

**SOS POLITICAL SCIENCE AND PUBLIC
ADMINISTRATION,
JIWAJI UNIVERSITY, GWALIOR**

**MBA FA II SEM
PAPER- FA (205)**

SUBJECT NAME: ORGANIZATIONAL BEHAVIOUR

TOPIC: CONFLICT IN ORGANIZATIONS

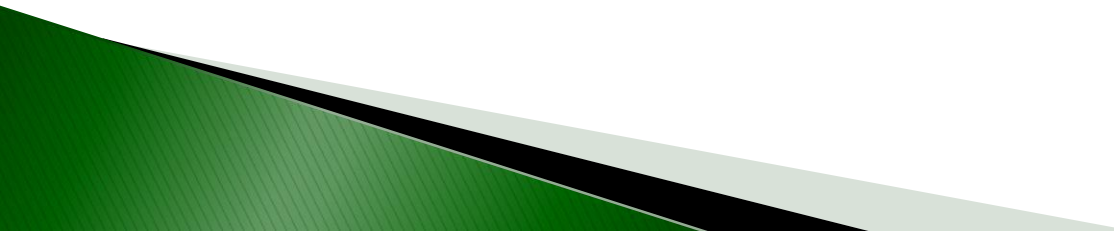
CONFLICT
IN
ORGANIZATIONS

Organizational Conflict

- **Organizational Conflict**

- The discord that arises when goals, interests or values of different individuals or groups are incompatible and those people block or thwart each other's efforts to achieve their objectives.
- Conflict is inevitable given the wide range of goals for the different stakeholder in the organization.
 - **Lack of conflict signals that management emphasizes conformity and stifles innovation.**
 - **Conflict is good for organizational performance although excessive conflict causes managers to spend too much time achieving their own ends.**

Definition

- Disagreement between individuals or groups within an organization, that may have an impact on the overall functioning of the organization.
 - E.G. :- Workers advocate for higher pay and the business owner or management wants pay levels to remain the same.
- 

Nature of Conflict

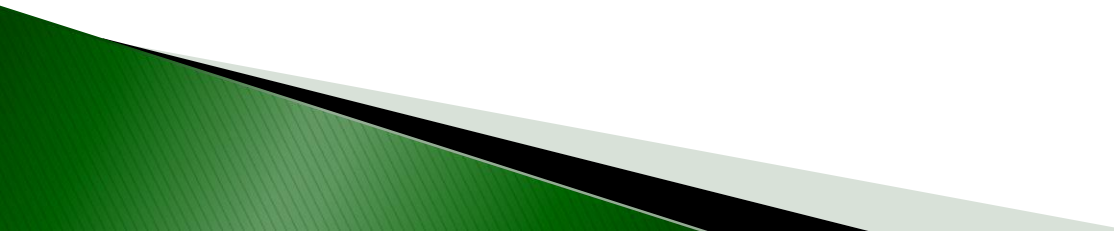
- Conflict arises out of mutually exclusive goals
- Conflict is different from Competition

Types of Conflict

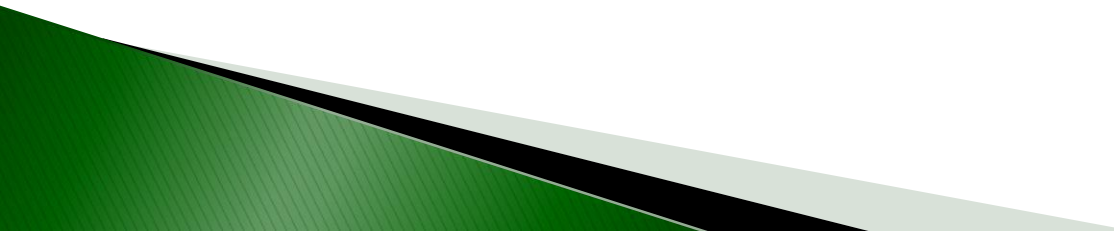
Organizational conflict can be classified into two distinct categories : -

- **Internal**
- **External**

Internal Conflict

- Internal conflict is personal to the person involved. This type of conflict takes place within the person.
 - It can surface when a person's values or morals are tested or otherwise compromised.
 - Internal conflict can greatly impact the person's performance level.
- 

External Conflict

- External conflict is observed in outside forces that cause struggle for the person, such as an unhappy customer or an unruly supplier.
 - External conflict can also be caused when the management style of the business owner does not set well with the employees of the organization.
- 

Types of Conflict

- **Interpersonal Conflict**

- Conflict between individuals due to differences in their goals or values.
- Intragroup Conflict
 - Conflict within a group or team.
- Intergroup Conflict
 - Conflict between two or more teams or groups.
 - Managers play a key role in resolution of this conflict
- Interorganizational Conflict
 - Conflict that arises across organizations.

