

# LECTURE 7

## CONFLICT AND NEGOTIATION

# What is Conflict?

Process that begins when one party perceives the other party is negatively affected about something that the first party cares about.

# **Views of Conflict**

## **Traditional View**

All conflicts are harmful and must be avoided.

## **Human Resource View**

It is natural and it's an inevitable part of human nature.

## **Interactionist View**

Necessary for effective work performance.

# Types of Conflict

## **Functional Conflict**

Supports the goal and improves performance.

## **Dysfunctional Conflict**

Can be a hindrance to performance

# Types of Conflict

## **Task Conflict**

Conflict that relates to work and its goal.

## **Relationship Conflict**

Focuses on interpersonal relationship.

## **Process Conflict**

How to get work done.

# **Pondy's Stages of Conflict**

## **Stage 1: Latent Conflict**

No actual conflict. Potential conflict to arise.

## **Stage 2: Perceived Conflict**

One party becomes aware that the goal can be taken away by other party.

## **Stage 3: Felt Conflict**

Parties may develop negative feeling about each other.

# **Pondy's Stages of Conflict**

## **Stage 4: Manifest Conflict**

When one party decides to react or deal with the other party. Can be in many forms.

## **Stage 5: Conflict Aftermath**

Conflict forced to be resolved.

# **Conflict Management Techniques**

## **Competing**

Desire to satisfy one's interest regardless of the impact on the other person.

## **Collaborating**

Situation when parties of a conflict each desire to satisfy fully the concerns of all parties.

## **Avoiding**

To withdraw or suppress a conflict. Trying to just ignore a conflict and avoid those who disagree.

# **Conflict Management Techniques**

## **Accommodating**

Willingness of one party to sacrifice goal so that the other party attains it.

## **Compromising**

A situation when each party is willing to give up something. There is no clear win or loss.

# Negotiation

A process of two or more parties exchanging goods or services and attempting to agree on exchange rate for them.

## **Distributive Negotiation:**

Characteristics by zero conditions

## **Integrating Negotiation:**

Operates under the assumption that there exists one or more settlements that cause win-win situation.