ORGANIZATIONAL BEHAVIOR

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TENTH EDITION

PART THREE

THE GROUP

c h a p t e r

14

Conflict and Negotiation

PowerPoint Presentation by Charlie Cook

AFTER STUDYING THIS CHAPTER, YOU SHOULD BE ABLE TO:

1. Define conflict.

2. Differentiate between the traditional, human relations, and interactionist views of conflict.

3. Contrast task, relationship, and process conflict.

4. Outline the conflict process.

5. Describe the five conflict-handling intentions.

6. Contrast distributive and integrative bargaining.

LEARNING OBJECTIVES (cont'd)

AFTER STUDYING THIS CHAPTER, YOU SHOULD BE ABLE TO:

7. Identify the five steps in the negotiating process.

8. Describe cultural differences in negotiations.

Transitions in Conflict Thought

traditional view of conflict

The belief that all conflict is harmful and must be avoided.

Causes:

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

human relations view of conflict

The belief that conflict is a natural and inevitable outcome in any group.

interactionist view of conflict

The belief that conflict is not only a positive force in a group but that it is absolutely necessary for a group to perform effectively.
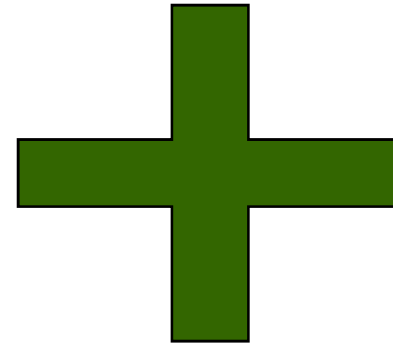
Functional versus Dysfunctional Conflict

functional conflict

Conflict that supports the goals of the group and improve its performance.

dysfunctional conflict

Conflict that hinders group performance.

Types of Conflict

task conflict

Conflicts over content and goals of the work.

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relationship conflict
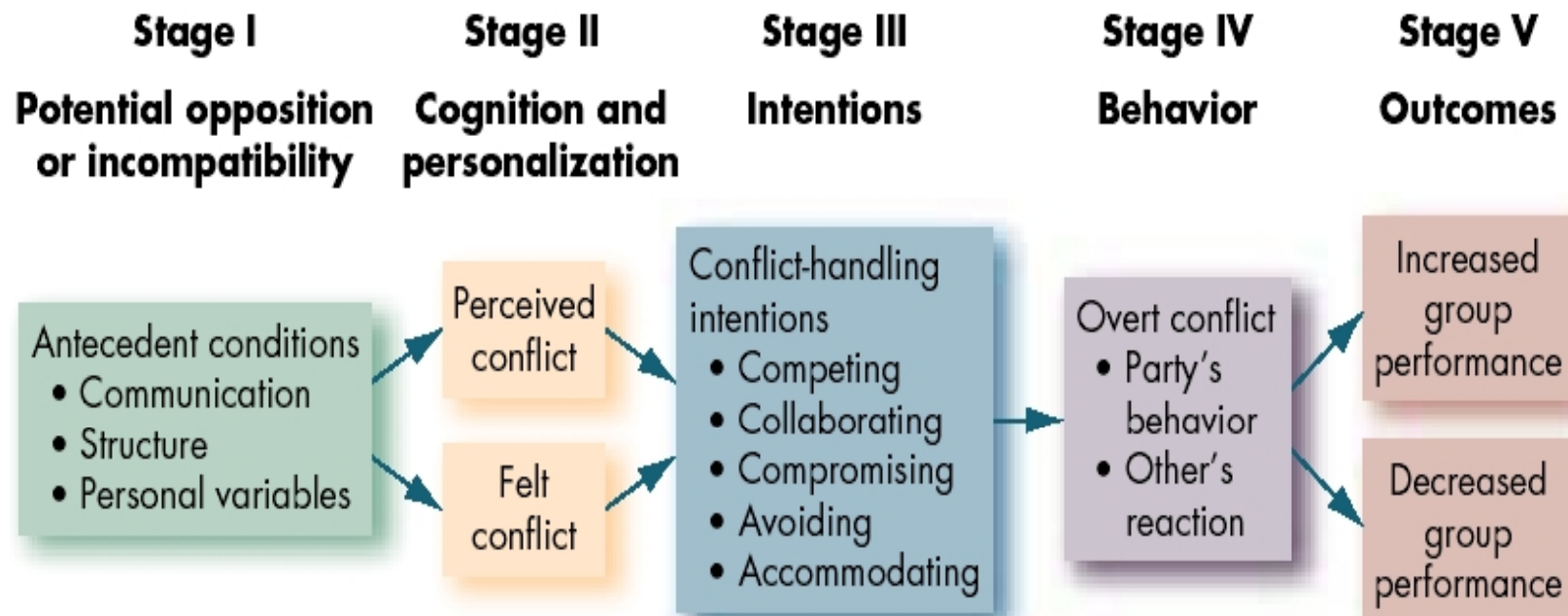
Conflict based on interpersonal relationships.

