

Chapter 9

Robbins & Judge

Organizational Behavior

14th Edition

Conflict and Negotiation

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Conflict Defined

- **A process that begins when one party perceives that another party has negatively affected something that the first party cares about**
 - Encompasses a wide range of conflicts that people experience in organizations

Traditional View of Conflict

➤ Traditional View of Conflict

- The belief that all conflict is harmful and must be avoided
- Prevalent view in the 1930s



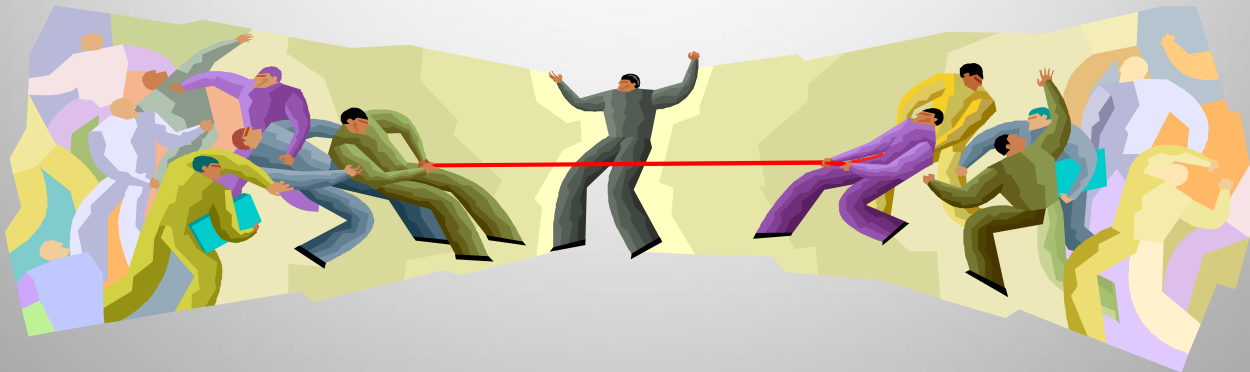
➤ Conflict resulted from:

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

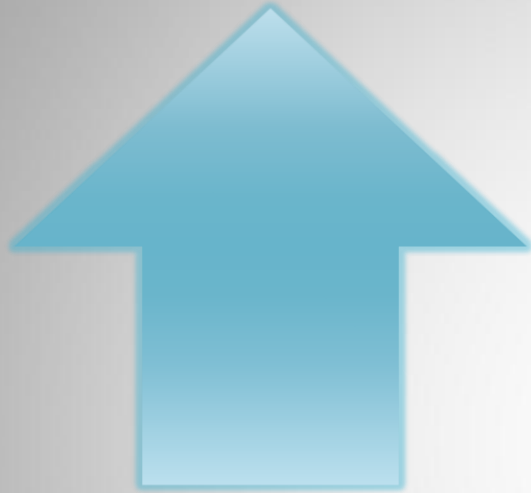
Current View of Conflict

➤ **Current View of Conflict**

- The belief that conflict is a natural and inevitable outcome in any group
- Conflict is not only a positive force in a group but that it is absolutely necessary for a group to perform effectively



