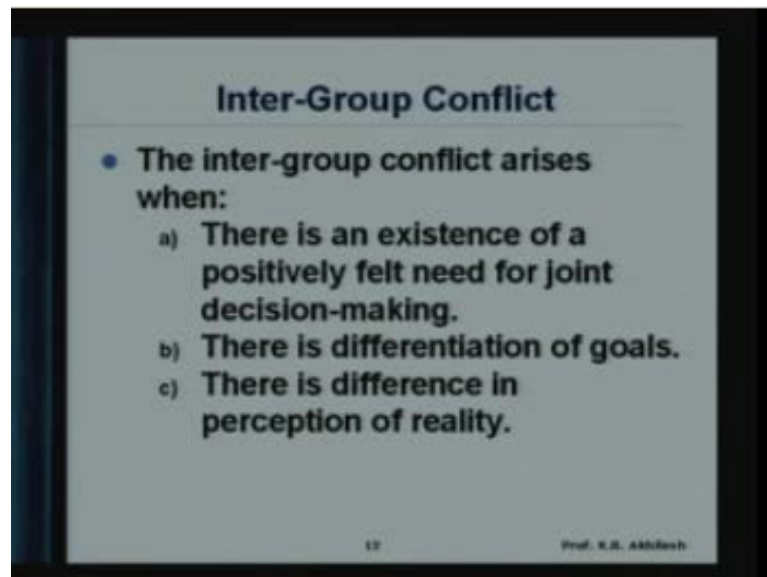
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So any of these kinds of things when they are exposed so they come back and then they start telling the people that whatever has been done in the past not good enough not good and so some new things should be happening, when people try and bring some new values again the organization faces that kind of a dilemma and the group faces that kind of a conflict which needs to be resolved and similarly, the third kind of a thing is when a person's extra-group role comes into conflict with the intra-group roles particularly the organization people are asked to work in different departments, people also play roles which is which can go beyond the group interest and the leaders when they are asked to be a part of a task force the leaders are asked to work on budgets sometimes they may compromise the groups interest.

So but they will be playing that kind of a dual role and one the one side they have the interest of the group on the other side they have an interest of the organization or some other group and they experience the conflict of which one to support and depending on the kind of decisions they take the conflict can escalate or the conflict can get resolved or conflict can subside rather than taking some dysfunctional consequences. These are not exhaustive listing but these are illustrative aspects of how intra-group conflict can come about.

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Similarly, there is inter-group conflict the inter-group conflict in the organization is so common and good managers need to be seeing this the nature and dimensions of the conflict, there is an existence of a positively felt need for always a kind of a joint decision making. In other words, there is some delay happening sometime the quality is not met sometime the correct information is not given by the sales to the production departments.

So there is always there is a kind of a perception where they have to sit and discuss or they have to take the decisions jointly and if only one group is making their preferences or if they are making the decisions then normally it affects and there is a perception of conflict and the differences are bound to come and also the there is a differentiation of goals, the differentiation of goals of what is required by the organization, there are groups which pursue short term objectives and there are also groups pursue the long term objectives.

So the short term objectives versus the long term objectives for example human resource development maybe askings for set of people to be drawn for the training program but the immediate manager is bothered about that day's production because he is accountable that day's production that week's production and the kind of pressures he has from the customers.

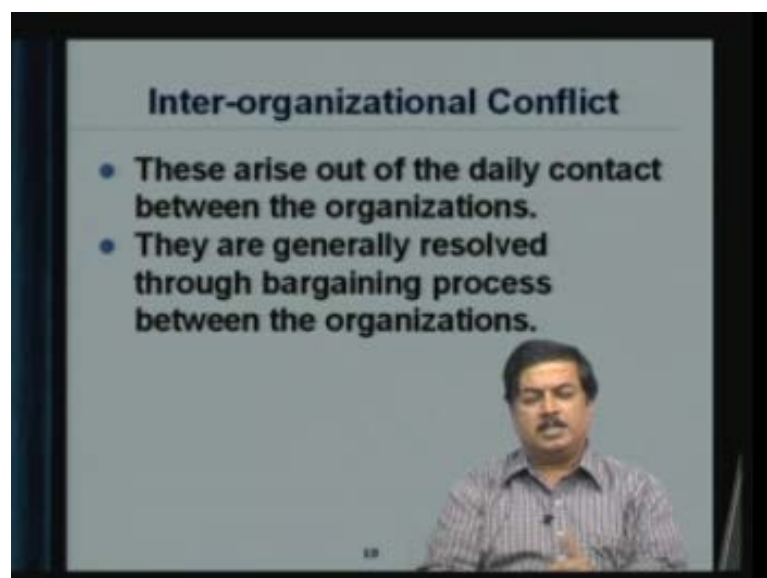
So then HR would feel it is their priority to draw people to for the trading program and they think it is they have a higher purpose to achieve and it is mandatory to everyone to go and

attend the training programs when they make such demands some of the team leaders, the line managers they do not understand this requirement they perceive that day-to-day problem situation both are correct but at the same time one is perceiving or pursuing the long term goals and another is all about achieving the short term goals.

So that is where there is a differentiation and there is a differences in perceptions of the of the goals and also there are differences in perceptions of reality, reality in where people are thinking that everything is fine, everything is great for the person who is already used to that kind of a condition but any new manager, a new comer would perceive yes things are not up to the mark or things can be improved.

So that could be perceptions of the reality of what is it and what could be done and that is how when managers change and when new managers come in and they usually try and do many things in the initial days, it is because of the kind of perceptions what they bring and they bring new prospectives and new perceptions but the group members would be feeling pretty awkward because each time when a new comer comes, there are new initiatives and there are many changes and sometimes things are undone of whatever was created in the past things like that and it is bound to create that kind of a the group perceptions.

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**Inter-organizational Conflict**

- **These arise out of the daily contact between the organizations.**
- **They are generally resolved through bargaining process between the organizations.**

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The image shows a video frame with a slide titled "Inter-organizational Conflict". The slide contains two bullet points: "These arise out of the daily contact between the organizations." and "They are generally resolved through bargaining process between the organizations." A man is visible in the bottom right corner of the video frame, and the number "19" is at the bottom center of the slide.

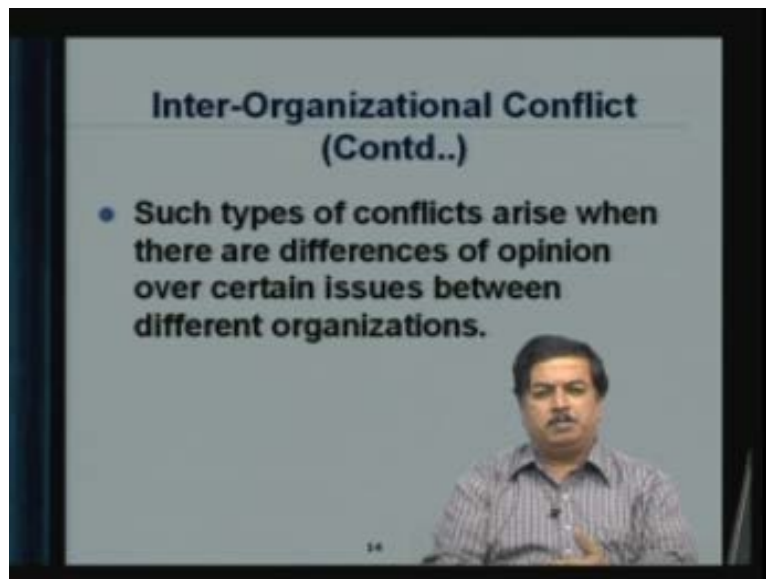
So the differences in perceptions of the reality between one group and the other can also cause the conflict and also the inter-organizational conflict, the intra-organizational conflict to inter-organizational conflict if you see these are like between a contact between the two organizations normally the two organizations could be the labor and the union, some very strongly believe that the conflicts between these two are classical there is no way you can bring these two together because each one is pursuing the kind of interest which is not meeting but mostly leading to a kind of a Parnell paths or sometimes it is also giving about to the kind of a conflict where the gain of one has to happen with the loss of the other and that is how the issues of the bargaining, so then usually they get into the kind of a bargaining process when they are collocated and coexisting.

So the bargaining is a process of give and take, so the give and take can help for them to see the kind of a newer opportunities and coming together to meet and define some kind of a goals which are common to both the organizations but the inter-organizational conflict can also come when the suppliers are not paid properly or you do not have a strong process to meet the suppliers and then the suppliers may get into their own methodologies of delay or not giving at the proper time or the things like that which is resulting in a kind of a feud or in kind of a differences of when and what should happen.

So the best is to sit and discuss and have that kind of a required conversation and also create that kind of required processes. So that inter-organizational conflict could be minimized but in there are certain situations where parties will not be able to meet where there are intense competition, intense competition for the same talent, intense competition to win over the other in a market place and such type these conflicts are open and people play the conflict using all of their energy and pursue these conflicts to a kind of a win loose kind of a situation. Some of these situations also leads to a kind of a cartel formation where sometimes they collaborate, sometimes they compete but an understanding develops based on the kind of a nature and the dimensions of this inter-organizational conflict.

So as you have seen the conflict can raise at the intra-individual level inter-individual or inter-personal level intra-group level as well as the inter or that is intra-organizational level as well as inter-organizational levels. So inter-organizational conflicts when they arise, these opinions or certain issues between different organization must be understood must be explored. So data is required problem has to be explored alternative also must be generated.

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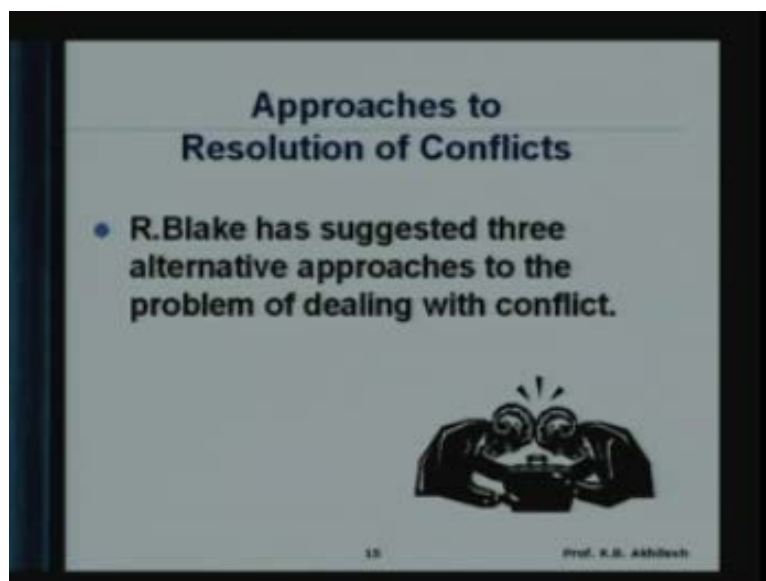
**Inter-Organizational Conflict  
(Contd..)**

- Such types of conflicts arise when there are differences of opinion over certain issues between different organizations.

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**Approaches to  
Resolution of Conflicts**

- R.Blake has suggested three alternative approaches to the problem of dealing with conflict.

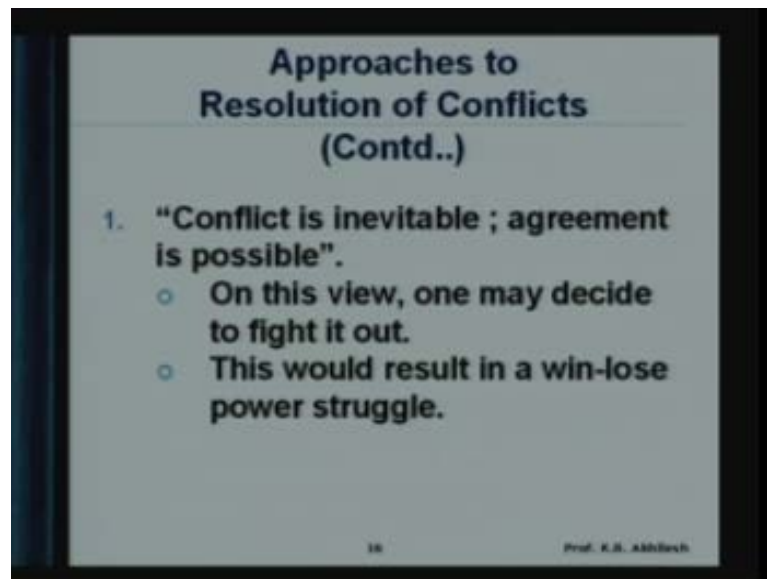
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Prof. K.B. Akhlesh

An illustration of two people shaking hands is at the bottom center of the slide.

