

Organizational Behavior

conflict and negotiations

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1. types of conflict

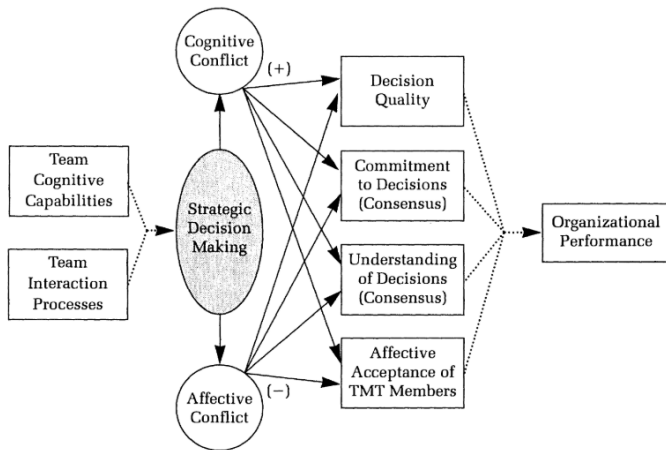
conflict

conflict

Conflict is a process that begins when one party believes that the other party has negatively affected, or will negatively affect, something that the first party cares about.

types of conflict by consequence

paradox of conflict and decision making



(Amason, 1996: 128)

types of conflict: focus

affektive conflict

Conflict that is emotional and focused on personal grievances or disputes.

cognitive conflict

Conflict that is task-oriented and focused on critical differences of parties to choose the best solution to achieve common goals.

(Amason, 1996: 129)

types of conflict: consequences

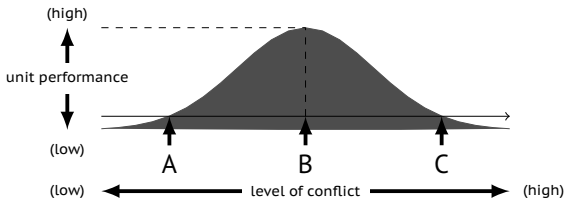
dysfunctional conflict

Dysfunctional conflict refers to conflict that reduces the performance of the group.

functional conflict

Functional conflict refers to conflict that supports the group's goals and enhances its performance.

konflikt



situation	level of conflict	type of conflict	internal characteristics units	output units
A	low	dysfunctional	apathetic stagnant unresponsive to change lacking new ideas	low
B	optimal	functional	viable self-critical innovative	high
C	high	dysfunctional	disruptive chaotic uncooperative	low

Robbins and Judge (2017)

types of conflict by content

types of conflict: contents

task conflict

Task conflict refers to conflict that relates to content and objectives work.

relationship conflict

Relationship conflict refers to conflict that relates to interpersonal relationships.

process conflict

Process conflict refers to conflict that relates to the ways in which and procedures of work.

types of conflict by origin

conflict types: place of origin I/II

dyadic conflict

Dyadic conflict refers to a conflict that occurs between two people or parties.

interpersonal conflict

Interpersonal conflict refers to a conflict that occurs between different persons.

intrapersonal conflict

Intrapersonal conflict refers to a conflict that occurs within one person between their attitudes, values, etc.

conflict types: place of origin II/II

intergroup conflict

Interpersonal conflict refers to conflict that occurs between different groups or teams.

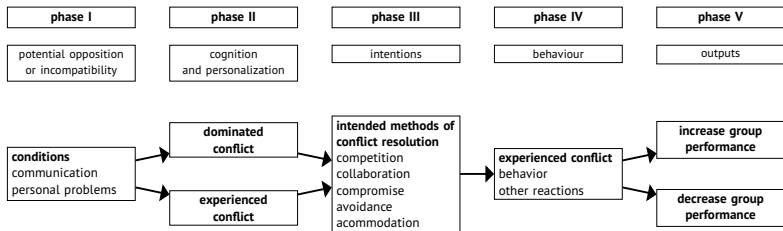
intragroup conflict

Intrapersonal conflict refers to conflict that occurs within group or team.

2. conflict process

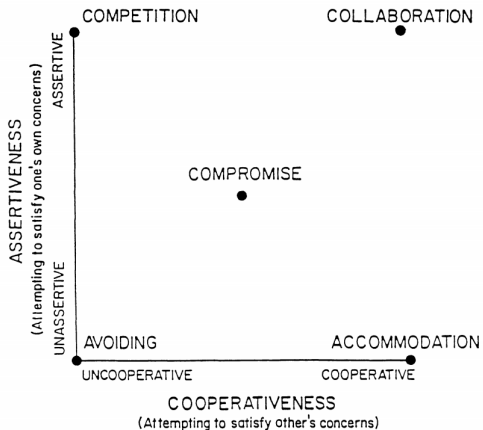
the conflict process: a model

Robbins and Judge (2017)



intention in conflict resolution

dimensions of intentions in conflict



(Thomas, 1992)

conflict resolution intention I/II

collaborating

Collaboration is a way of approaching conflict resolution where each party in a conflict seeks to fully satisfy the needs of all other parties.

compromising

Compromise is a way of approaching conflict resolution where each party in a conflict is willing to give up something.

avoiding

Avoidance is a way of approaching conflict resolution where the parties are willing to to withdraw or suppress the conflict.

conflict resolution intention II/II

acomodating

Accomodation is a way of approaching conflict resolution where one party is in a conflict is willing to give the interests of the other party a higher priority than its own their own interests.

competing

Competition is a way of approaching conflict resolution in which each side seeks to satisfy its own interests, regardless of the impact this has on other parties in the conflict.