Forms of Conflict



Functional Conflict

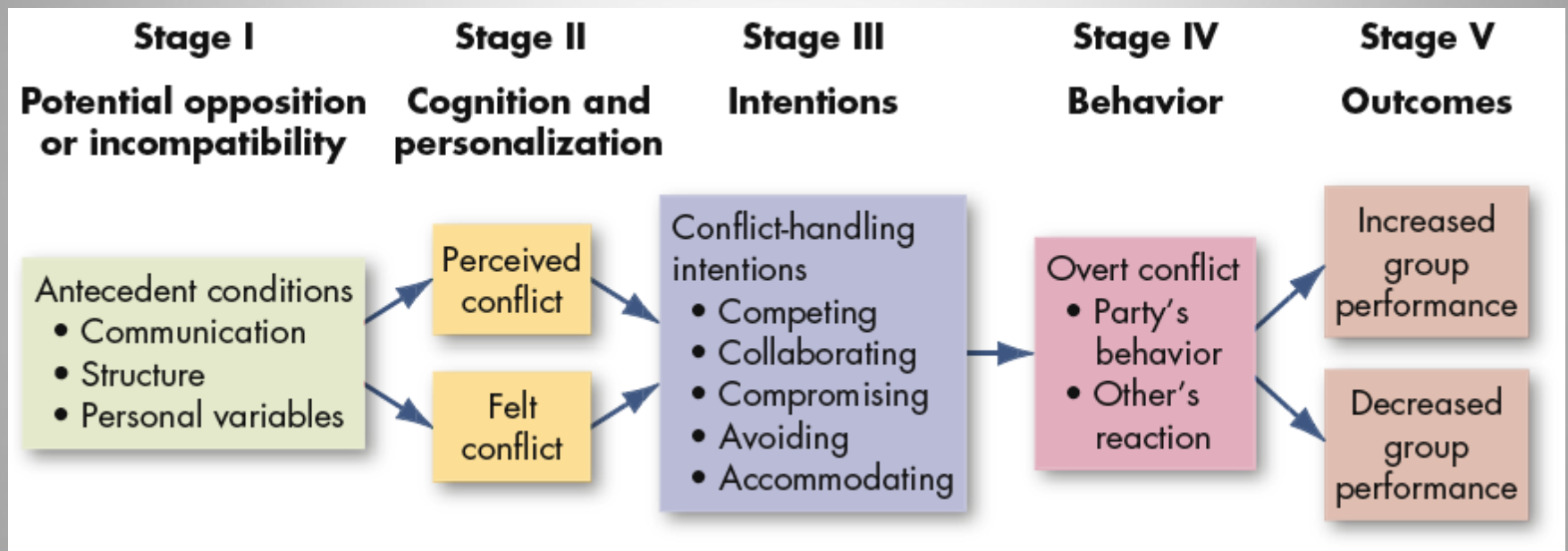
- Conflict that supports the goals of the group and improves its performance



Dysfunctional Conflict

- Conflict that hinders group performance

The Conflict Process



Stage I: Potential Opposition or Incompatibility

➤ **Communication**

- Cause conflict when misunderstandings arise

➤ **Job structure**

- Structure can cause conflict when people are confused about their roles or the amount of authority they have.
- If goals are not well-defined or different for different group members, that can cause conflicts.
- Also leadership styles may cause conflict if it is not a style group members respond well to.

➤ **Personal Variables**

- Differing individual value systems
- Personality types

Stage II: Cognition and Personalization

➤ Important stage for two reasons:

1. Conflict is defined
 - **Perceived Conflict**
 - Awareness by one or more parties of the existence of conditions that create opportunities for conflict to arise
2. Emotions are expressed that have a strong impact on the eventual outcome
 - **Felt Conflict**
 - Emotional involvement in a conflict creating anxiety, tension, frustration, or anger

Stage III: Intentions

➤ Intentions

- Decisions to act in a given way
- Note: behavior does not always accurately reflect intent. Sometimes people act out of emotion and not rational thinking.

➤ There are five conflict handling intentions.

- Competing
- Collaborating
- Avoiding
- Accommodating
- Compromising

Five Conflict Handling Intentions

➤ **Competing**

- When one person seeks to satisfy his or her own interest regardless of the impact on the other party

➤ **Collaborating**

- When parties each desire to fully satisfy the concerns of all parties
- there is cooperation and search for beneficial outcome.

➤ **Avoiding**

- When parties recognize conflict exist and want to suppress it.