I think that is where we need to see what are the approaches to the resolution of conflicts. Robert Blake and you know in his book of the Robert Blake and Jane Mouton worked very extensively and they suggested the 3 alternative approaches to the problem in dealing with the conflict situation, one of the key things is what is the perception of the conflict itself and then moving on to the kind of a resolution of conflicts, one of this is perception of the conflict is conflict is evitable and the agreement is possible.

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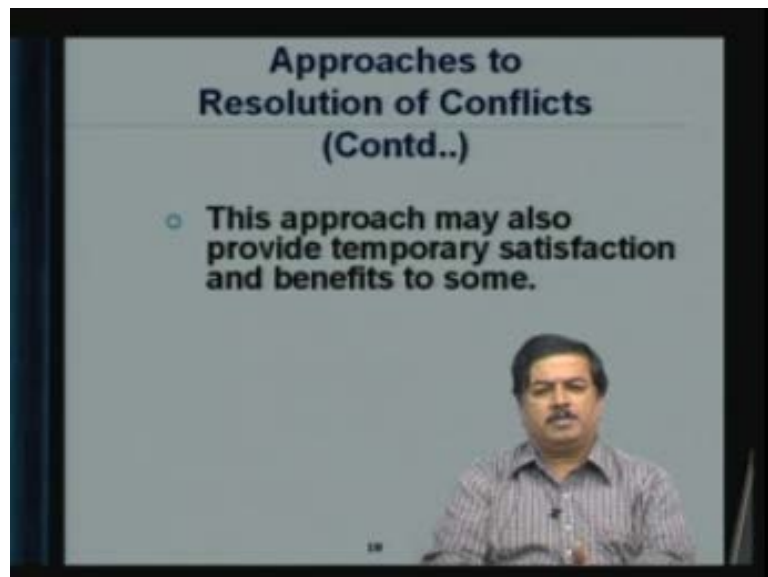
So that means you see the conflict can be avoided at all but then agreement is possible on this view one may decide to fight it out and so that means you know the you may think yes, agreements are possible but then one would go through that kind of a the win-lose or a kind of a power struggle one can also see this inevitable and also agreement is impossible and that is the time where the both the parties really fight it out and you do not see any kind of a collaboration or the kind of a compromise another situation is conflict maybe inevitable but agreement is not possible.

So that is another kind of a perception, the previous one we saw that yes agreement is possible but here this agreement is not possible on this assumption the parties may decide to withdraw from interaction or become indifferent to the problems that depends upon not only this perception but also the kind of stakes involved. So the conflict maybe inevitable but agreement is not possible but at that time when the stakes are very low then the they could they could go in a way okay this is how it is and so they may withdraw from the situation or they may also become indifferent to the problems but in stakes are high they may also get into that kind of a kind of a compromising situation that it may provide some temporary satisfaction to some and also the benefits to someone else.

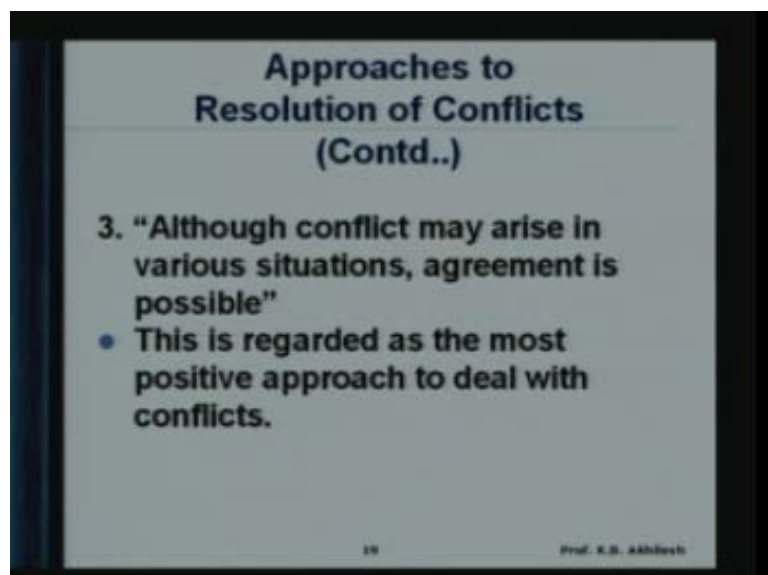
So that is one of them may gain little more than one can also see the third kind of an alternative is also conflict may arise in various situations agreement is possible. So that

means you see yes, you do not see it as so difficult so there are it is a part of the life and then we need to work through I think that is the kind of an attitude of both the parties to the conflict. So this is regarded as the most positive approach to deal with the conflicts.

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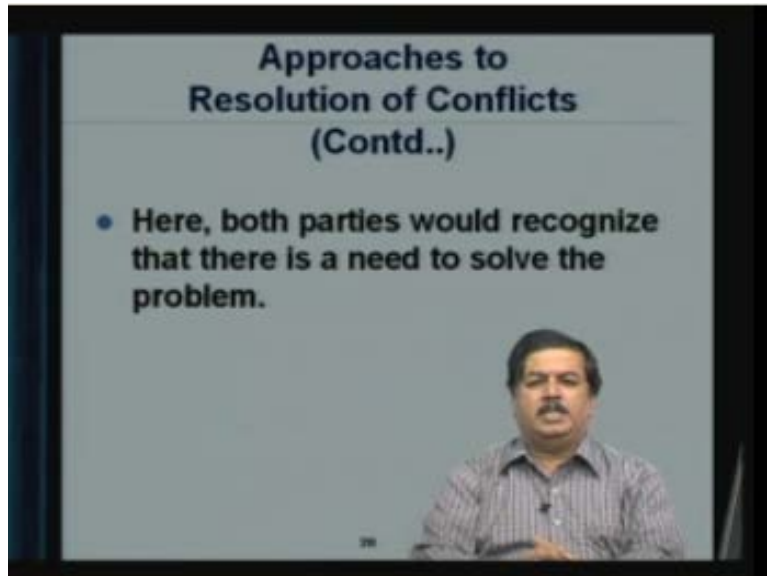


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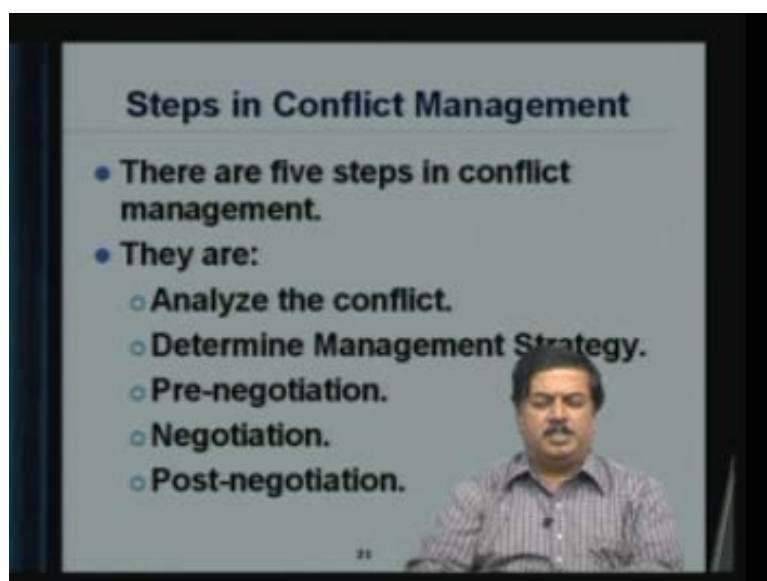


**Approaches to Resolution of Conflicts (Contd..)**

- Here, both parties would recognize that there is a need to solve the problem.

So that means both the parties perceive yes the situations are like that the conflicts will come conflicts do arise but we do not think agreement is not possible, impossible agreement is possible. I think this approach would make people to look for what people call yes, let us put our thoughts together, let us share our concerns, let us put our alternatives let us take the kind of interest we want to pursue.

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**Steps in Conflict Management**

- There are five steps in conflict management.
- They are:
  - Analyze the conflict.
  - Determine Management Strategy.
  - Pre-negotiation.
  - Negotiation.
  - Post-negotiation.

So the both the parties would recognize yes that there is a need to solve the problem and once both the parties perceive yes, we need to solve the problem then they may also think about the rules of the game and then create a situation of give and take. So the Robert Blake proposed this kind of a model to analyze how both the parties in a conflict situation perceive and how such perceptions influence the behaviors at different levels and when stakes are high and when stakes are low, how some of these variations can come in the behaviors and also whether the interaction level.

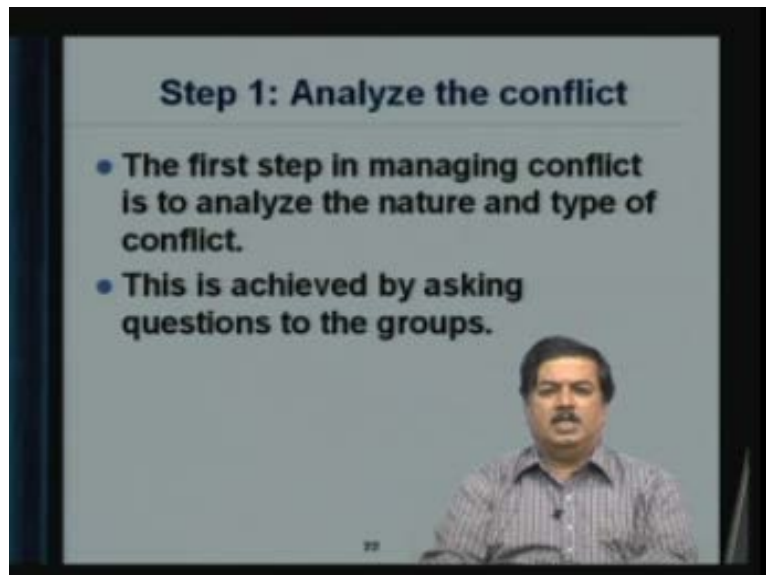
So when interaction level is high stakes are high people when move into a very win-lose conflict and then one can also get into a very avoidance or a peaceful coexistence or sometimes mutually sympathizing when they are thinking that conflict is inevitable but solutions are not possible or sometimes they may also come to the solution you go your way I go my way so get into that highly competitive mode avoiding, conversation avoiding communication. Anyway, let us move on to that kind of a steps in the conflict management and the steps are as we have talked about in the past, one can one can see very clearly at 4, 5 levels the first is to analyze the conflict then try to dimensionalize the conflict whether it is intra-personal, inter-personal or intra-individual, inter-individual to intra-group inter-organizational or intra-organizational.

So try to classify where this conflicts coming and what are the reasons the reasons, what we have talked about could be the need, it could be the perceptions of the problem, it could be the values what one would bring into the table and whether it is the kind of alternatives they have and what kind of alternatives they are thinking as positive or negative. So then to one need to determine the management strategy in terms of how you help the group and look at the pre-negotiation, negotiation and the post-negotiation stages.

So let us look at these stages little more and when you see this analysis of the conflict, the first step is to see the nature and type of the conflict. So this is achieved by asking questions to the groups to the individual, to the members involved, to the parties. So ask the questions at different ways to look at what are the needs, what are the perceptions, what is that they feeling they have what is the history they have you know such things will help to look at various dimensions of the conflict. Once, we have dimensionalized the problem we determine the management strategy so then we have to see how the conflict has come in terms of the

what are the people who are the groups involved and then select the most appropriate strategy.

