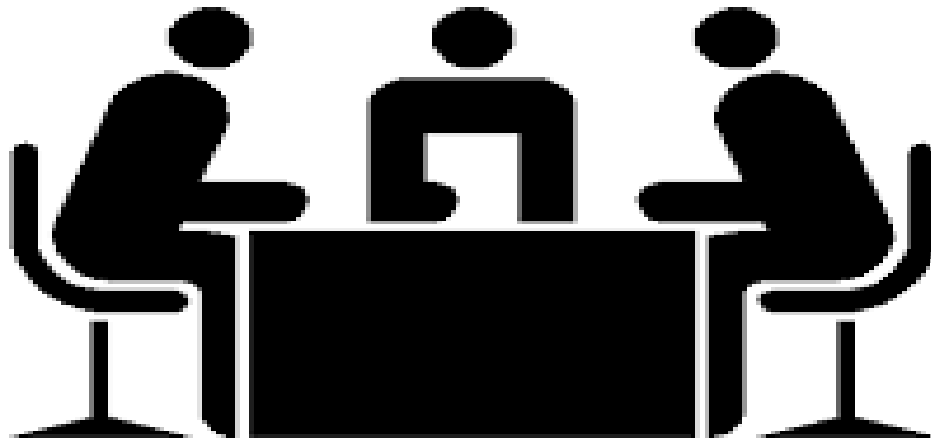


Conflict & Negotiation



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Conflict: Definition

A process that begins when one party perceives that another party has negatively affected, something that the first party cares about.

➤ Transitions in Conflict Thought

Traditional View – Avoid Conflict.

Human Relation View – Conflict is natural & inevitable outcome in any group

Interactionist View – Conflict is absolutely necessary for group to perform effectively.



Traditional View of Conflict

Conflict was viewed negatively.

It was used synonymously with violence – destruction
irrationality – Harmful and has to be avoided.

Consistent with group behavior attitude in the 1930 & 1940

Conflict is dysfunctional outcome resulting from poor communication,
lack of openness and trust between people, and the failure of
managers to
be responsive to the needs and aspirations of their employees.

Conflict reduction results in high group of performance.



The human Relations View of Conflict

Conflict was natural occurrence in all groups.

Conflict cannot be eliminated, there are times when conflict may benefit a group's performance.

Human Relations view dominated conflict theory from 1940 – 1970.

The Interactionist View of Conflict

It encourages conflict.

Functional conflict support the goal of the group and improve its performance

Dysfunctional conflict hinders group performance

Types of Conflict

There are 3 types of conflict

Task: relates to the content and goals of the work – Low to moderate level.

Relationship: focus on interpersonal relationships - High level.

Process: relates to how the work gets done – Low level.

The Conflict Process

1. Potential Opposition or Incompatibility.

The first step is the presence of conditions that create opportunity for conflict to arise.

Causes or sources of conflict:

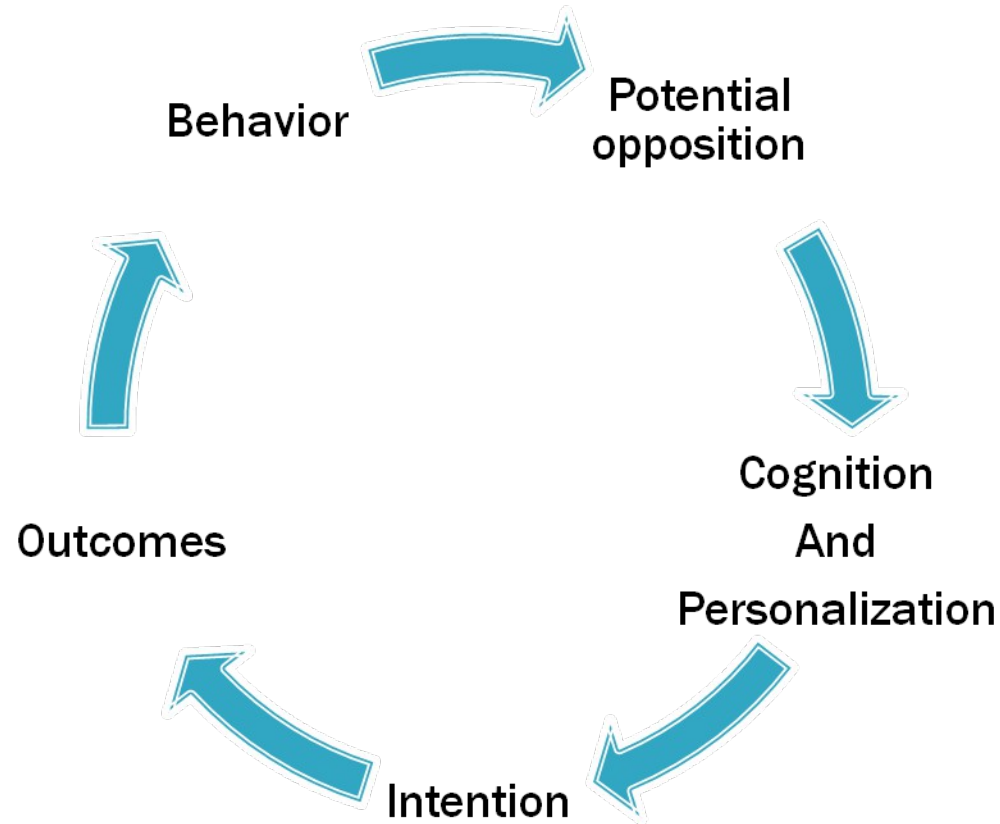
Communication: The potential for conflict increases when either too or too much communication takes place.

