

A decorative graphic featuring two overlapping circles, one purple and one cyan. A horizontal bar with a blue-to-white gradient is overlaid on the circles. On the left, a black bracket is partially visible. On the right, there are three brackets: a pink one, a purple one, and a blue one, all pointing towards the center.

CONFLICT

Conflict

■ Conflict Defined

- 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.
- Is that point in an ongoing activity when an interaction “crosses over” to become an inter-party conflict.

Transitions in Conflict Thought

Traditional View of Conflict

The belief that all conflict is harmful and must be avoided.

Causes:

- Poor communication
- Lack of openness
- Failure to respond to employee needs



Transitions in Conflict Thought

Human Relations View of Conflict

The belief that conflict is a natural and inevitable outcome in any group.

Interactionist View of Conflict

The belief that conflict is not only a positive force in a group but that it is absolutely necessary for a group to perform effectively.



Functional versus Dysfunctional Conflict

Functional Conflict

Conflict that supports the goals of the group and improves its performance.



Dysfunctional Conflict

Conflict that hinders group performance.





To check whether conflict is functional or dysfunctional

- ❖ Are the parties to conflict hostile to each other?
- ❖ Is the outcome likely to be negative one for the organization?
- ❖ Do the potential losses of the parties exceed any potential gains?
- ❖ Is energy being diverted from goal accomplishment?

Types of Conflict

- **Intrinsic vs extrinsic conflict-**
intrinsic conflicts consists of rational, and intellectual contents while extrinsic conflict has psychological and emotional content.

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- **Realistic vs non-realistic conflicts-**
realistic conflicts have rational, task or goal oriented confrontations whereas non-realistic conflicts are in no way related to task or goal of the group and organization

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- Interorganizational Conflicts
 - Intergroup Conflicts
 - Interpersonal Conflicts
 - Intrapersonal Conflicts

Robbins proposed three fold classification of conflict

Task Conflict

Conflicts over content and goals of the work.

Relationship Conflict

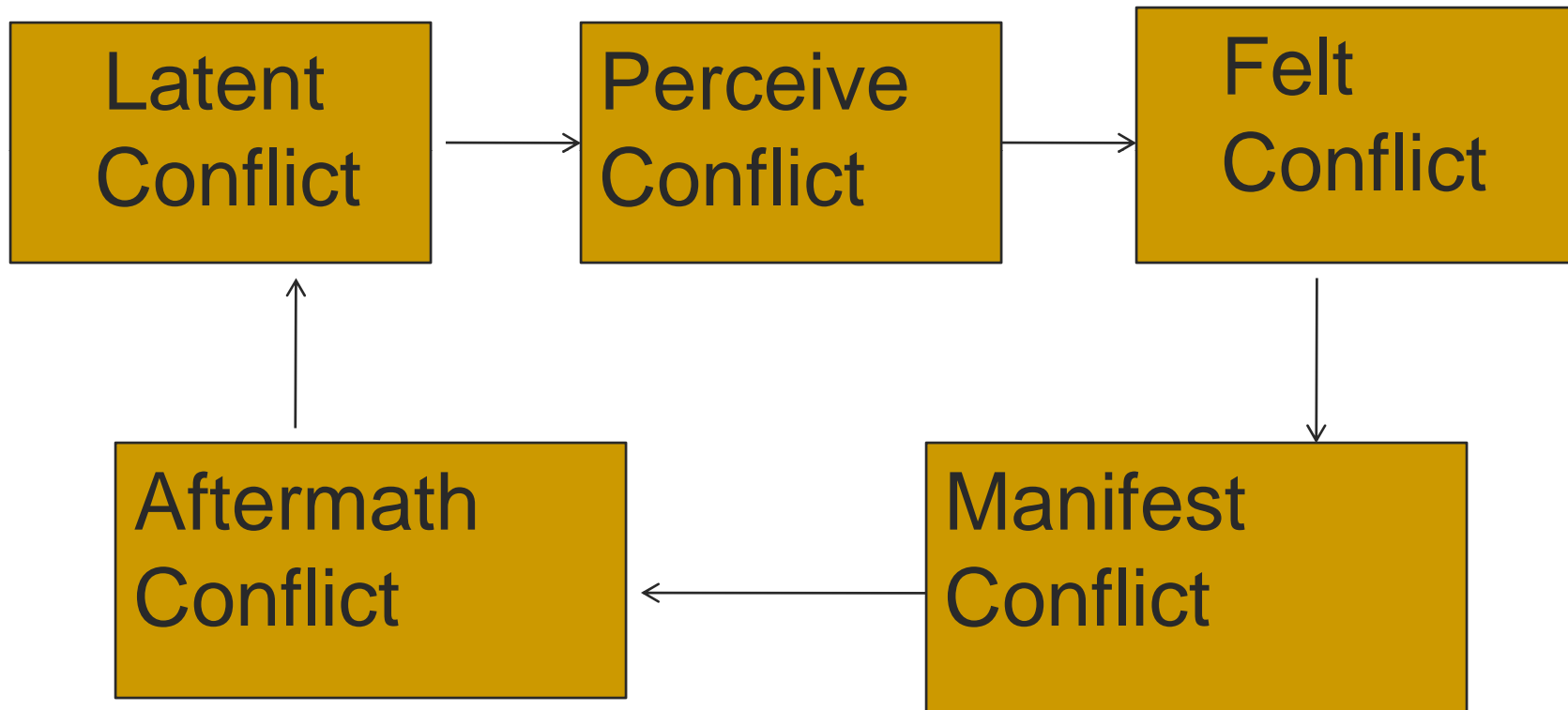
Conflict based on interpersonal relationships.