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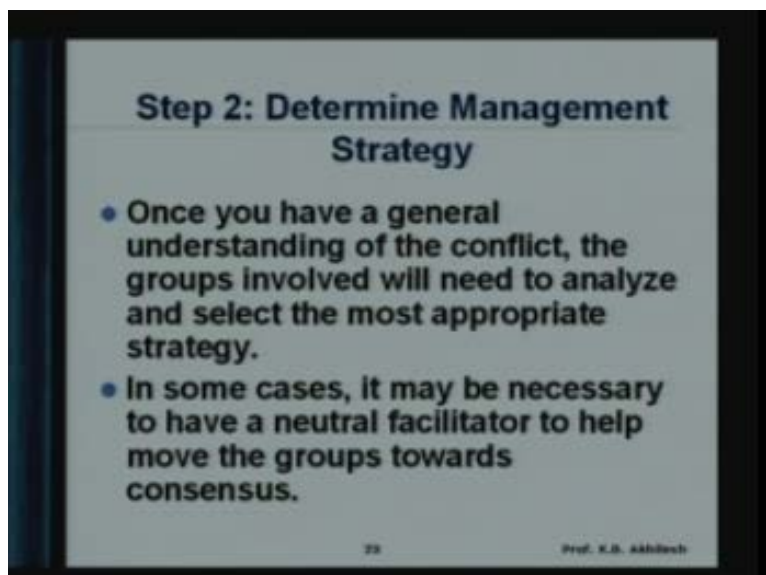
**Step 1: Analyze the conflict**

- The first step in managing conflict is to analyze the nature and type of conflict.
- This is achieved by asking questions to the groups.

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A video inset in the bottom right corner shows a man with a mustache, wearing a striped shirt, speaking.

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**Step 2: Determine Management Strategy**

- Once you have a general understanding of the conflict, the groups involved will need to analyze and select the most appropriate strategy.
- In some cases, it may be necessary to have a neutral facilitator to help move the groups towards consensus.

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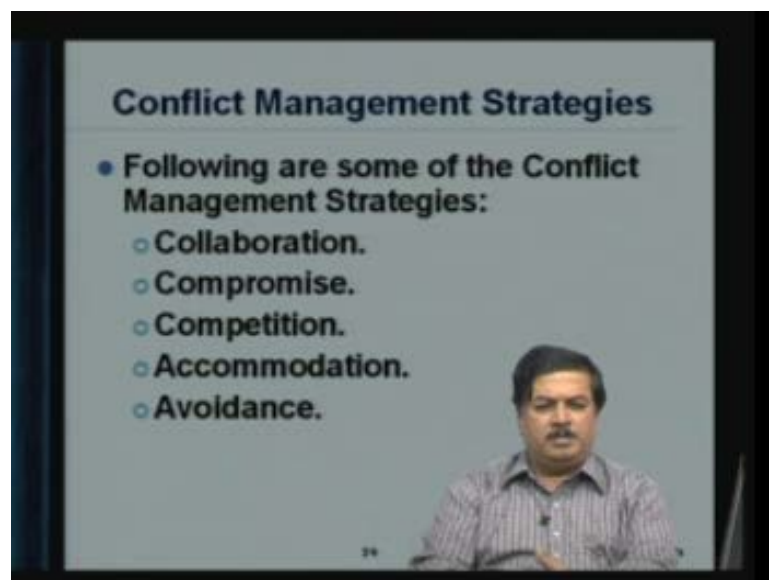
Prof. K.S. Akhilesh

So most appropriate strategies in terms of a compromise or a win-win solution. So ideally to move towards that the where both the parties to the situation gain from that conflict situation.

So it may be necessary sometimes to have a neutral facilitator to help they move the group towards the consensus. So that means it may take some time it may take some effort and the person who is trying to help has to be a kind of a neutral facilitator that means he himself or herself is not going to gain from the conflict situation and also he is not aligned to one party more than the other.

So that is where so the neutral facilitator maybe at the problem faced by the individual level, it maybe at the group level or at the organizational level or between the organizational level identifying that right person with whom you can share with whom you can share without any inhibitions with having that required trust and also the perception about the other that he will not misuse the given opportunity given information to pursue the interest at the cost of my own I think such perceptions are very important and that is where we are using this word neutral facilitators, neutral facilitators are extremely important to suggest and build that required understanding, required consensus and also the commitment towards the proposed action in handling the conflict situations.

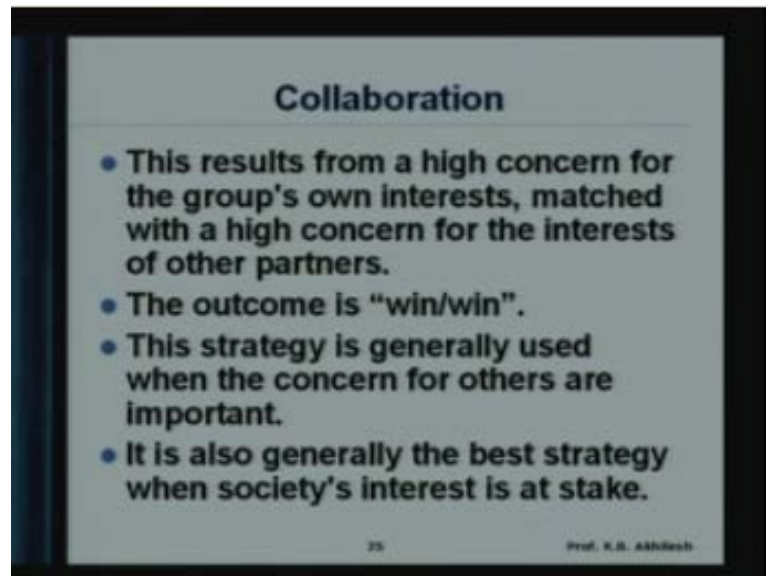
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So as we go through that then the conflict management strategies, the conflict management strategies are classified into the following five: it is collaboration, it is the compromise, it is competition, it is accommodation and the avoidance if this depends upon the kind of consent

what one they have and also the consent to work with the others and the that is the attitude towards cooperation and what is that they perceive it as.

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So look the collaboration for example the collaboration always results from a very high concern for the groups or selves own interest and matched with a very high concern for the interest of the partners. So that means the consent for self and the consent for the other can be seen in collaboration mode into a very high/high. So in high/high situation of that is high concern for self and high concern for the other, so the outcome is always win/win, so you are not trying to get something at the cost of the other not only you are interested in getting something what you want but at the same time trying to generate as many alternatives as possible to give as much to the other party, I think that is where it results in a kind of a win/win situation.

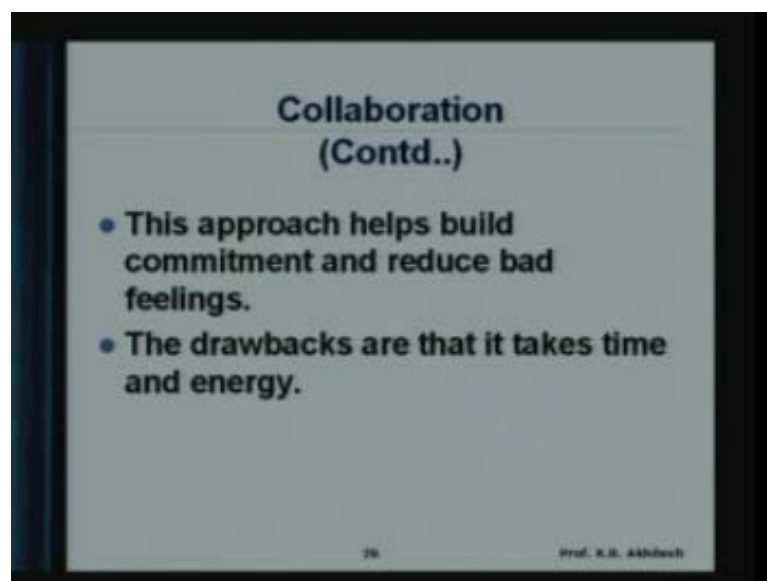
So the strategy is they generally used when the concern for the others are extremely important. Let me give you an example of a human resource manager in that company they used to give what is known as a picnic allowance. So the picnic allowance was given to every employee and they were also given the day to go all of them to would have gone out of the company and would enjoy and come back but they would go together sometimes they would stay at home but the picnic allowance was given but also a day holiday was given to all the

employees but this we have thought and reflected on this. So in this situation only the individual is gaining but not the organization.

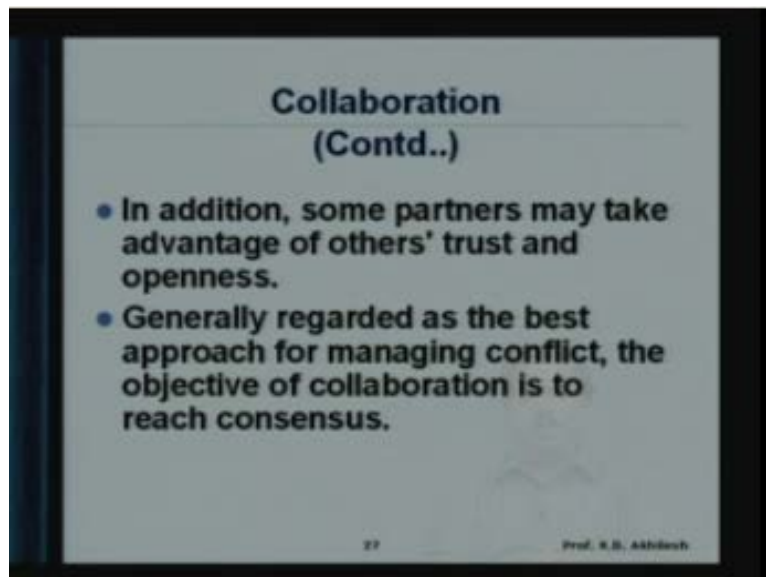
So that means it was at the cost of the organizations days working that employees were enjoying. So let us put this situation so one can you know come to the conclusion okay withdraw the picnic allowance and so that there is no declaration of any holiday or anything and compensate them in a better way but that would mean the organization would gain but the individuals would lose or the employees would lose. So he started working towards a win/win situation by saying that okay now, there is a picnic allowance but instead of declaring a kind of a holiday what he did was he credited them with one days of casual leave, one day of CL.

So that means they can take this leave at any point whenever they want and also the allowance was there. So that means on the same day not all the employees would go on leave and so the so there was a generally the working day was obtained for the organization. So there is never used to be a holiday but also employees were also happy and benefited because they could use the day they wanted it. So that means they do not have to force themselves on the day or for that picnic day to go out but they could choose depending on the kind of a condition and whenever they wanted.

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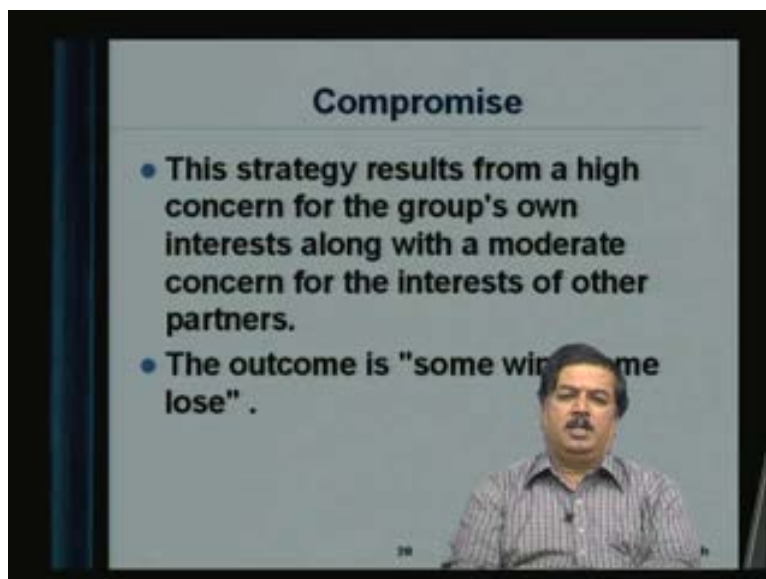


**Collaboration  
(Contd..)**

- In addition, some partners may take advantage of others' trust and openness.
- Generally regarded as the best approach for managing conflict, the objective of collaboration is to reach consensus.