Structure: It is used to include variable.

Personal variable: Include personality, emotion, values

2. Cognition and Personalization.

Outline Conflict Process



Stage 1: Potential Opposition or Incompatibility

- Is the appearance of conditions that create opportunities for conflict to arise
- It divided into 3 categories

Communication “ when too little or too much communication take in place”

Structure “ Work nature , size , ambiguity “

Personal variable “ some people you don't like with no reason “

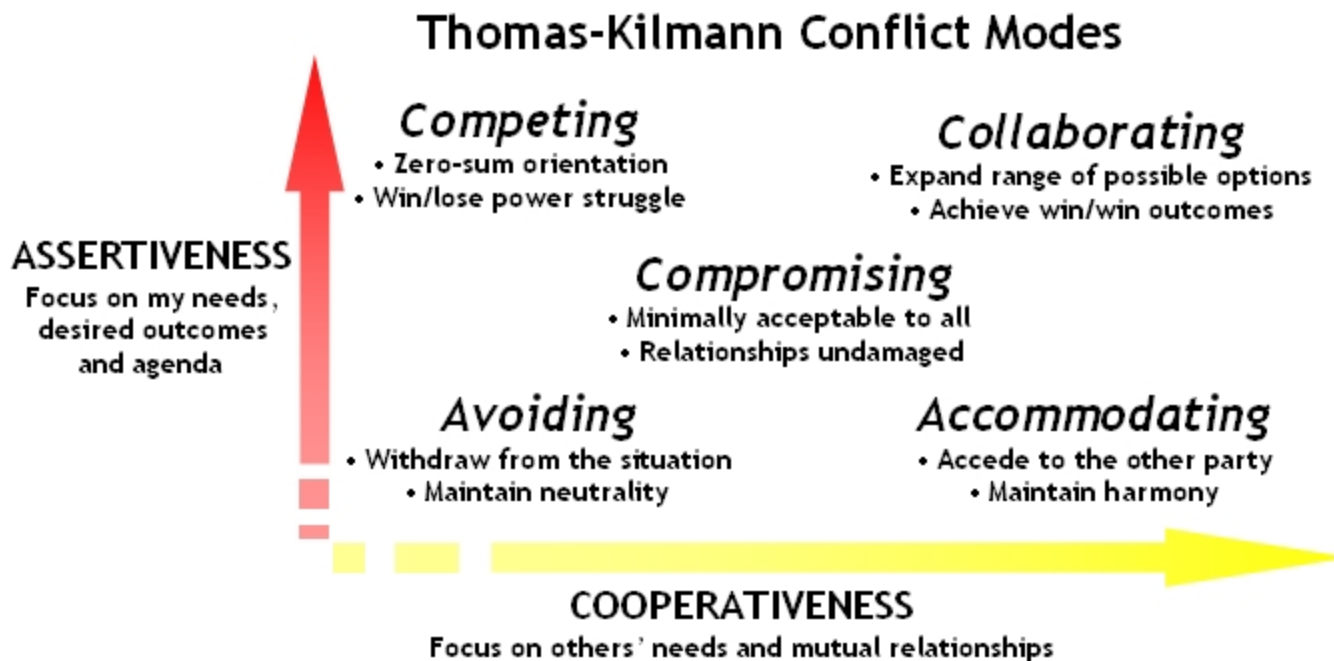
Stage 2 : Cognition and personalization

- If one or more of previous points raise up , we reach this stage
- Keep in mind 2 important things

