

A decorative graphic featuring two overlapping circles, one purple and one cyan. A thick blue horizontal bar with a gradient from dark blue to light blue is centered across the circles. On the left side of the bar, there is a black bracket-like shape. On the right side, there are three nested bracket-like shapes in pink, purple, and blue. The word "CONFLICT" is written in bold, dark blue capital letters across the center of the blue bar.

**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.

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### 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.

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## 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.



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## 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.

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## **Relationship Conflict**

Conflict based on interpersonal relationships.

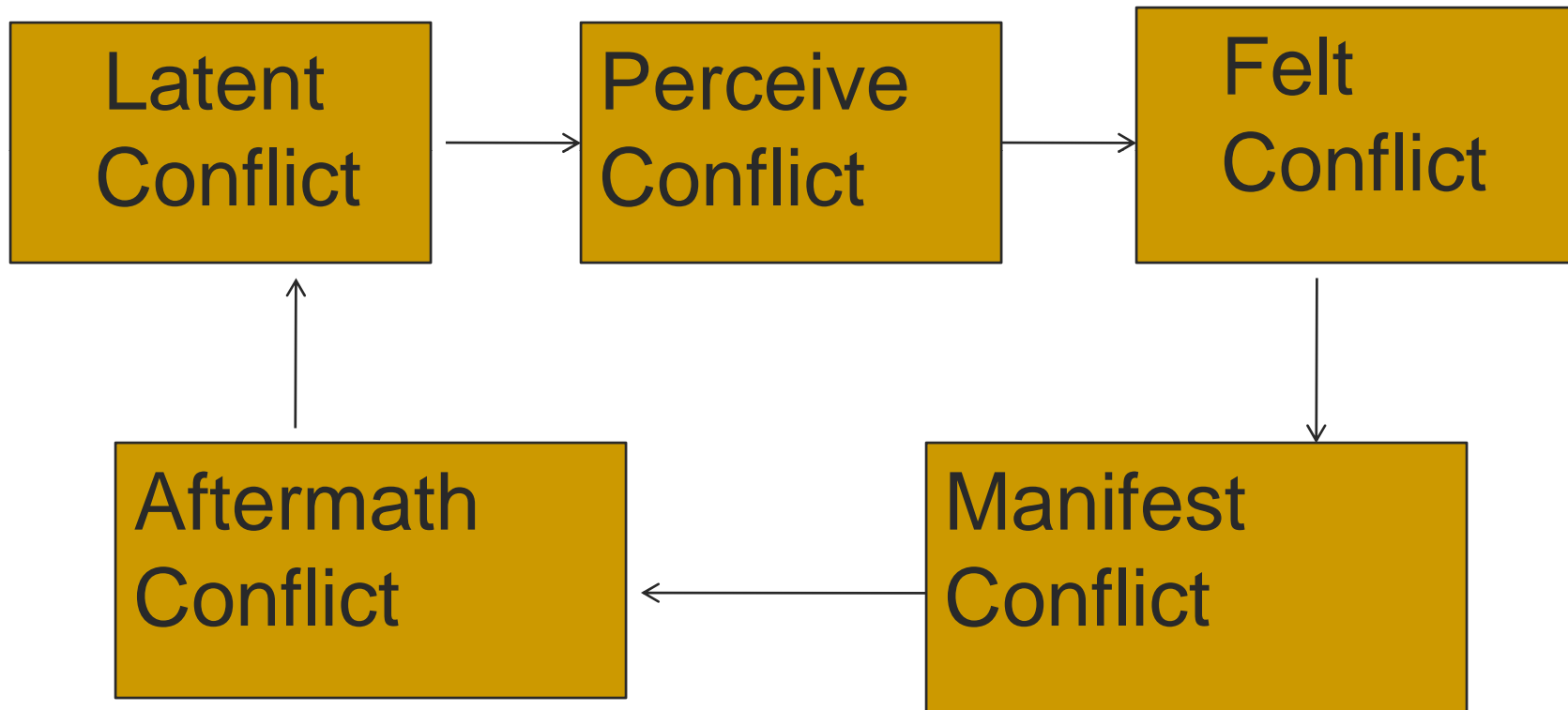
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## **Process Conflict**

Conflict over how work gets done.