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**Compromise**

- This strategy results from a high concern for the group's own interests along with a moderate concern for the interests of other partners.
- The outcome is "some win, some lose" .

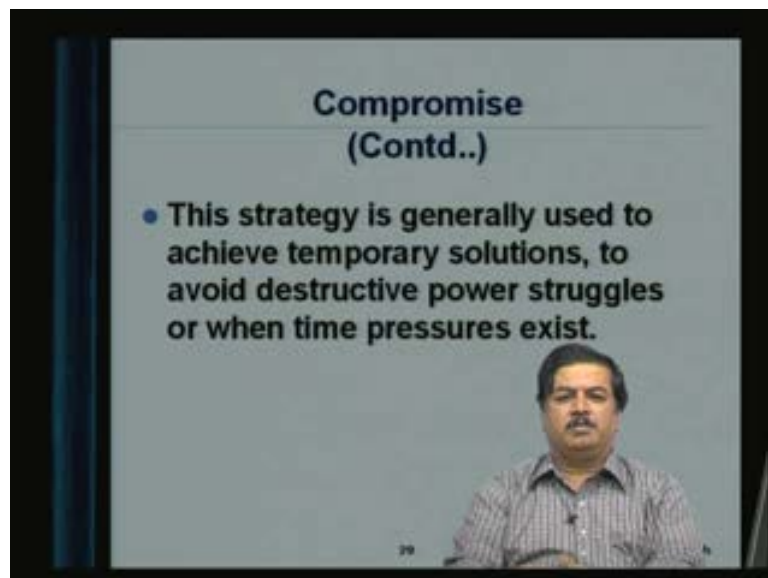
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So in that way it provided a kind of a win/win situation, so in a collaborative mode the solution is to ensure that both the parties gain, it is also generally the best strategy when the societal interest are also at stake. So this approach helps build commitment and reduce bad feelings because you know that you are working exactly to the best of the interest and you are concerned with the other parties but the drawback is that you have to get into the innovative solutions, it takes time it takes energy you have to collect data you have to work with the

other you have to work on the emotional level, attitudinal level sometimes at the values level. So you need to work at different levels and work and understand the other party and understand itself and then come up with an appropriate solution.

So these some partners may take advantage of others trust and openness sometimes in a collaborative mode what could happen is that one party may exploit the situation, I think one need to be one need to be much more generous in while working this kind of a collaborative solutions. So they generally regarded as the best approach for managing conflict and the objective of collaboration is to reach that kind of a consensus and the commitment based on understanding based on the trust compromise is the other method the strategy results from a high consent for the groups own interest along with the kind of a moderate concern for the interest of the other partners.

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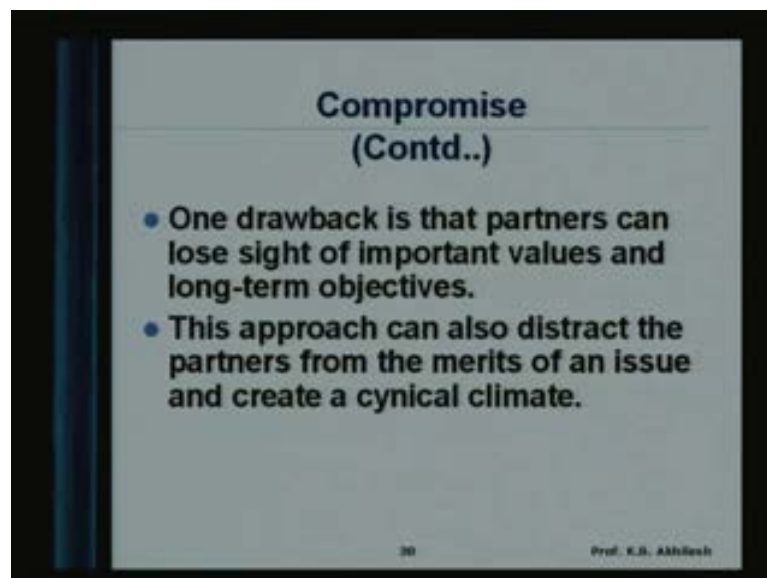


So this moderate concern is then you look for okay let us see what best we can do for you, so this is a kind of a compromise some win and some lose. So I think some lose that is how the perception is so the outcome is not that win/win or win/lose but for sure some win and some lose kind of a thing. So this strategy is generally used to achieve to get into a kind of a temporary solutions or to avoid some kind of a destructive power struggles or when time pressure is there because you cannot get through all the details and get into that kind of a consensus mode.



So generally what is done is to get into some kind of a compromise to settle that immediate issue or the immediate problem. So one drawback is that the partners can lose sight of important values and long term objectives know that means really you do not know what is that you have really lost sometimes you may agree to pay an extra amount because you have a high pressure from the customer. So now I have been given that, so every time when somebody wants to do more work they are looking for more money and after sometime the more money is taken as a matter of right and people would like to earn little more and not only money but also there is a pick up and drop then there are many more things to be done.

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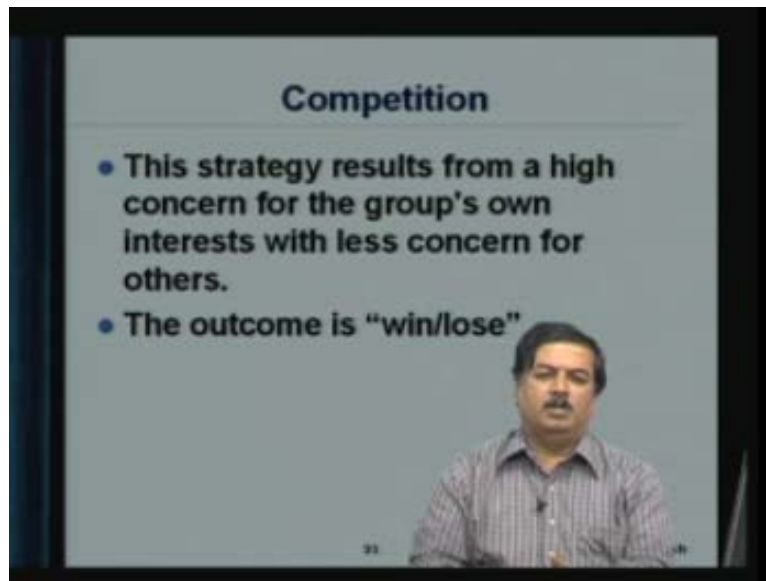


So the question is once you settle for a kind of a compromise it may lead to a some more complications to the future. So one need to see whether the compromise does it built a kind of a precedence and such precedences are going to dictate terms to the future. So the approach can also distract the partners from the merits of an issue and a create a kind of a cynical climate where people know that I think here people are not very serious, I think they are trying to buy the peace and really not get into the issues of how to confront or how to deal with.

So compromise is always have these issues, the third next one is the competition, so this strategy results from high concern for the group's own interest and with less concern for the others and definitely the perception of the one parties that I know all or I know what is best

for the other and the outcome is win/lose okay and that means that is always my statement my view my concern is upper most and then you are asking the other person to obey take it or leave it and accept it and if you do not accept it then there is a kind of a force and similarly the other group also runs into the same way.

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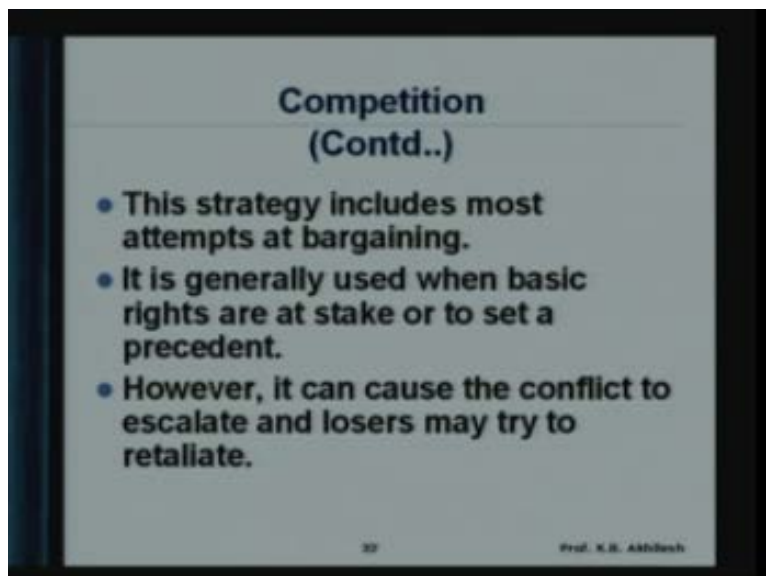
**Competition**

- This strategy results from a high concern for the group's own interests with less concern for others.
- The outcome is "win/lose"

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**Competition  
(Contd.)**

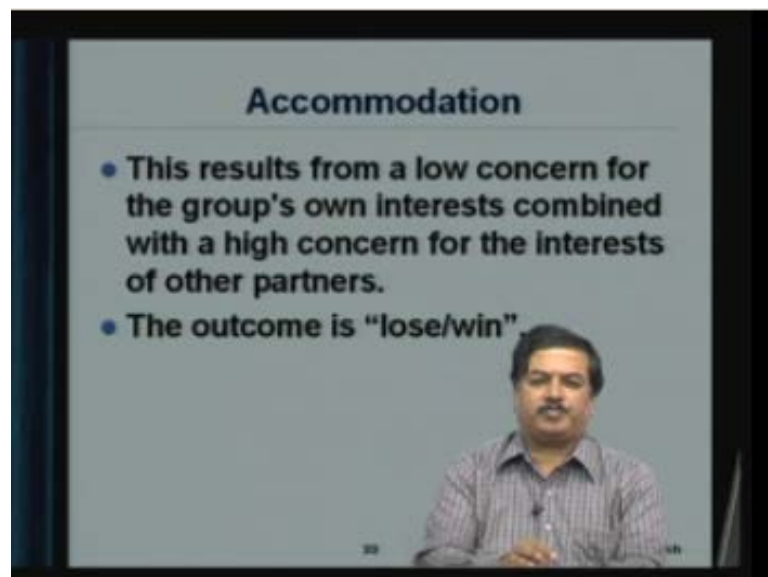
- This strategy includes most attempts at bargaining.
- It is generally used when basic rights are at stake or to set a precedent.
- However, it can cause the conflict to escalate and losers may try to retaliate.

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So in a competitive mode people apply pressure on the other people exhibit power over the other and sometimes it results in that the what starts as a kind of a win/lose can also result in where both the parties may lose at the end. So in a competitive kind of a thing the strategy includes most attempts at bargaining. So it is used where you know the when the basic rights are at stake or to set a kind of a precedent yes, there is no prerogative.

So no prerogative view like there are some managerial prerogative and the union management relationships do come to this level where they can be of highly competitive not necessarily very collaborative. So then it can cause the conflict escalate and the losers may try to retaliate in different manner okay I will I have lost this time but let me wait for another opportunity. So people may build history to the conflict and then each lose or each win does not be much because the winner will have always a new situation to be facing with the other party can come with newer game plan. The other one is the accommodation this results from a low concern for the group's own interests combined with high concern for the interests of the other partners.