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process conflict

Conflict over how work gets done.

The Conflict Process

Stage I	Stage II	Stage III	Stage IV	Stage V
Potential opposition or incompatibility	**Cognition and personalization**	**Intentions**	**Behavior**	**Outcomes**

Antecedent conditions
- Communication
- Structure
- Personal variables

Perceived conflict

Felt conflict

Conflict-handling intentions
- Competing
- Collaborating
- Compromising
- Avoiding
- Accommodating

Overt conflict
- Party's behavior
- Other's reaction

Increased group performance

Decreased group performance

conflict process

Process with five stages: potential opposition or incompatibility, cognition and personalization, intentions, behavior, and outcomes.

EXHIBIT 14-1

Stage I: Potential Opposition or Incompatibility

- **Communication**
  - Semantic difficulties, misunderstandings, and "noise"
- **Structure**
  - Size and specialization of jobs
  - Jurisdictional clarity/ambiguity
  - Member/goal incompatibility
  - Leadership styles (close or participative)
  - Reward systems (win-lose)
  - Dependence/interdependence of groups
- **Personal Variables**
  - Differing individual value systems
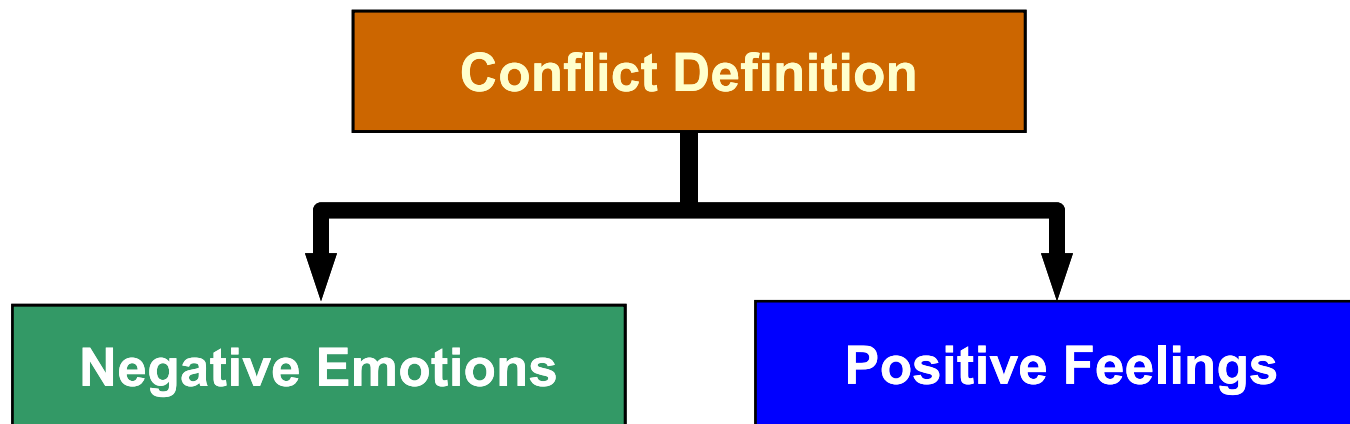 - Personality types