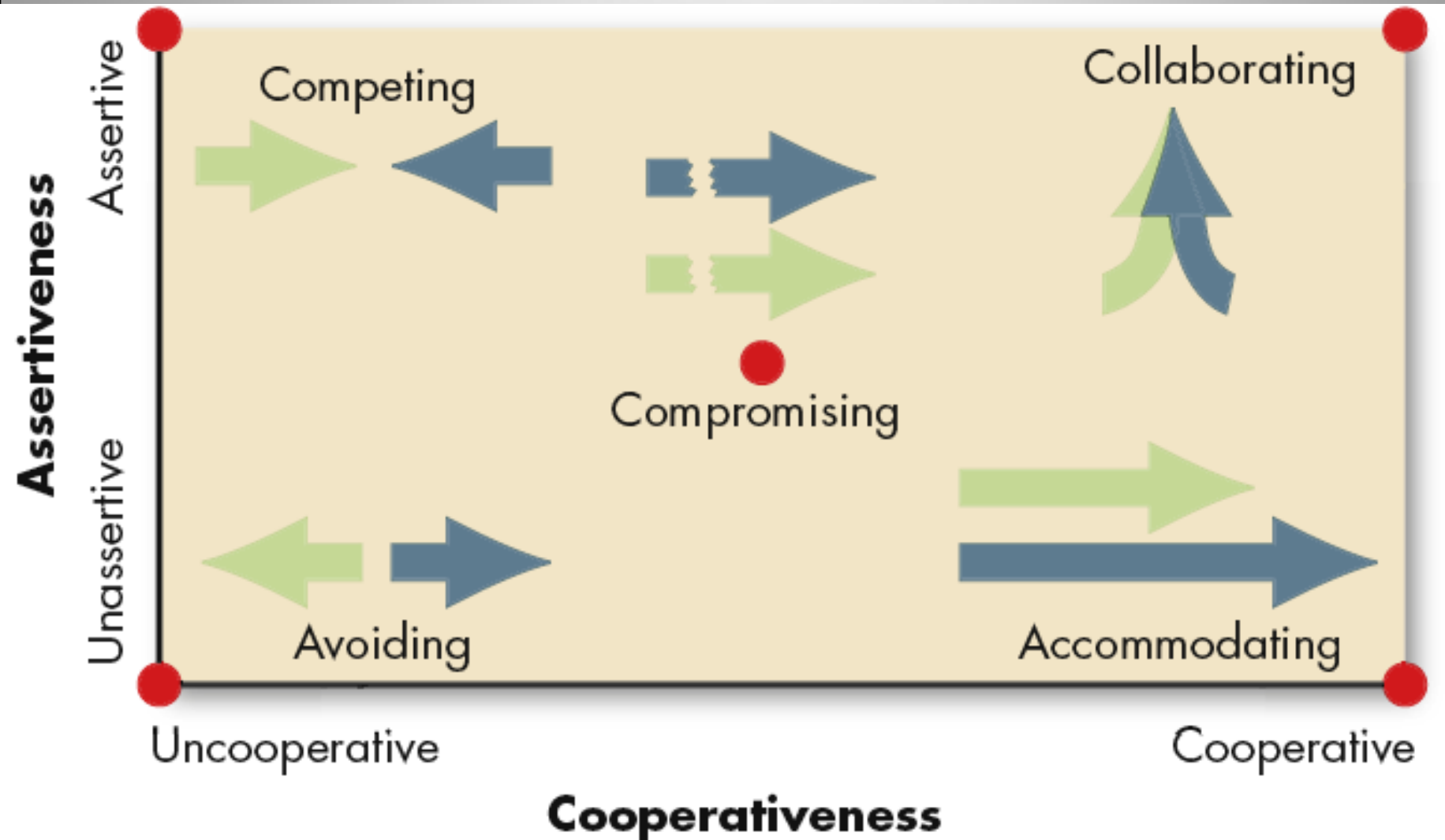
➤ **Accommodating**

- One party is willing to place the other interest above his own and sacrificing his own interest to maintain the relationship.