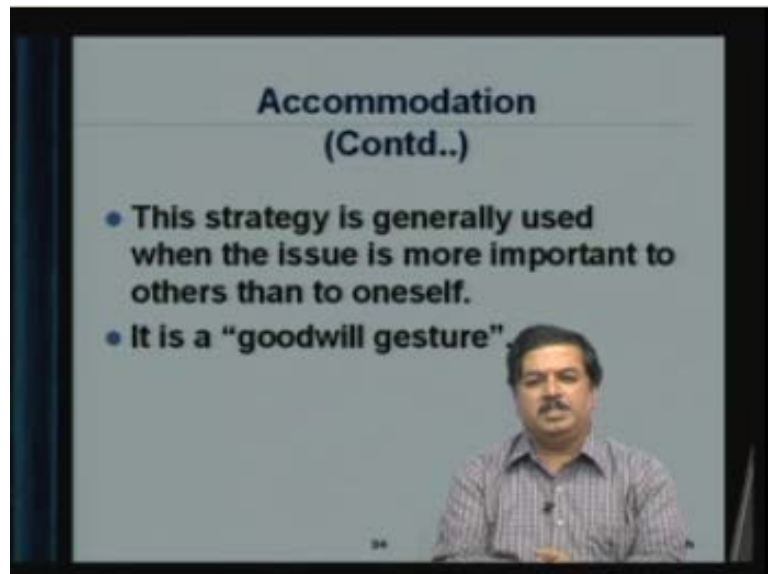
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So this is where people would like to compromise on their own things and their comfort level they try and accommodate the other it has been seen most of the parents do this. So in a parental kind of an attitude they do not mind compromising some of their own things but to meet the expectation of the of the child or of their own children but then it is the outcome is a

kind of a lose/win or sometimes it is a lose/lose or it is also called as the yield/lose. So in an accommodative mode really you do not know what is that you are you have left with and whether the other person may you know is not in a position to understand what is that really you stand for.

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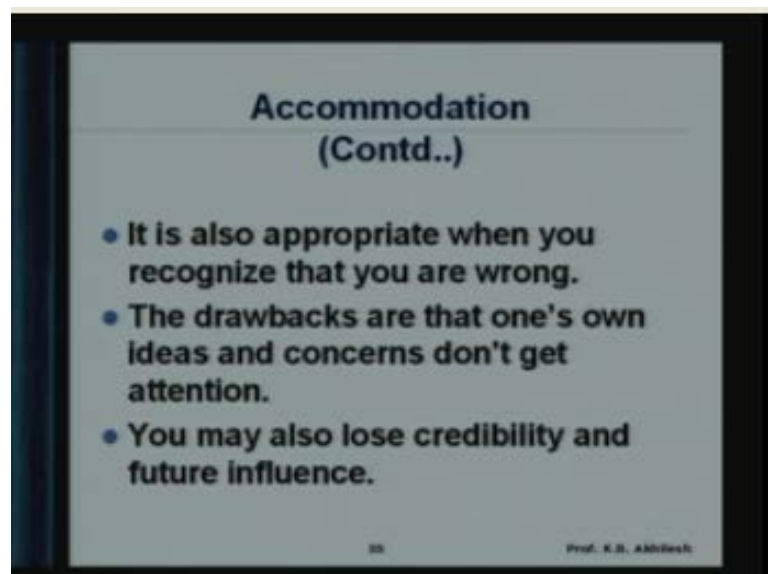
**Accommodation  
(Contd..)**

- This strategy is generally used when the issue is more important to others than to oneself.
- It is a "goodwill gesture"

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A video frame showing a man in a checkered shirt speaking in front of a slide. The slide is titled 'Accommodation (Contd..)' and contains two bullet points. The number '34' is visible at the bottom of the slide.

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**Accommodation  
(Contd..)**

- It is also appropriate when you recognize that you are wrong.
- The drawbacks are that one's own ideas and concerns don't get attention.
- You may also lose credibility and future influence.

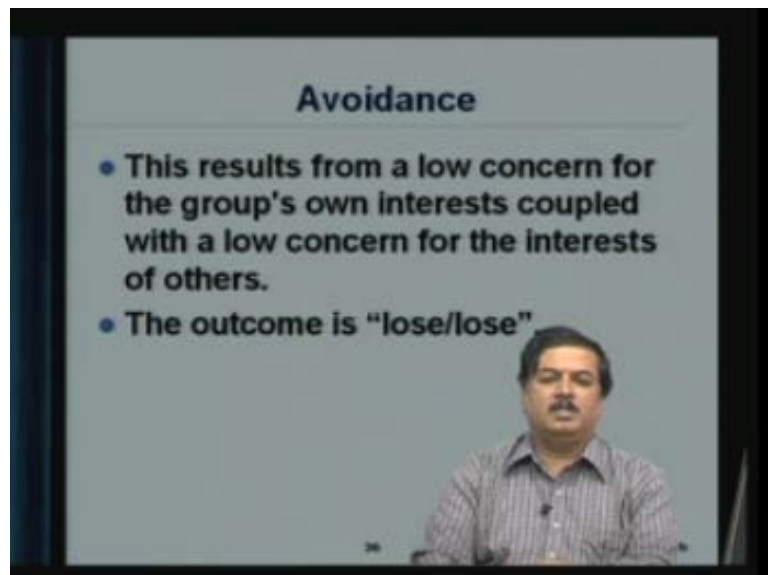
35 Prof. K.B. Abhishek

A video frame showing a slide titled 'Accommodation (Contd..)'. The slide contains three bullet points. At the bottom right, it says 'Prof. K.B. Abhishek'. The number '35' is visible at the bottom center of the slide.

So that is the time where you may be thinking that the other person will do will think sometime will always do some good in at a later point of time. So that means in an accommodative mode you do have expectations about the other it may or may not come true when such things do not come true then the person gets disappointed.

So the strategy is generally used when the issues are is more important to others than to oneself then it is a kind of a goodwill gesture okay it is fine with us we really do not bother if you get it is take it kind of an attitude. So it is also appropriate when you recognize that you are wrong so then you have to what to cover. So the drawbacks are that one's own ideas and concerns do not get attention, so you will lose credibility and the future influence because the other person may take advantage of your accommodation and the such strategies. Another important strategy with people do adopt is this avoidance, so this results from a low concern for the group's own interest and couple with a kind of a low concern for the interest of the others.

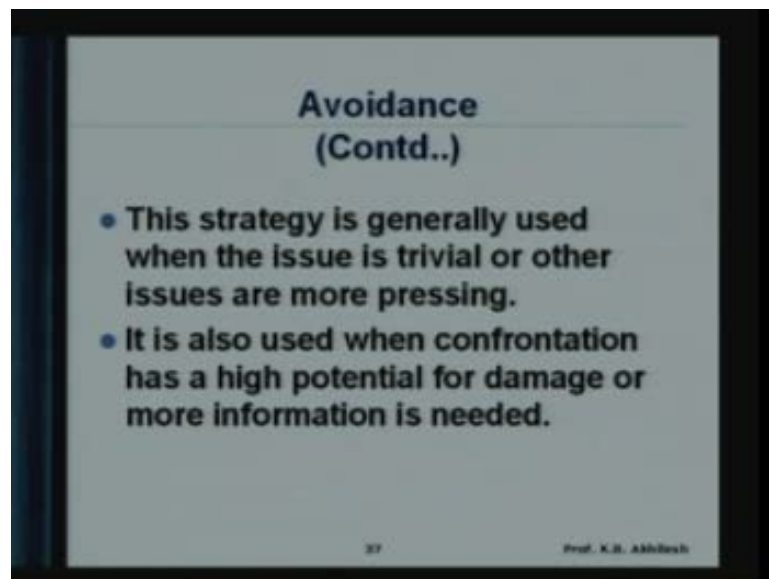
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So then you think that there is no conflict at all why should we have conflict? So people take this kinds of a position and the outcome is lose/lose because you do not understand what is causing the situation, what has led to this level of breakdown and things like that. So this strategy is generally used when the issue is trivial and other issues are more pressing. So you try to ignore you try to avoid it is also used when confrontation has a very high potential for

damage or some more information is needed you are not in a position to take decisions. So the managers try to avoid the situation and then move on to and such moving on gets into the issues at a later point of time, it is also one method of suppression and when you suppress the conflict one need to ask that question how long and also the statement is water will find its own level.

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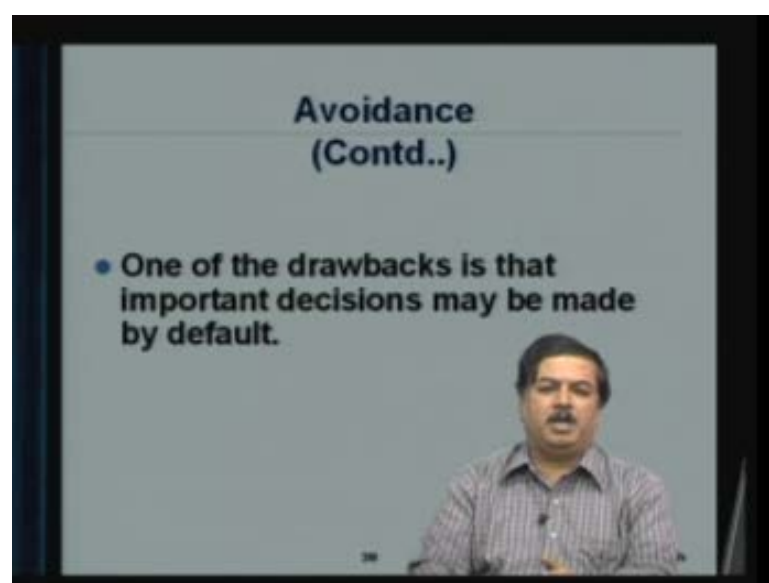


**Avoidance  
(Contd.)**

- This strategy is generally used when the issue is trivial or other issues are more pressing.
- It is also used when confrontation has a high potential for damage or more information is needed.

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**Avoidance  
(Contd.)**

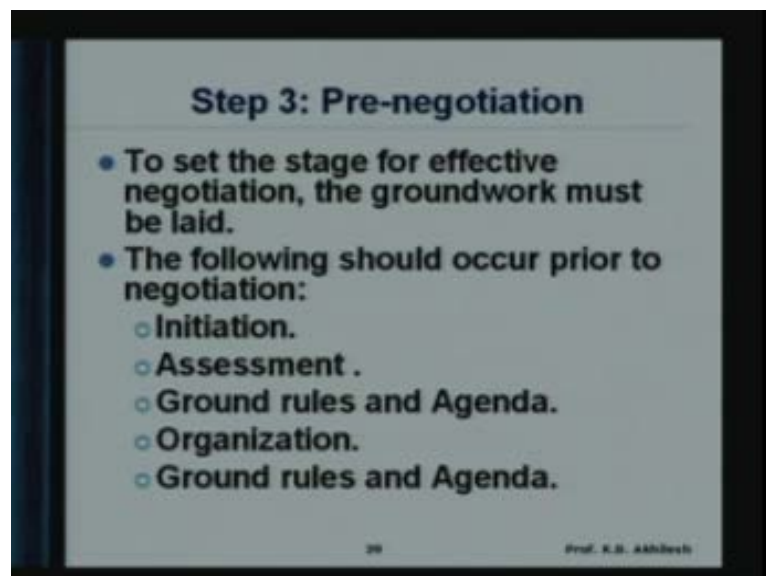
- One of the drawbacks is that important decisions may be made by default.

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So one of the drawbacks is that important decisions maybe made by default and then run into issues. So we have seen the step next step is the pre-negotiation to set the stage for effective negotiation. So the groundwork must be laid then you know the following should occur prior to the negotiation, kind of an initiation assessment, establishing some ground rules and agenda, organization and the and further rules and agenda as you start evolving the discussion.

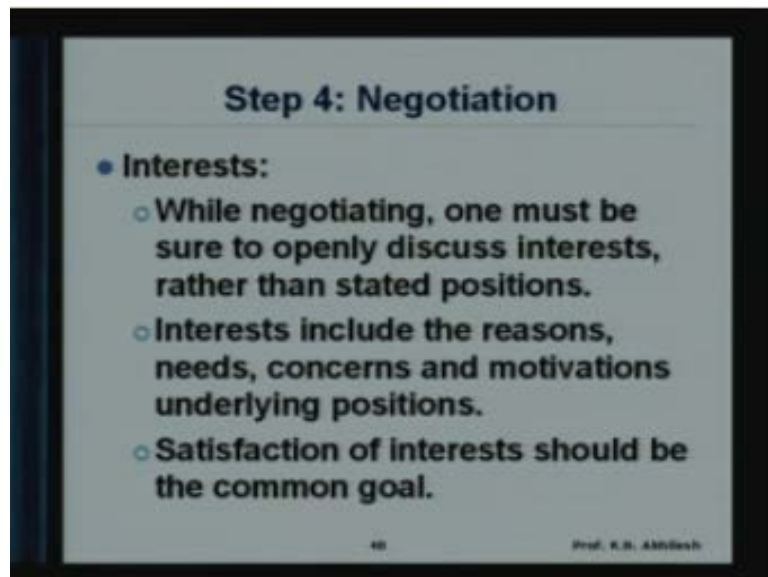
Step 4 is the negotiation while negotiating one must be sure to openly discuss the interests rather than just stated positions, why people and not only what they are saying interest include the reasons, the needs, the concerns and the motivations and the and motivations underlying the kind of positions what people have taken that is what is acceptable, what is desired, what is impossible and things like that and also the satisfaction of interest should be the kind of a common goal if not all the things but at least stated things.