Stage II: Cognition and Personalization

perceived conflict

Awareness by one or more parties of the existence of conditions that create opportunities for conflict to arise.

felt conflict

Emotional involvement in a conflict creating anxiety, tenseness, frustration, or hostility.

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                    ┌─────────────────────┐
                    │ Conflict Definition │
                    └─────────────────────┘
                              │
              ┌───────────────┴───────────────┐
              ▼                               ▼
    ┌───────────────────┐         ┌───────────────────┐
    │ Negative Emotions │         │ Positive Feelings │
    └───────────────────┘         └───────────────────┘
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Stage III: Intentions

intentions

Decisions to act in a given way.

Cooperativeness:

- **Attempting to satisfy the other party's concerns.**

Assertiveness:

- **Attempting to satisfy one's own concerns.**

Stage III: Intentions (cont'd)

competing

A desire to satisfy one's interests, regardless of the impact on the other party to the conflict.

collaborating

A situation in which the parties to a conflict each desire to satisfy fully the concerns of all parties.
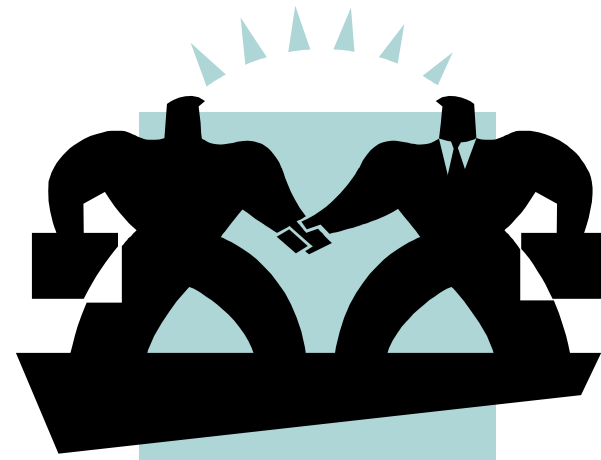

avoiding

The desire to withdraw from or suppress a conflict.