Process Conflict

Conflict over how work gets done.

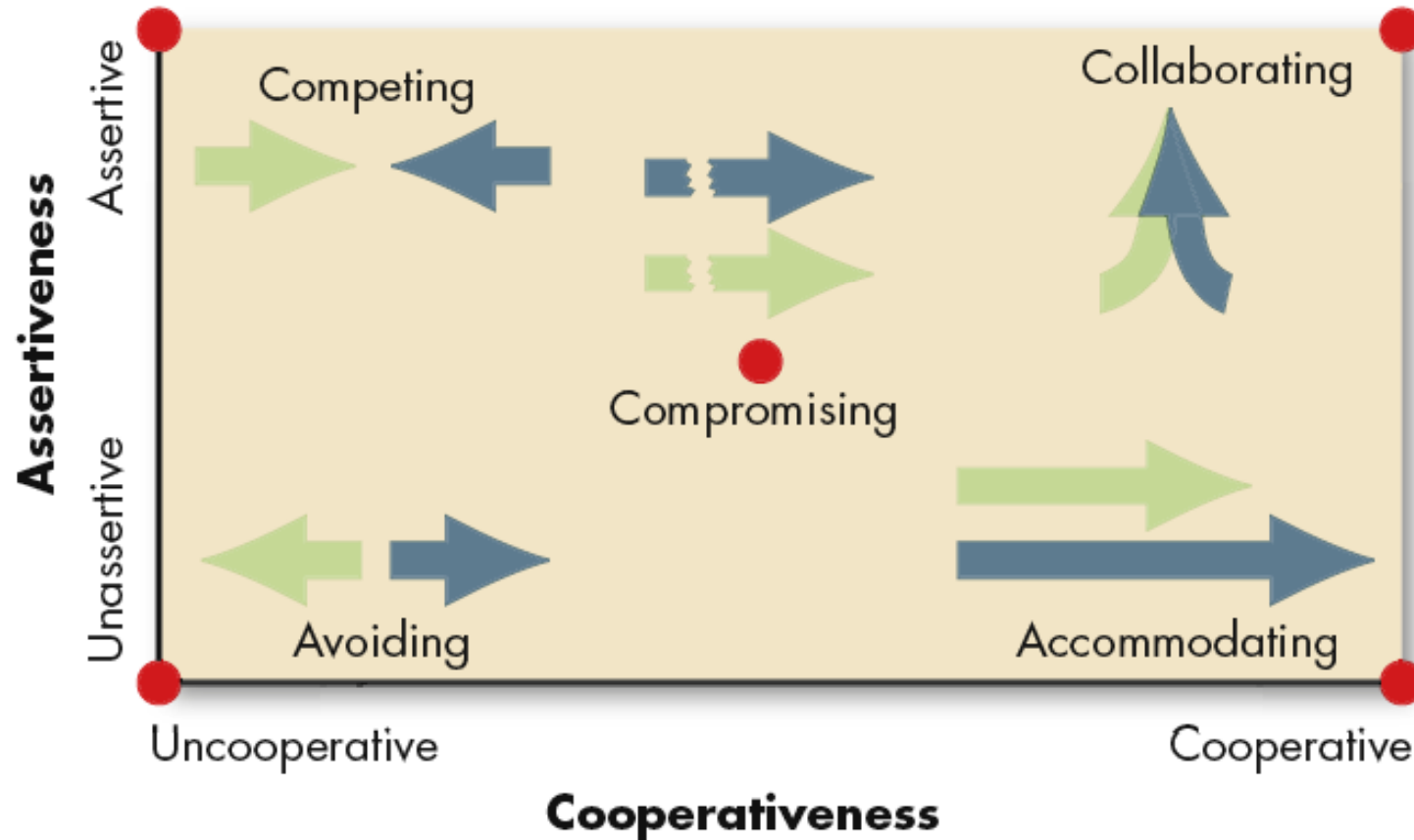


The Conflict Process



Lois Pondy Model of Conflict

Styles of Conflict Management



Outcomes

■ Functional Outcomes from Conflict

- Increased group performance
- Improved quality of decisions
- Stimulation of creativity and innovation
- Encouragement of interest and curiosity
- Provision of a medium for problem-solving
- Creation of an environment for self-evaluation and change

Outcomes

- Dysfunctional Outcomes from Conflict
 - Development of discontent
 - Reduced group effectiveness
 - Retarded communication
 - Reduced group cohesiveness
 - Infighting among group members overcomes group goals



THANK YOU