

## Conflict

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## Scenario

A well-liked college teacher had just completed making up the final examinations and had turned off the lights in the office. Just then a tall, dark, broad figure appeared and demanded the examination. The professor opened the drawer, everything in the drawer was picked up and the individual ran down the corridor. The dean was notified immediately.

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## Scenario

1. The thief was tall, dark, and broad. T F ?
2. The professor turned off the lights. T F ?
3. A tall figure demanded the examination. T F ?
4. The examination was picked up by someone.  
T F ?
5. The examination was picked up by the professor.  
T F ?

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### Scenario

6. The man who opened the drawer was the professor.  
T F ?
7. A tall, dark figure appeared after the professor turned off the lights in the office. T F ?
8. The professor ran down the corridor. T F ?
9. The drawer was never actually opened. T F ?
10. In this report three persons are referred to.  
T F ?

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## Perception

- The process through which people receive and interpret information from the environment.
- People can perceive the same things or situations differently.
- PEOPLE BEHAVE ON THE BASIS OF THEIR PERCEPTIONS.

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## Perception and Attribution

- Attribution
  - The process of developing explanations for events.
- Fundamental attribution error
  - Occurs when observers blame another's performance failures or problems on internal factors rather than external factors.
- Self-serving bias
  - Occurs because individuals blame their personal performance failures or problems on external factors and attribute their successes to internal factors.

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## Perceptual Tendencies & Distortions

- Stereotypes
  - Occur when someone is identified with a group or category, and then oversimplified attributes associated with the group or category are linked back to the individual.
- Halo effects
  - Occur when one attribute is used to develop an overall impression of a person or situation.

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## Perceptual Tendencies & Distortions

- Selective Perception
  - The tendency to single out for attention those aspects of a situation or attributes of a person that reinforce or appear consistent with one's existing beliefs, values, or needs.
- Projection
  - The assignment of personal attributes to other individuals.

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## Conflict

- Conflict - A disagreement between people on:
  - Substantive issues regarding goals, allocation of resources, distribution of rewards, policies and procedures, and job assignments.
  - Emotional issues arising from feelings of anger, distrust, dislike, fear, and resentment, as well as personality clashes.
- Conflict that is well managed can help promote high performance, creativity, and innovation.

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## Conflict

- Functional conflict ...
  - Moderately intense conflict.
  - Constructive and stimulates people toward greater work efforts, cooperation, and creativity.
- Dysfunctional conflict ...
  - Low-intensity and very high-intensity conflict.
  - Destructive and hurts task performance.

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## Sources of Conflict

- Organizational (substantive)
  - Competition over scarce resources
  - Role ambiguities
  - Competing objectives, inter-job stress
  - Task interdependencies, differentiation
- Interpersonal (emotional)
  - Different viewpoints, perceptions, expectations
  - Faulty attributions
  - Faulty communication
  - Exaggerated differences
  - Personality clash (NOT usually)

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## Conflict Resolution

- Structural approaches
  - Appealing to superordinate goals.
  - Making more resources available to everyone.
  - Replacing or transferring one or more of the conflicting parties.
  - Altering the physical environment.

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## Conflict Resolution

- Integrative devices for resolving conflicts:
  - Using liaison personnel, special task forces, cross-functional teams, or a matrix organization to change interaction patterns.
  - Changing reward systems.
  - Using policies and procedures to direct behavior.
  - Training people in interpersonal skills.

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## Conflict Resolution

- Conflict management styles - reflect different combinations of assertive and cooperative behavior
  - Assertiveness is the desire to satisfy your own needs and concerns.
  - Cooperativeness is the desire to satisfy the other party's needs and concerns.

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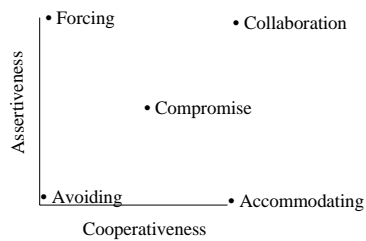
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## 2 Dimensions of Conflict Resolution



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## Conflict Resolution

- Conflict management styles:
  - Lose-lose conflict
    - Management by avoidance or accommodation
  - Win-lose conflict
    - Management by competition and compromise
  - Win-win conflict
    - Management by collaboration

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### The Situation & Conflict Resolution

- Issue importance
- Relationship importance
- Relative power
- Time constraints

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### Matching Conflict Management & Situation

Situational factor	Collab	Comp	Accom	Force	Avoid
Issue Importance	H	M	L	H	L
Relation Importance	H	M	H	L	L
Relative Power	L-H	M-H	L	H	L-H
Time Constraint	L	L	M-H	M-H	M-H

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### Negotiation

- Negotiation is the process of making joint decisions when the parties involved have different preferences.
- All negotiation situations are susceptible to conflict and require exceptional communication skills.

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## Negotiation Goals & Approaches

- Substance goals
  - Concerned with outcomes
  - Tied to the “content” issues of negotiation
- Relationship goals
  - Concerned with processes
  - Tied to the way people work together
- Effective negotiations occur when ...
  - Issues of substance are resolved.
  - Working relationships are maintained or improved.

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## Criteria for Effective Negotiation

- Quality
  - Negotiating a “wise” agreement that is truly satisfactory to all sides.
- Cost
  - Negotiating efficiently, using minimum resources and time.
- Harmony
  - Negotiating in a way that fosters interpersonal relationships.

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## Types of Negotiation

- Distributive negotiation
  - Focuses on claims made by each party.
  - Leads to win-lose outcomes.
- Principled (or integrative) negotiation
  - Goal is to base the outcome on the merits of individual claims.
  - Leads to win-win outcomes.

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### Integrative Negotiation Strategies

- Establish superordinate goals.
- Separate the people from the problem.
- Focus on interests, not on positions.
- Generate many alternatives before deciding what to do.
- Use objective criteria.
- Define success in terms of gains not losses.

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### Negotiation

- Common negotiation pitfalls:
  - Falling prey to the myth of the “fixed pie.”
  - Nonrational escalation of conflict.
  - Overconfidence and ignoring other’s needs.
  - Too much “telling” and too little “hearing.”

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### Avoiding negotiation pitfalls

- Mediation - Involves a neutral third party who tries to improve communication among negotiating parties and keep them focused on relevant issues.
- Arbitration - Involves a neutral third party who acts as a judge and issues a binding decision.

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## Avoiding negotiation pitfalls

- Alternative dispute resolution
  - Utilizes mediation and/or arbitration but only after direct attempts to negotiate agreements among conflicting parties have failed.
  - Often uses an ombudsperson as a neutral third party.

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## Ethical Issues in Negotiation

- High ethical standards should be maintained.
- Profit motive and the competitive desire to win sometimes lead to unethical behavior.
- Unethical negotiating behavior can lead to short-term gains but long-term losses.

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## Conflict Resolution Conclusions

- Identify the source of conflict.
- Generally, use a collaborative approach to conflict.
- Be clear about when to use avoiding, forcing, accommodating, and compromising.

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### Conflict Resolution Conclusions

- Ensure that everyone agrees on the solution.
- Determine an action plan for implementation.
- Establish a follow-up to conflict solutions.

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