accommodating

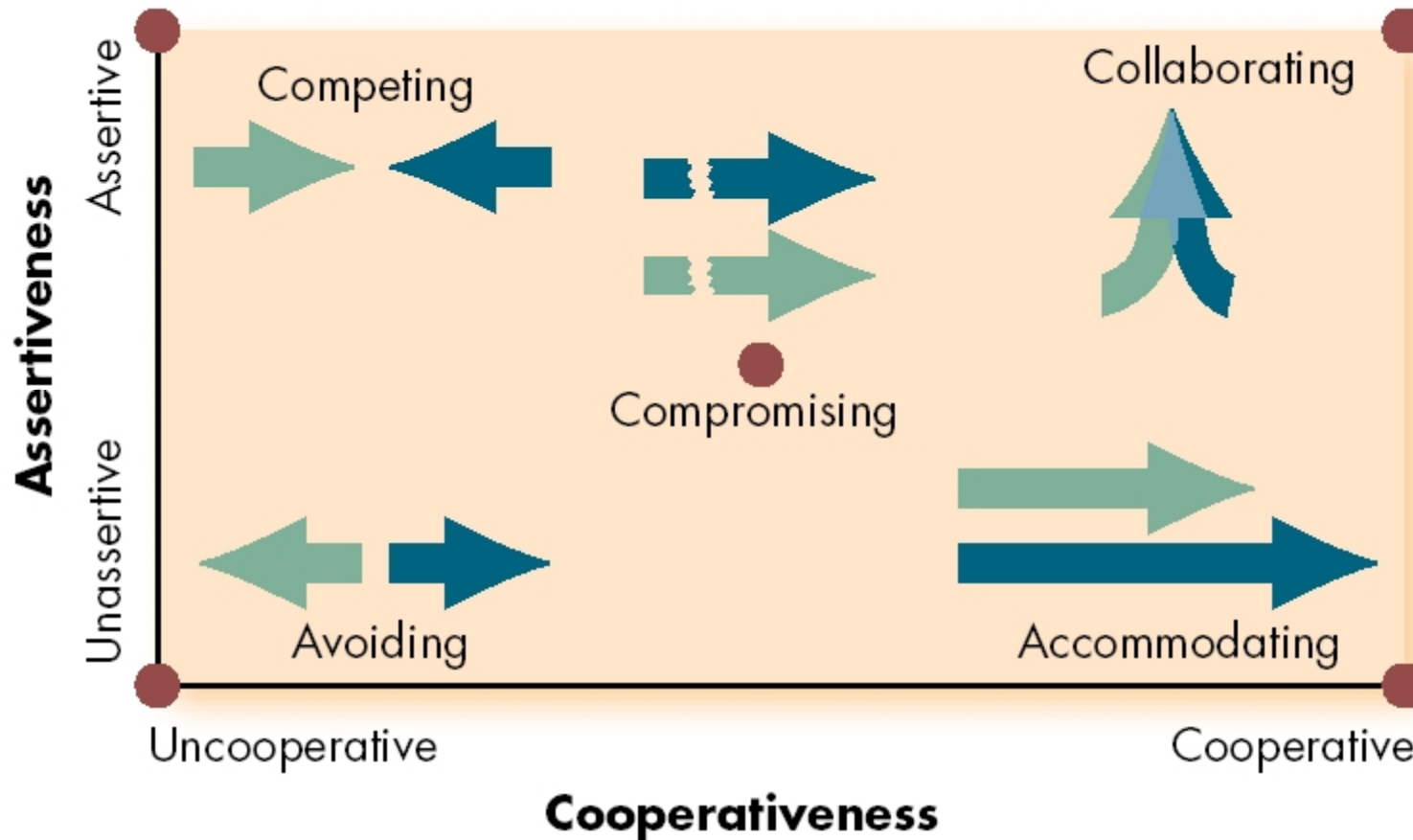The willingness of one party in a conflict to place the opponent's interests above his or her own.

compromising

A situation in which each party to a conflict is willing to give up something.

Dimensions of Conflict-Handling Intentions

Source: K. Thomas, "Conflict and Negotiation Processes in Organizations," in M. D. Dunnette and L. M. Hough (eds.), Handbook of Industrial and Organizational Psychology, 2nd ed., vol. 3 (Palo Alto, CA: Consulting Psychologists Press, 1992), p. 668. With permission.

EXHIBIT 14-2

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Stage IV: Behavior

conflict management

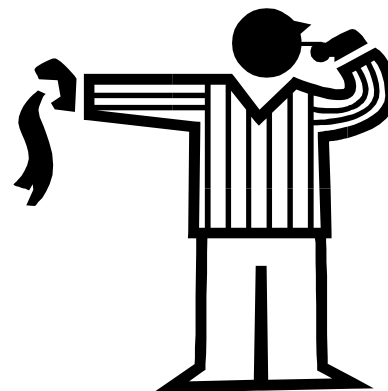The use of resolution and stimulation techniques to achieve the desired level of conflict.