The point when the parties decides what the conflict is about

The emotions play a major role in shaping perception

Stage 3 : Intentions



Stage 4 :Behavior

- It includes the statement actions, and reactions made by the conflicting parties
- According to many conflict management techniques

Problem solving

Subordinate goals “ shared goals”

Avoidance



Stage 5 : Outcomes

➤ According to behavior , the outcomes may be :

functional , if the conflict improves the group's performance “ Low or moderate conflict”

or dysfunctional , if it hinders performance

Diversity can usually improve group performance and decision making



Negotiation:

Is a process that occurs when two or more parties decide how to allocate scarce resources

Bargaining Strategies

There are two general approaches to negotiation :

Distributive Bargaining

The most identifying feature is that it operates under zero-sum conditions, that is any gain I make is at your expense and vice versa.

So the essence of distributive bargaining is negotiating over who gets what share of a fixed pie.

Integrative Bargaining

Operates under the assumption that one or more settlements can create a

win-win solution .

Both parties must be engaged for it to work.



Bargaining Characteristic	<i>Distributive bargaining</i>	<i>Integrative bargaining</i>
<i>Goal</i>	Get as much of the pie as possible	Expand the pie so that both parties are satisfied
<i>Motivation</i>	Win-lose	Win-win
<i>Focus</i>	Positions (I can't go beyond this point on this issue)	Interests (can you explain why this issue is so important to you?)
<i>Interests</i>	Opposed	Congruent
<i>Information Sharing</i>	Low (sharing information will only allow other party to take advantage)	High (Sharing information will allow each party to find ways to satisfy interests of each party)
<i>Duration of relationship</i>	Short term	Long term

Negotiation Process



5 steps of the negotiation process

1 – preparation and planning

- ☞ Make sure that your goal stays paramount in your discussions
- ☞ Put your goals in writing and develop a range of outcomes to keep your attention focused.
- ☞ Assess what you think are the other party's goals.
- ☞ Once you have gathered your information , use it to develop a strategy.

Negotiation Process

2-Definition of ground rules:

During this phase , the parties will exchange their initial proposals or demands.

At this phase you are ready to begin defining with the other party the ground rules and procedures of the negotiation itself

3-Clarification and justification:

At this phase both you and the other party will explain, amplify, clarify and justify your original demands.

Negotiation Process

4- Bargaining and problem solving:

This is where both parties will undoubtedly need to make concessions.

5-Closure and implementation

The final step in the negotiation process is formalizing the agreement that has been worked out and developing any procedures necessary for implementation and monitoring.

Individual differences in negotiation effectiveness

Three factors influence how effectively individuals negotiate: personality, mood & emotions , and gender.

➤ *Personality traits in negotiation*

Negotiators who are agreeable or extraverted aren't very successful in distributive bargaining as they are outgoing and friendly , they tend to share more information than they should .

So the best distributive bargainer appears to be a disagreeable introvert , someone more interested in his or her own outcomes than in pleasing the other party and having a pleasant social exchange .

Individual differences in negotiation effectiveness

➤ *Moods and emotions in negotiation*

Emotions play an important part in the negotiation process, Negative emotions can cause intense and even irrational behavior, and can cause conflicts to escalate and negotiations to break down. On the other hand, positive emotions often facilitate reaching an agreement and help to maximize joint gains.

➤ *Gender differences in negotiations*

Men have been found to negotiate better outcomes than women , although the difference is relatively small.



Third party negotiations

There are 4 basic third party roles

Mediator

- Mediator is a neutral third party who facilitates a negotiated solution by using reasons and persuasion , suggesting alternatives .

Arbitrator

- Arbitrator Is a third party with the authority to dictate an agreement.
- The big plus of arbitration over mediation is that it always results in a settlement .