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So one should concentrate on inventing options for satisfying the interest and should not judge ideas or favor any of the options suggested and should encourage creativity should encourage the more ideas and not necessarily only the end commitment. So the next point of negotiation is evaluation only after the partners have finished listing all the options then the should options be discussed and all that should together so which ideas are best for satisfying the various interests.

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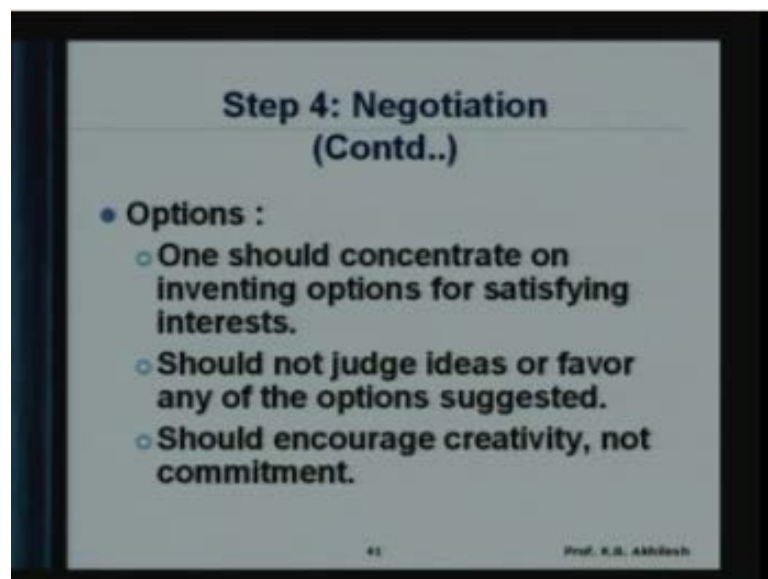


**Step 4: Negotiation**

- **Interests:**
  - While negotiating, one must be sure to openly discuss interests, rather than stated positions.
  - Interests include the reasons, needs, concerns and motivations underlying positions.
  - Satisfaction of interests should be the common goal.

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**Step 4: Negotiation  
(Contd..)**

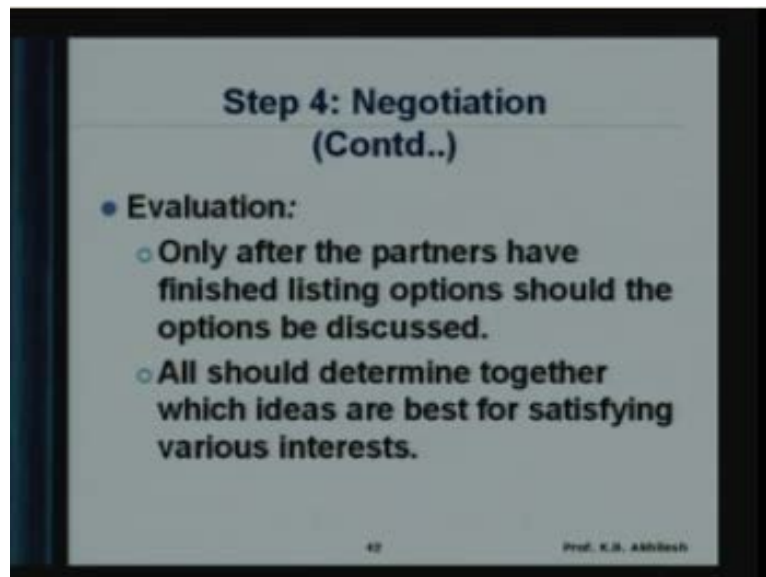
- **Options :**
  - One should concentrate on inventing options for satisfying interests.
  - Should not judge ideas or favor any of the options suggested.
  - Should encourage creativity, not commitment.

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So that means one should separate it really the generation of ideas and also the choosing the best solution and it is also good to have a written agreement so where areas of agreement and disagreement ensure common understanding. So a documentation is always necessary and helpful. So this helps to ensure that agreements can be remembered and also communicated clearly.



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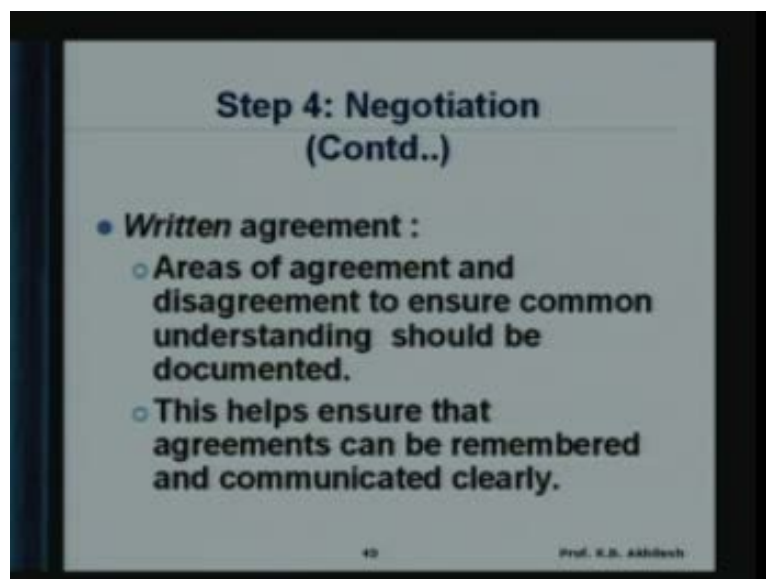


**Step 4: Negotiation  
(Contd..)**

- **Evaluation:**
  - Only after the partners have finished listing options should the options be discussed.
  - All should determine together which ideas are best for satisfying various interests.

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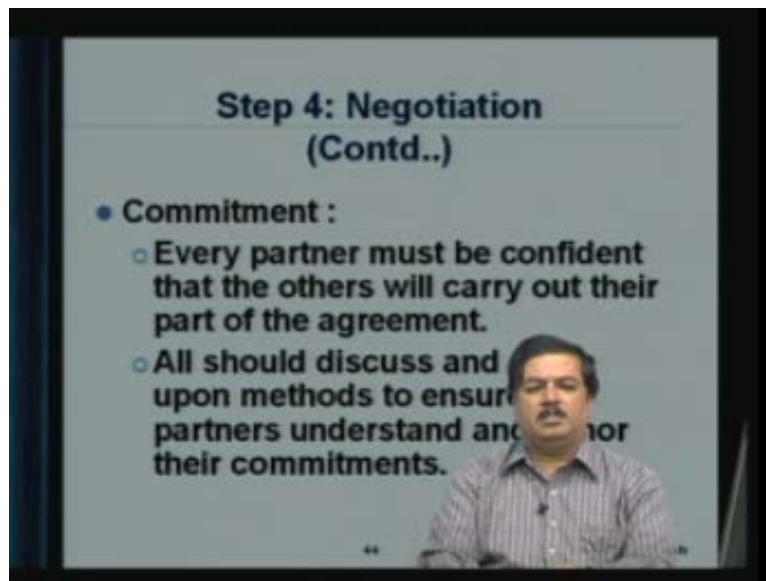
**Step 4: Negotiation  
(Contd..)**

- **Written agreement :**
  - Areas of agreement and disagreement to ensure common understanding should be documented.
  - This helps ensure that agreements can be remembered and communicated clearly.

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So at any point of the disputes or anything one can work back and see and also the commitment is another dimension every partner must be confident that the others will carry out their part of the agreement and all should discuss and upon methods to ensure partners do understand and also honor their commitments once the negotiation is complete.

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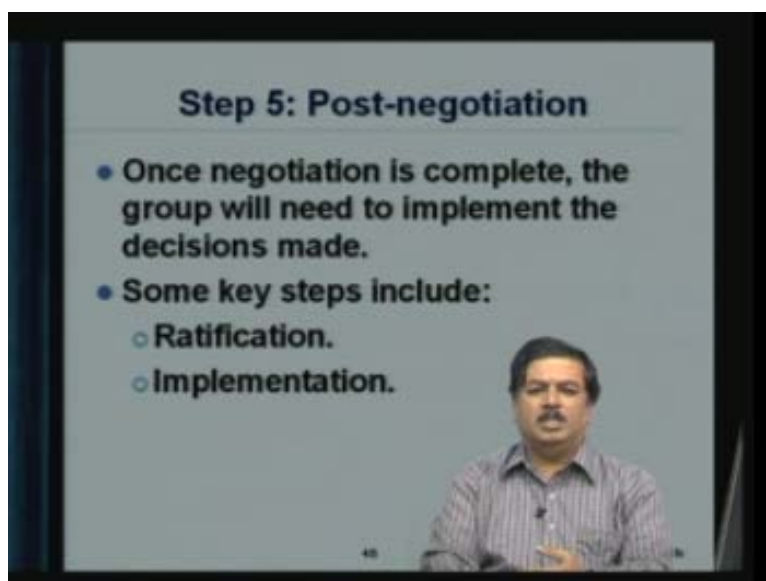


**Step 4: Negotiation  
(Contd.)**

- **Commitment :**
  - Every partner must be confident that the others will carry out their part of the agreement.
  - All should discuss and upon methods to ensure partners understand and honor their commitments.

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**Step 5: Post-negotiation**

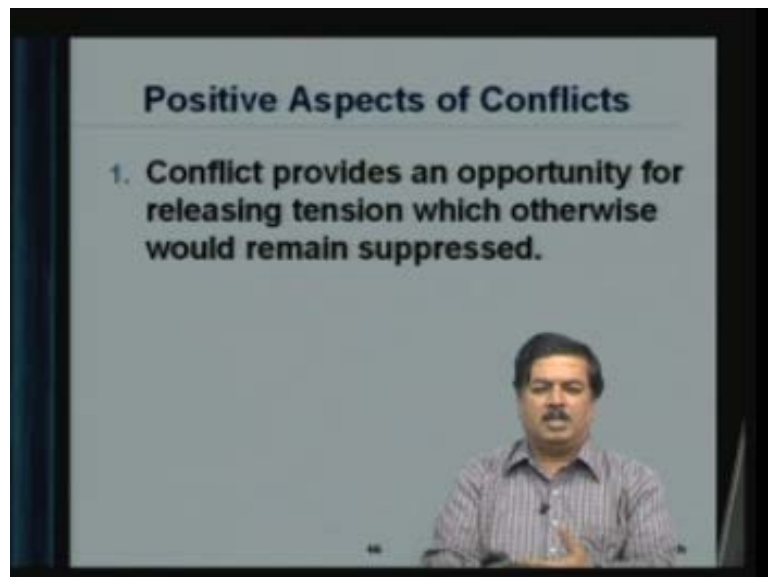
- Once negotiation is complete, the group will need to implement the decisions made.
- Some key steps include:
  - Ratification.
  - Implementation.