Stage IV: Conflict Resolution Techniques

- **Problem solving**

- **Superordinate goals**

- **Expansion of resources**

- **Avoidance**

- **Smoothing**

- **Compromise**

- **Authoritative command**

- **Altering the human variable**
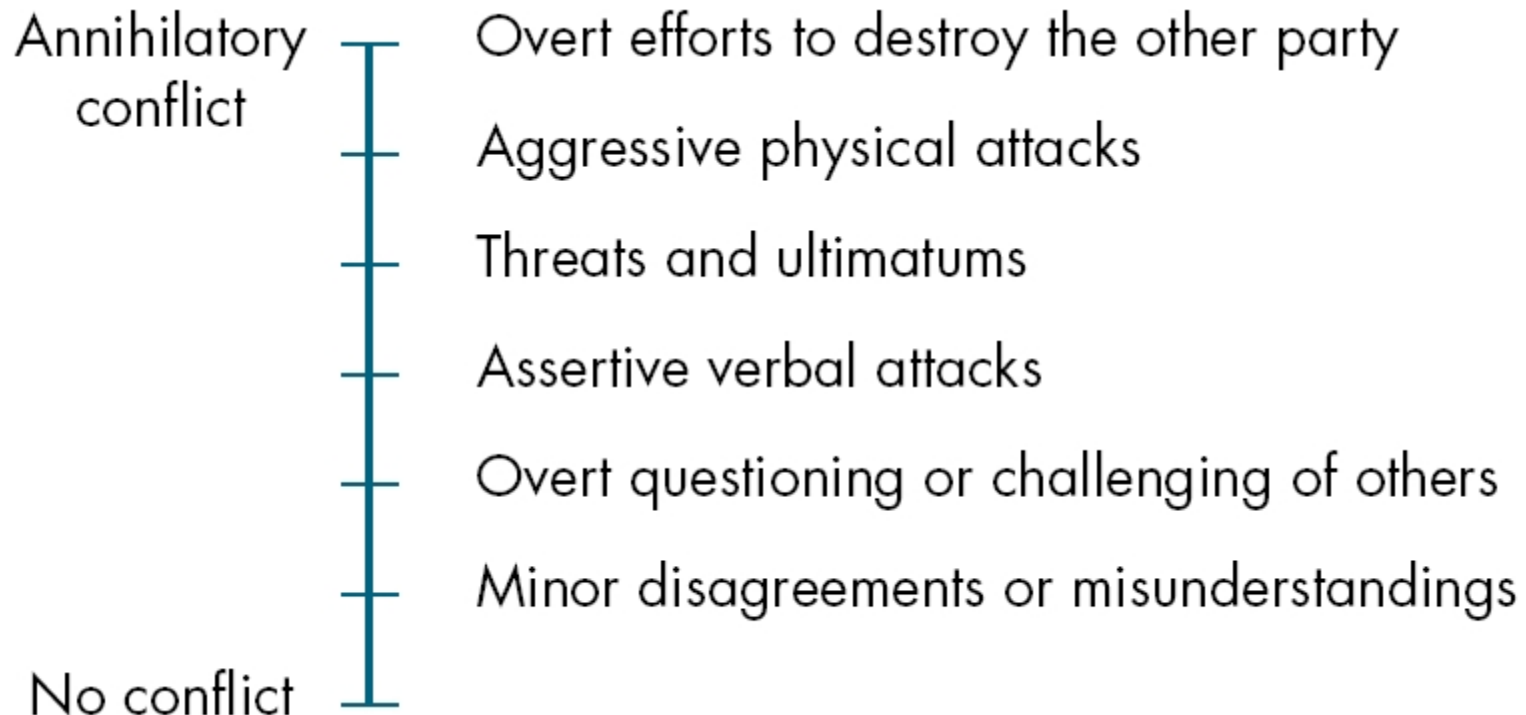
- **Altering the structural variables**

Stage IV: Conflict Stimulation Techniques

- **Communication**
- **Bringing in outsiders**
- **Restructuring the organization**
- **Appointing a devil's advocate**

Conflict-Intensity Continuum

Annihilatory conflict — Overt efforts to destroy the other party

Aggressive physical attacks

Threats and ultimatums

Assertive verbal attacks

Overt questioning or challenging of others

Minor disagreements or misunderstandings

No conflict

Source: Based on S. P. Robbins, *Managing Organizational Conflict: A Nontraditional Approach* (Upper Saddle River, NJ: Prentice Hall, 1974), pp. 93–97; and F. Glasi, "The Process of Conflict Escalation and the Roles of Third Parties," in G. B. J. Bomers and R. Peterson (eds.), *Conflict Management and Industrial Relations* (Boston: Kluwer-Nijhoff, 1982), pp. 119–40.