BAR event intensity scale

BAR scale	COPDAB scale	BAR event description
-7	15	Formal declaration of war; extensive war acts causing deaths, dislocation or high strategic costs
-6	14	Extensive military acts
-5	13	Small scale military acts
-4	12	Political-military hostile actions
-3	11	Diplomatic-economic hostile actions
-2	10	Strong verbal expressions displaying hostility in interaction
-1	9	Mild verbal expressions displaying discord in interaction
0	8	Neutral or non-significant acts for the inter-nation situation
1	7	Minor official exchanges, talks or policy expressions—mild verbal support
2	6	Official verbal support of goals, values or regime
3	5	Cultural or scientific agreement or support (non-strategic)
4	4	Non-military economic, technological or industrial agreement
5	3	Military economic or strategic support
6	2	International freshwater treaty; major strategic alliance (regional or international)
7	1	Voluntary unification into one nation

(Wolf, Yoffe, & Giordano, 2003)

options for conflict resolution

options for conflict resolution

- collaborating or problem solving
- compromising
- smoothing
- forcing
- withdraw or avoidance
- altering

3. negotiation

negotiation

negotiation

Negotiation is a process in which two or more parties exchange goods and services in an attempt to agree on the price of the exchange.

types of negotiation II/III

distributive bargaining

Distributive bargaining is bargaining in which the parties attempt to allocate a given amount of resources. It is a win-lose situation.

integrative bargaining

Integrative bargaining is bargaining in which the parties attempt to find an agreement or agreements that can create a win-win (win-win) solution.

types of negotiation II/III

	distributive	integrative
goal	get the most	satisfy everyone
motivation	win-lose	win-win
focus	positional	interest
interest	opposition	congruent
sharing	low	high
duration	short	long

distributive and integrative negotiation III/III

- distributive negotiations
 - aggressive strategies
 - anchoring
 - time pressure
 - ...

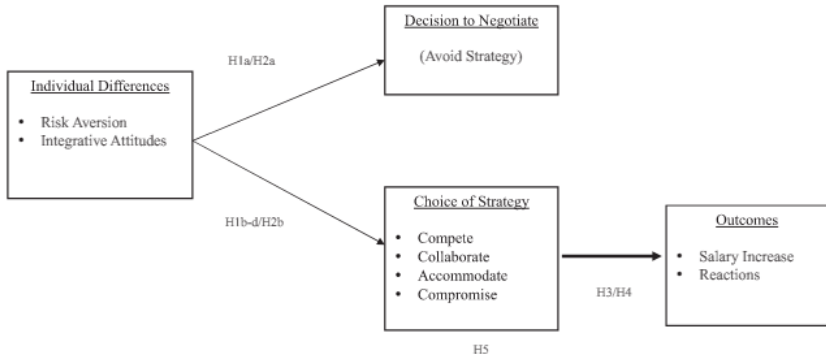
- integrative action
 - trust
 - compromise?

negotiation process

negotiation process

1. preparation
2. determining the rules
3. clarifying and confirming positions
4. bargaining and problem solving
5. conclusion and implementation

salary negotiation model



Marks and Harold (2011)

BATNA

The Best Alternative To a Negotiated Agreement (BATNA)

The Best Alternative to a Negotiated Agreement refers to the concept that, what should be the least possible acceptable outcome of a party in a negotiation.

negotiation and individual differences

What influences negotiation?

- personality
- emotions
- culture
- men and women
- ...

4. third parties

third parties

arbitrator

An arbitrator is a third party in a negotiation who has the authority to impose the parties to an agreement.

mediator

A mediator is a neutral third party in a negotiation who facilitates reaching a negotiated solution by using reasoning, persuasion and offering alternatives.

conciliator

A conciliator is a neutral third party in a negotiation who provides informal communication link between the negotiator and the opponent.

negotiation in a social context

- **reputation**

- **credibility**

- competence
 - integrity

- **relationships**

- **renegotiation**

SUMMARY

fundamentals of conflict

- good and bad conflicts
- type of conflict
- goals (intentions) in conflict
- conflict resolution
- third party

Zdroje I

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**M A S A R Y K
U N I V E R S I T Y**