➤ **Compromising**

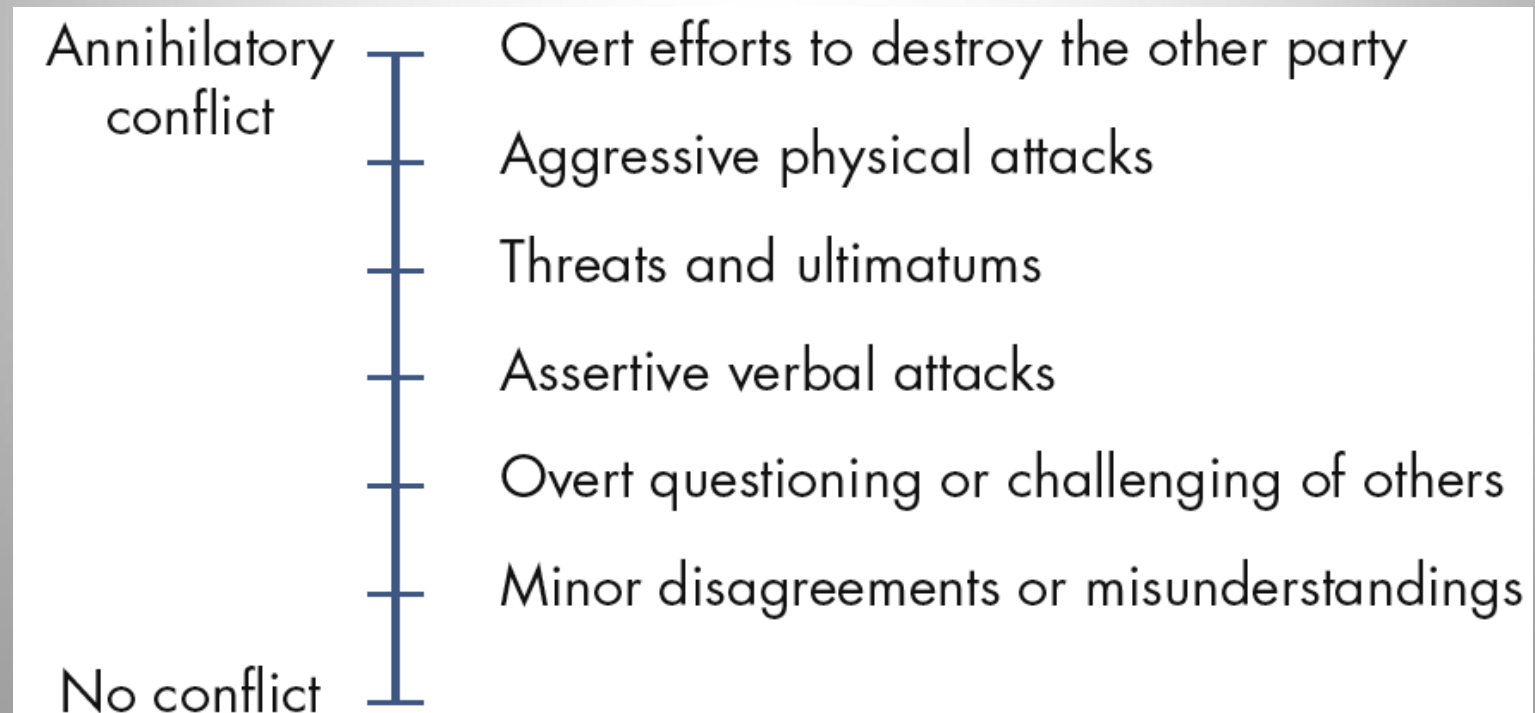
- When solution provides incomplete satisfaction for both parties and each party need to give up something.

Five Conflict Handling Intentions



Stage IV: Behavior

- **Include the action and reaction made by conflicting party in implementing their intentions.**
- **Conflict-Intensity Continuum shows the escalation of conflict from zero conflict to annihilatory conflict.**



Stage V: Outcomes

➤ **Functional**

- 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

➤ **Dysfunctional**

- Development of discontent
- Reduced group effectiveness
- Retarded communication
- Reduced group efficiency
- Infighting among group members overcomes group goals

Negotiation

➤ Negotiation

- A process in which two or more parties work on creating a deal that is mutually beneficial.

➤ Two General Approaches:

- Distributive negotiation
 - Negotiation that seeks to result in a win-lose situation
- Integrative negotiation
 - Negotiation that seeks one or more settlements that can create a win-win solution

Distributive versus Integrative Negotiation

Characteristic	Distributive Negotiation	Integrative Negotiation
Goal	Get what you want	Make both parties satisfied
Motivation	Win-lose	Win-win
Interests	Opposed	In agreement
Duration of relationship	Short term	Long term

Third-Party Negotiations

➤ Basic Third-Party Roles

— Mediator

- A neutral third party who facilitates a negotiated solution by using reasoning, persuasion, and suggestions for alternatives

— Arbitrator

- A third party to a negotiation who has the authority to dictate an agreement.

— Conciliator

- A trusted third party who provides an informal communication link between the negotiator and the opponent



Chapter Questions

- 1. Define conflict and negotiation.**
- 2. Draw the basic flow of the conflict process.**
- 3. Which of the five conflict handling intention do you find yourself frequently use in argument? Why?**
- 4. Elaborate one case of conflict that you have faced in your life before.**