EXHIBIT 14-3

Stage V: Outcomes

➢ **Functional Outcomes from Conflict**

– 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

➢ **Creating Functional Conflict**

– Reward dissent and punish conflict avoiders

Stage V: Outcomes (cont'd)

➢ **Dysfunctional Outcomes from Conflict**

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

Negotiation

negotiation

A process in which two or more parties exchange goods or services and attempt to agree on the exchange rate for them.

BATNA

The best alternative to a negotiated agreement; the lowest acceptable value to an individual for a negotiated agreement.

Bargaining Strategies

distributive bargaining

Negotiation that seeks to divide up a fixed amount of resources; a win–lose situation.

integrative bargaining

Negotiation that seeks one or more settlements that can create a win–win solution.

Distributive versus Integrative Bargaining

Bargaining Characteristic	Distributive Characteristic	Integrative Characteristic
Available resources	Fixed amount of resources to be divided	Variable amount of resources to be divided
Primary motivations	I win, you lose	I win, you win
Primary interests	Opposed to each other	Convergent or congruent with each other
Focus of relationships	Short term	Long term

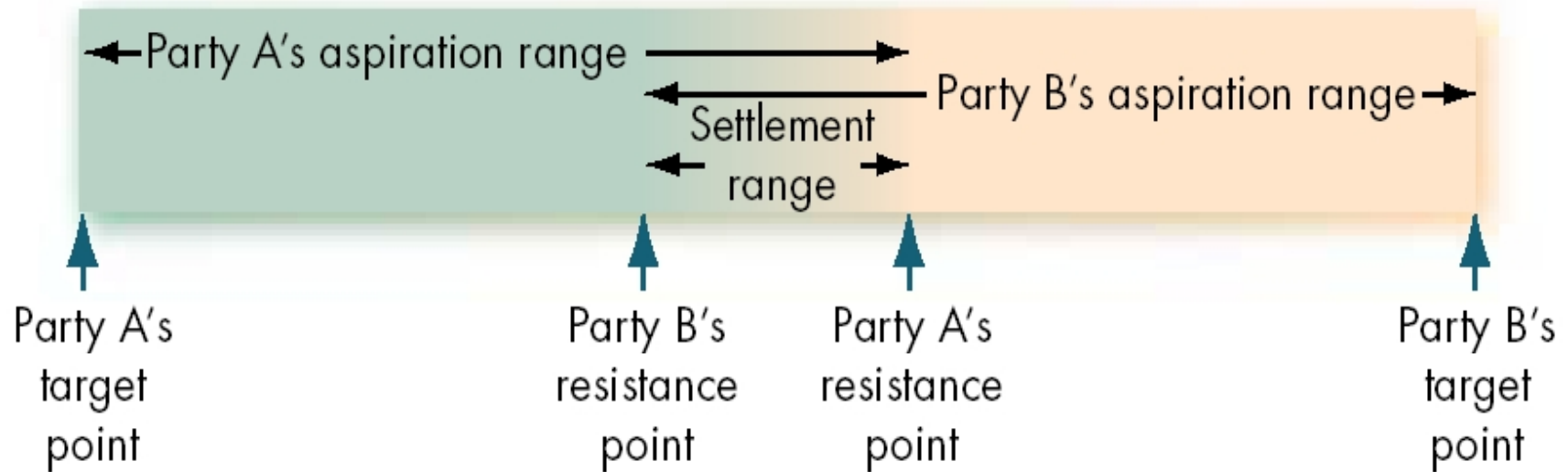Source: Based on R. J. Lewicki and J. A. Litterer, *Negotiation* (Homewood, IL: Irwin, 1985), p. 280.