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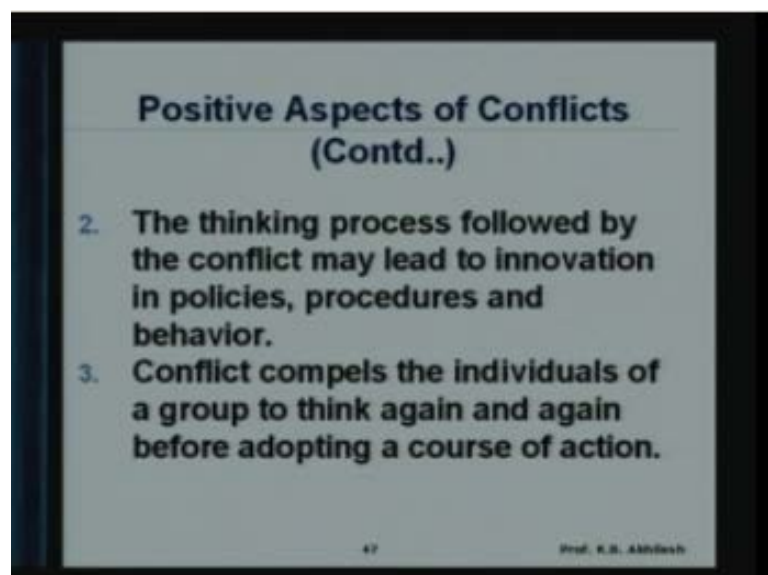
So the group will lead to implement the decisions made and some of the key steps include what are the kind of a some ratification required how do we check some of the things are implemented and also create as a kind of a procedure for this implementation. So the post negotiation things are this but when you see all that the positive aspects of the conflicts are it provides a great opportunity for releasing tension which otherwise would remain suppressed at any level intra, inter-personal or at the organizational level conflict provides a vent for the

feelings and the thinking process followed by the conflict may lead to the innovation and the innovation and policies, procedures and behavior and also the conflict compels the individuals of a group to think again and again before adopting a kind of a course of action.

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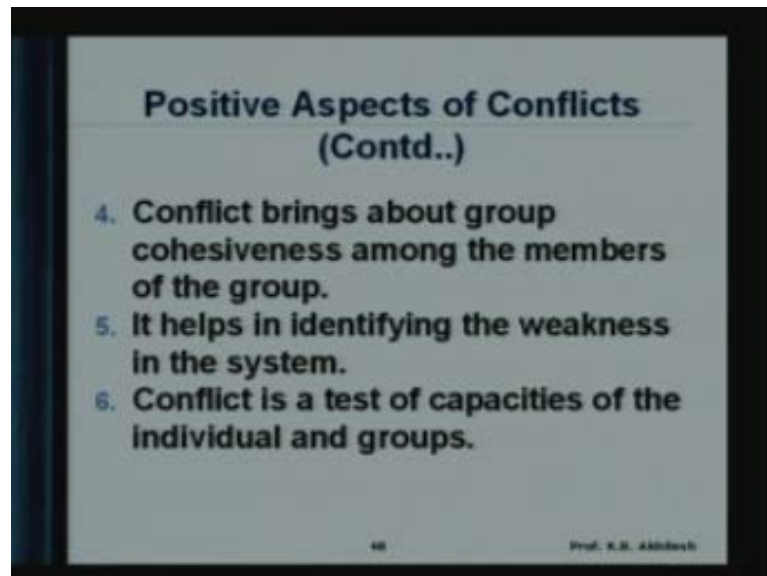
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It builds that kind of an energy within the group, conflict also brings about the group cohesiveness particularly among the members when they are working with that if negotiating

inter-group conflicts it helps in identifying the weaknesses of the system where certain procedures and policies are not there conflict is also a kind of test of capacities of the individual and groups how much they can assert, how much they can negotiate, how much they can bargain.

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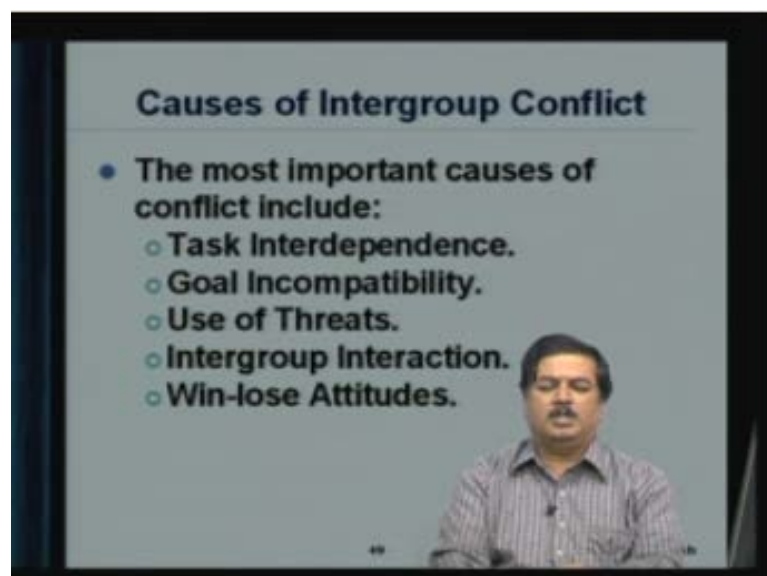


**Positive Aspects of Conflicts  
(Contd..)**

4. **Conflict brings about group cohesiveness among the members of the group.**
5. **It helps in identifying the weakness in the system.**
6. **Conflict is a test of capacities of the individual and groups.**

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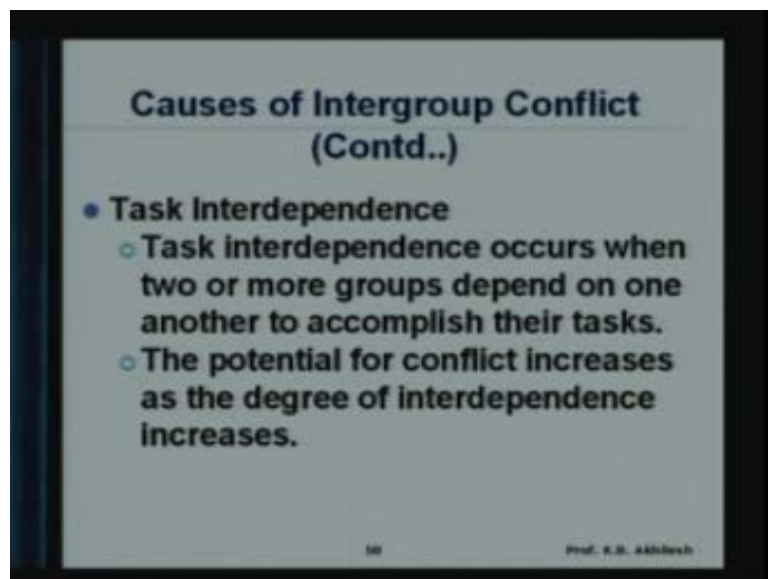
**Causes of Intergroup Conflict**

- **The most important causes of conflict include:**
  - **Task Interdependence.**
  - **Goal Incompatibility.**
  - **Use of Threats.**
  - **Intergroup Interaction.**
  - **Win-lose Attitudes.**

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So the most important causes of conflict we have talked about is this task interdependence, the goal incompatibility the use of threats then inter-group interaction and also this win/lose attitudes. So as one can explore this task interdependencies and then when two groups depend on one another to accomplish their task the potential of conflict increases as the degree of interdependence is increases but interdependencies are well managed when the pooled or sequential or reciprocal kind of interdependencies are well understood and well covered.

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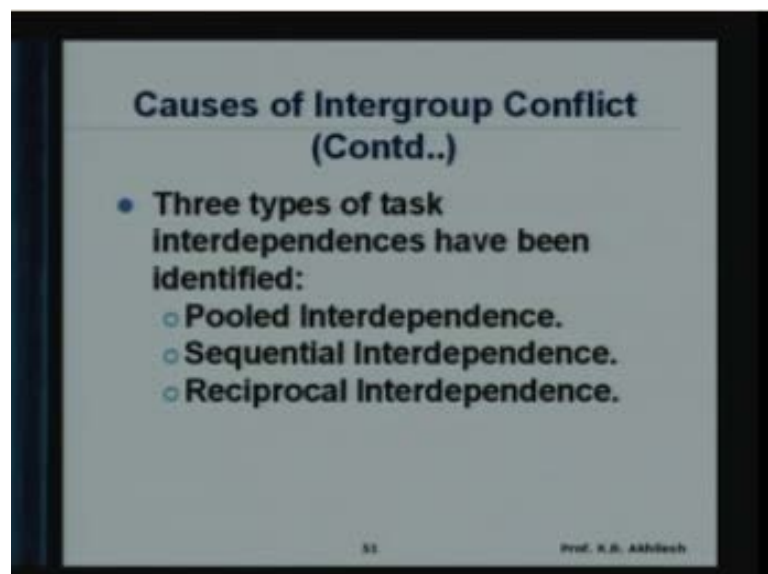


**Causes of Intergroup Conflict  
(Contd..)**

- **Task Interdependence**
  - Task interdependence occurs when two or more groups depend on one another to accomplish their tasks.
  - The potential for conflict increases as the degree of interdependence increases.

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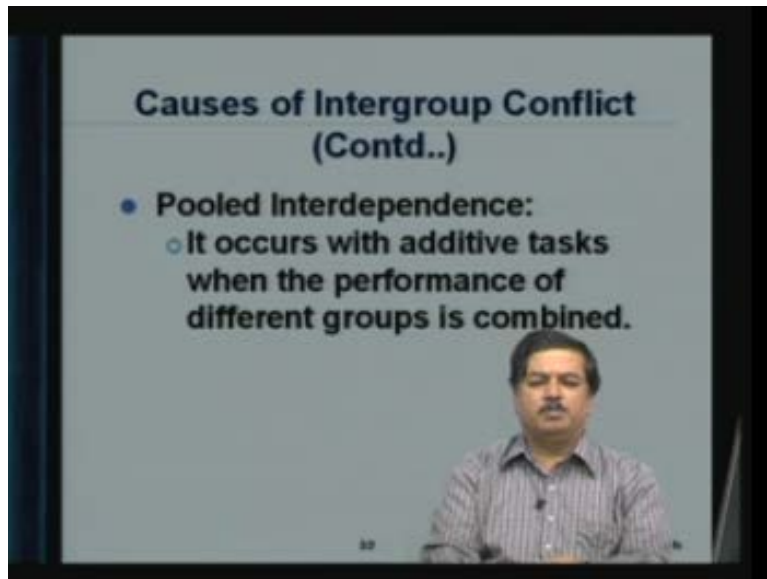


**Causes of Intergroup Conflict  
(Contd..)**

- **Three types of task interdependences have been identified:**
  - Pooled Interdependence.
  - Sequential Interdependence.
  - Reciprocal Interdependence.

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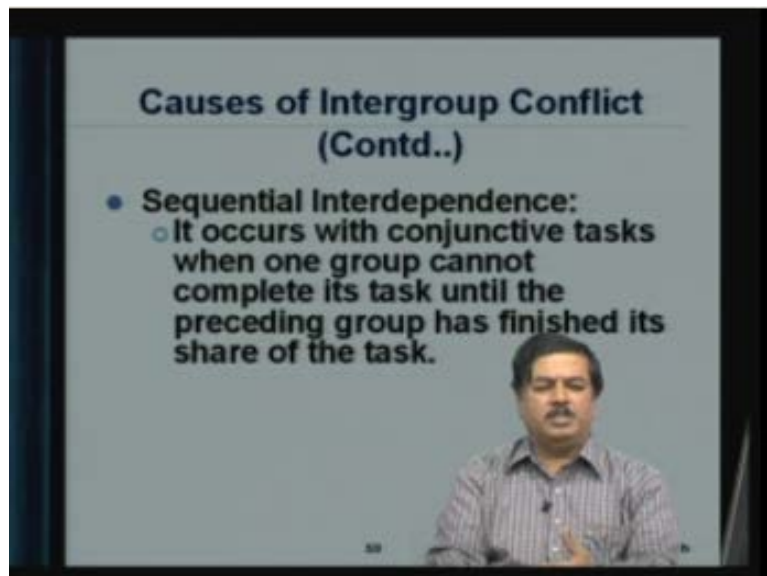


**Causes of Intergroup Conflict (Contd..)**

- **Pooled Interdependence:**
  - It occurs with additive tasks when the performance of different groups is combined.