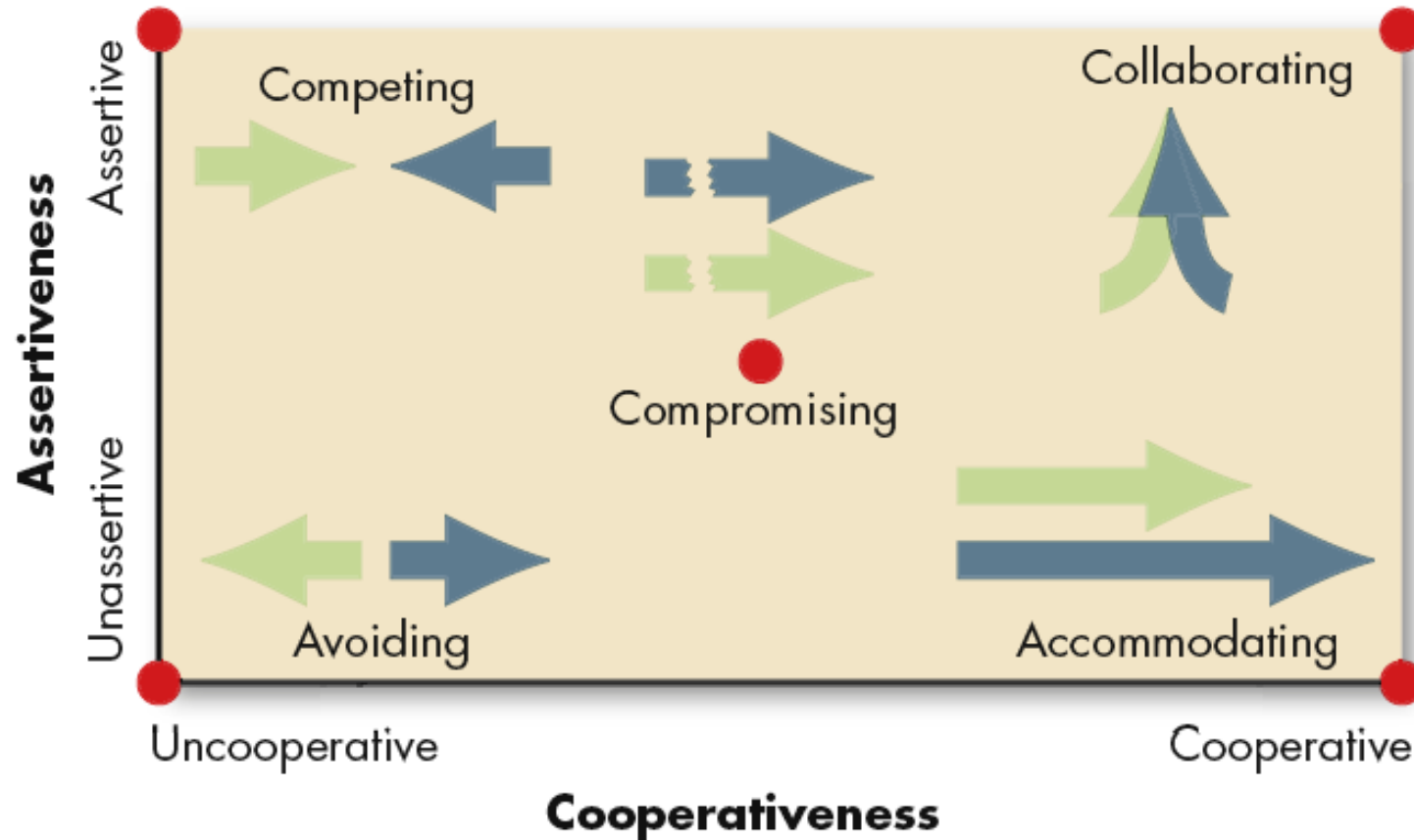


# The Conflict Process



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**