Sources of Conflict



**“Sometimes the need to focus on beating
the
Competition can get derailed by internal
organizational conflict. In order to keep
your
employees focused on being productive
and bettering the competition, it is
necessary to understand the causes of
organizational conflict.”**

- Ryan Bannerman Associates

Conflict Management Strategies

- **Functional Conflict Resolution**

- Handling conflict by compromise or collaboration between parties.
 - **Compromise:** each party is concerned about their goal accomplishment and is willing to engage in give-and-take exchange to reach a reasonable solution.
 - **Collaboration:** parties try to handle the conflict without making concessions by coming up with a new way to resolve their differences that leaves them both better off.
- Managers also must address individual sources of conflict.

Conflict Management Strategies (cont'd)

Strategies Focused on Individuals

Increasing awareness of the source of conflict	Can conflict source can be found and corrected?
Increasing diversity awareness and skills	Older workers may resent younger workers, or experience cultural differences.
Practicing job rotation or temporary assignments	Provides a good view of what others face.
Using permanent transfers and dismissals when necessary	Avoids problem interactions.

Conflict Management Strategies (cont'd)

Strategies Focused on The Whole Organization

Changing the structure of the organization	Shifting from a functional structure to a product structure as the organization increases in size.
Increasing the levels of integration in the organization	Using cross-functional teams to resolve conflicts between departments.
Changing the organization's culture	Taking steps to change dysfunctional norms and values to reduce conflict and refocus the organization on effective goals.
Altering the source of the conflict	If conflict is due to overlapping authority, managers can fix the problem at the source.

Negotiation Strategies for Integrative Bargaining

- **Negotiation**

- A method of conflict resolution in which two when parties of equal power try to find an acceptable solution by considering various alternatives to allocate resources to each other.
- Distributive negotiation
 - **The parties see the conflict as win-or-lose because they believe the resource base of the conflict is fixed.**
- Integrative negotiation
 - **Parties can increase total resources by coming up with a new solution that is a win-win for both.**

Negotiation Strategies for Integrative Bargaining

Strategies

Emphasizing superordinate goals that both parties agree on.

Focusing on the problems and issues at hand, and not personalizing the negotiations.

Focusing on interests not demands by understanding why the other party wants a specific need satisfied in the negotiations.

Creating new options for joint gain by focusing on new interests to allow new ideas to come forth

Focusing on what is fair opens up room in the negotiations for both parties to come to a mutual agreement about the best solution to a problem.

Organizational Politics

- **Organizational Politics**
 - The activities managers engage in to increase their power and use it to achieve their goals or overcome resistance or opposition.
- **Political strategies**
 - Specific tactics used to increase power and use it effectively to influence and gain the support of other people while overcoming resistance

The Importance of Organizational Politics

- **Politics**

- Can be viewed negatively when managers act in self-interested ways for their own benefit.
- Is also a positive force that can bring about needed change when political activity allows a manager to gain support for needed changes that will advance the organization.

Political Strategies for Increasing Power

Strategies	
Controlling Uncertainty	Reduce uncertainty for others in the firm
Being Irreplaceable	Develop valuable special knowledge or skills
Being in a Central Position	Have decision-making control over the firm's crucial activities and resources
Generating Resources	Hire skilled people or find financing when it is needed
Building Alliances	Develop mutually beneficial relations with others inside and outside the organization

Strategies for Exercising Power

Strategies	
Relying on Objective Information	Providing impartial information causes others to feel the manager's course of action is correct.
Bringing in an Outside Expert	Using an expert's opinion to lend credibility to manager's proposal
Controlling the Agenda	Influencing those issues included (and those dropped) from the decision process.
Making Everyone a Winner	Making sure that everyone whose support is needed benefits personally from providing that support.

Managing Organizational Change

- **Assessing the Need for Change**

- Recognizing that a problem exists and find its source by looking inside and outside the firm.

- **Deciding on the change to make: determine the ideal future state.**

- Decide what the future company will look like and what needs to be changed to get there.

- **Implement the change**

- A top-down change is quickest, while bottom-up change approach is more gradual but more effective at eliminating obstacles.

Managing Organizational Change

- **Evaluate the Change**

- Compare pre-change performance with post-change performance
- Benchmark your change to other firms in similar situations.