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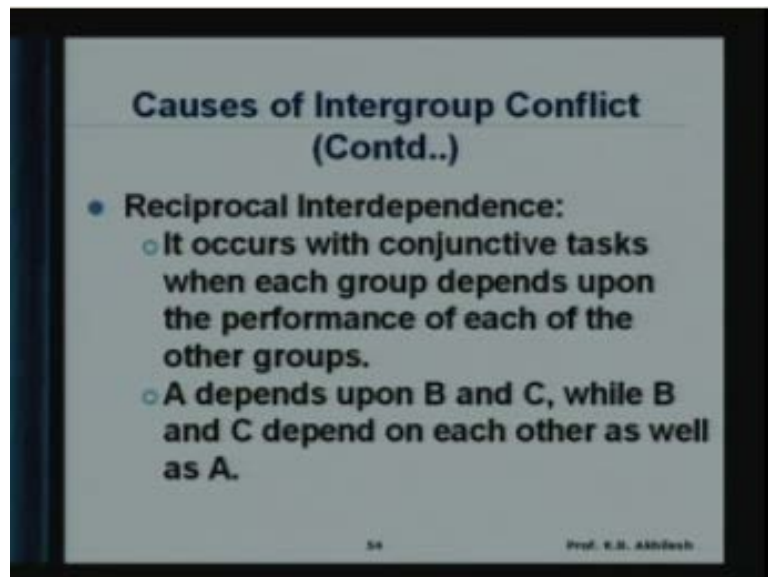
**Causes of Intergroup Conflict (Contd..)**

- **Sequential Interdependence:**
  - It occurs with conjunctive tasks when one group cannot complete its task until the preceding group has finished its share of the task.

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We have talked about this when doing the organizational structuring, so the structure and conflict management has to be worked together. So pooled it occurs with additive task when the performance of different groups is combined, the sequential interdependencies as well as the reciprocal interdependencies. So these things with together one need to see whether A depends on B and whether the B depends on C or the on each other. So what is it like, so that where the reciprocal interdependencies to be understood.

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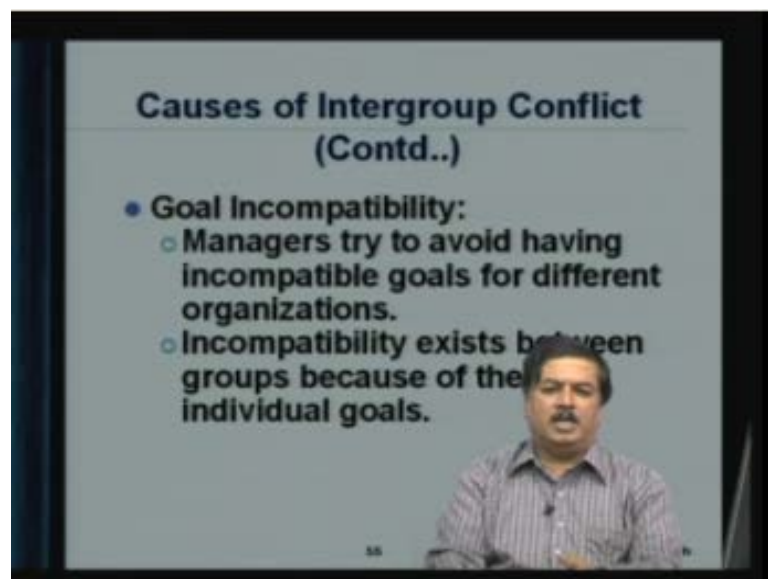


**Causes of Intergroup Conflict (Contd..)**

- **Reciprocal Interdependence:**
  - It occurs with conjunctive tasks when each group depends upon the performance of each of the other groups.
  - A depends upon B and C, while B and C depend on each other as well as A.

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**Causes of Intergroup Conflict (Contd..)**

- **Goal Incompatibility:**
  - Managers try to avoid having incompatible goals for different organizations.
  - Incompatibility exists between groups because of the individual goals.

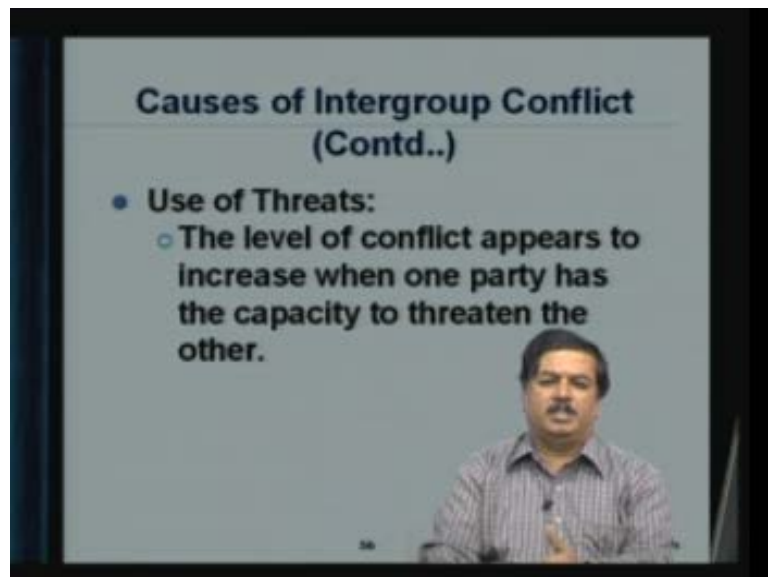
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Similarly, the goal incompatibilities so one need to see what are the incompating goals for different organizations and where that incompatibility comes at the individual level, group level or at the organizational level and such incompatibilities also have to see and further is this use of threats, the level of conflict appears to increase when one party has the capacity to threaten the other. So that means absolute perception that they have the power over the other I think that needs to be corrected again between the manager and the subordinate or between



one group and the other or between one organization and the other and similarly, the intergroup interaction where both groups are striving for the same goal and only one can obtain it, I think that needs to be corrected.

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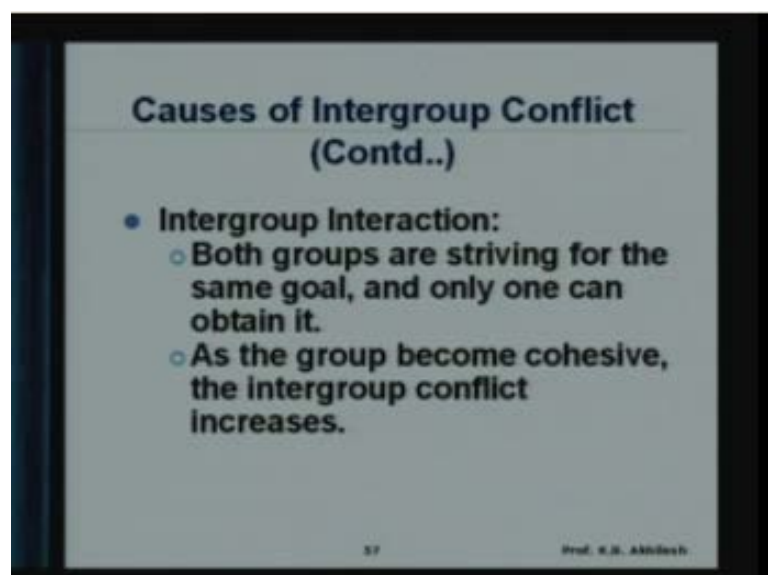
A video frame showing a slide titled "Causes of Intergroup Conflict (Contd.)". The slide lists "Use of Threats" as a cause, with a sub-point stating that conflict increases when one party has the capacity to threaten the other. A man is visible in the bottom right corner of the frame, speaking.

**Causes of Intergroup Conflict (Contd.)**

- **Use of Threats:**
  - The level of conflict appears to increase when one party has the capacity to threaten the other.

56

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A video frame showing a slide titled "Causes of Intergroup Conflict (Contd.)". The slide lists "Intergroup Interaction" as a cause, with two sub-points: both groups striving for the same goal, and conflict increasing as groups become more cohesive. The name "Prof. V.S. Akhlesh" is visible in the bottom right corner.

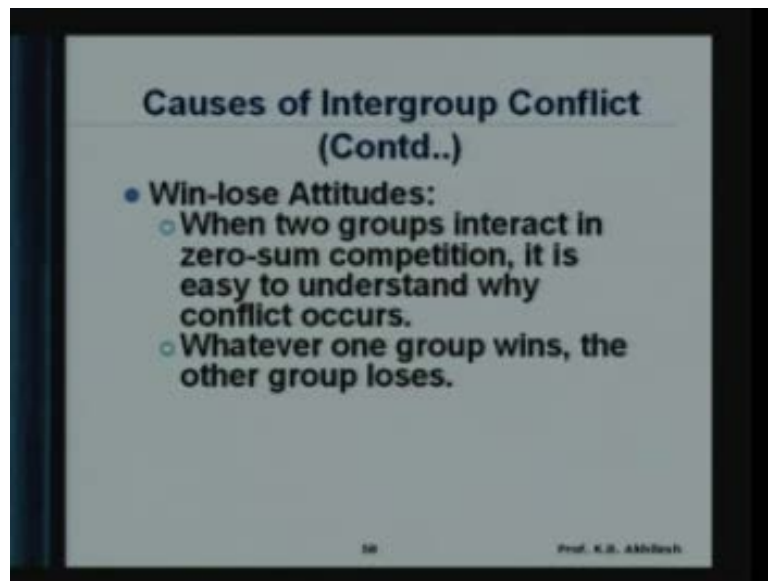
**Causes of Intergroup Conflict (Contd.)**

- **Intergroup Interaction:**
  - Both groups are striving for the same goal, and only one can obtain it.
  - As the group become cohesive, the intergroup conflict increases.

57 Prof. V.S. Akhlesh



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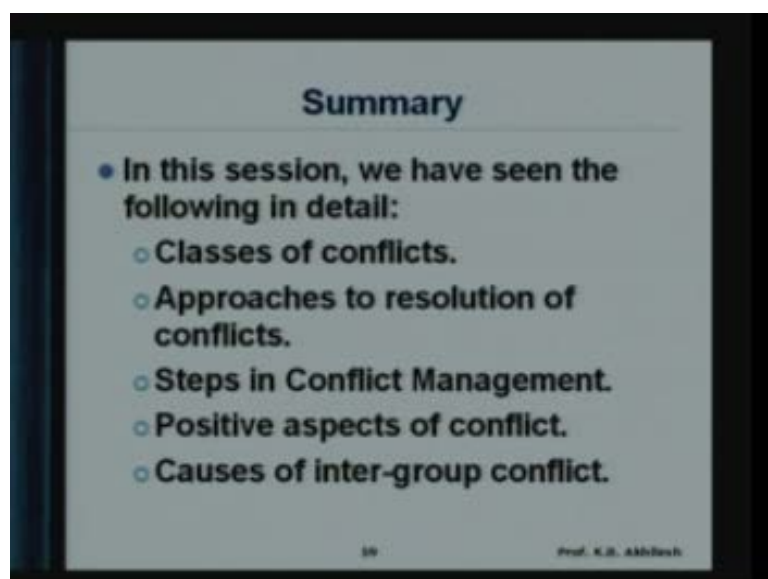
**Causes of Intergroup Conflict  
(Contd..)**

- **Win-lose Attitudes:**
  - When two groups interact in zero-sum competition, it is easy to understand why conflict occurs.
  - Whatever one group wins, the other group loses.

58 Prof. K.B. Abbash

So the equity within the organization has to be understood so then we have to see the as the group become more cohesive normally they can deal with this inter-group things. Similarly, the win/lose attitude the competitive kind of an attitude has to be seen with respect to how do they see the game as zero-sum game or otherwise, so it should not be that winning one group at the cost of the other.

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**Summary**

- In this session, we have seen the following in detail:
  - Classes of conflicts.
  - Approaches to resolution of conflicts.
  - Steps in Conflict Management.
  - Positive aspects of conflict.
  - Causes of inter-group conflict.

59 Prof. K.B. Abbash

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So in this what we have seen this the following the classes of conflicts, approaches to the resolution of conflicts steps in conflict management, the positive aspects of the conflict and also the causes of this inter-group you know conflict and then we need to work through all this but in the next session, we will have a close look at the following concepts creativity and managing creative processes and planning innovation and then approaches to the planning innovation and planning techs to the planning techniques to the innovation processes.