EXHIBIT 14-5

Staking Out the Bargaining Zone

Party A's aspiration range

Party B's aspiration range

Settlement range

Party A's target point

Party B's resistance point

Party A's resistance point

Party B's target point

EXHIBIT 14-6

The Negotiation Process

Preparation and planning

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Definition of ground rules

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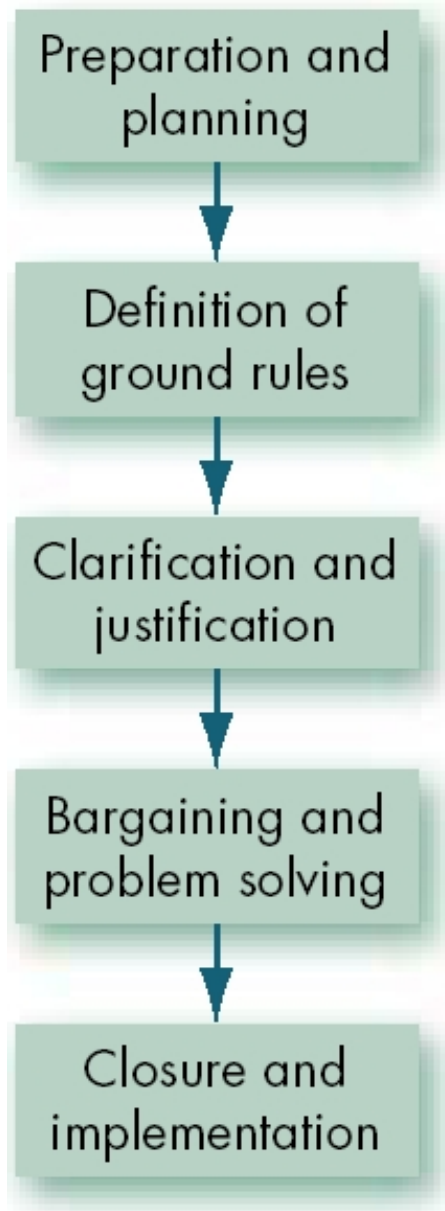Clarification and justification

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Bargaining and problem solving

↓

Closure and implementation

EXHIBIT 14-7

Issues in Negotiation

➢ **The Role of Personality Traits in Negotiation**

– Traits do not appear to have a significantly direct effect on the outcomes of either bargaining or negotiating processes.

➢ **Gender Differences in Negotiations**

– Women negotiate no differently from men, although men apparently negotiate slightly better outcomes.

– Men and women with similar power bases use the same negotiating styles.

– Women's attitudes toward negotiation and their success as negotiators are less favorable than men's.

Third-Party Negotiations

mediator

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

conciliator

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

arbitrator

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

consultant

An impartial third party, skilled in conflict management, who attempts to facilitate creative problem solving through communication and analysis.

Why U.S. Managers Might Have Trouble in Cross-Cultural Negotiations

- Italians, Germans, and French don't soften up executives with praise before they criticize. Americans do, and to many Europeans this seems manipulative.

- Israelis, accustomed to fast-paced meetings, have no patience for American small talk.

- British executives often complain that their U.S. counterparts chatter too much.

- Indian executives are used to interrupting one another. When Americans listen without asking for clarification or posing questions, Indians can feel the Americans aren't paying attention.

- Americans often mix their business and personal lives. They think nothing, for instance, about asking a colleague a question like, "How was your weekend?" In many cultures such a question is seen as intrusive because business and private lives are totally compartmentalized.

EXHIBIT 14-8

Conflict and Unit Performance
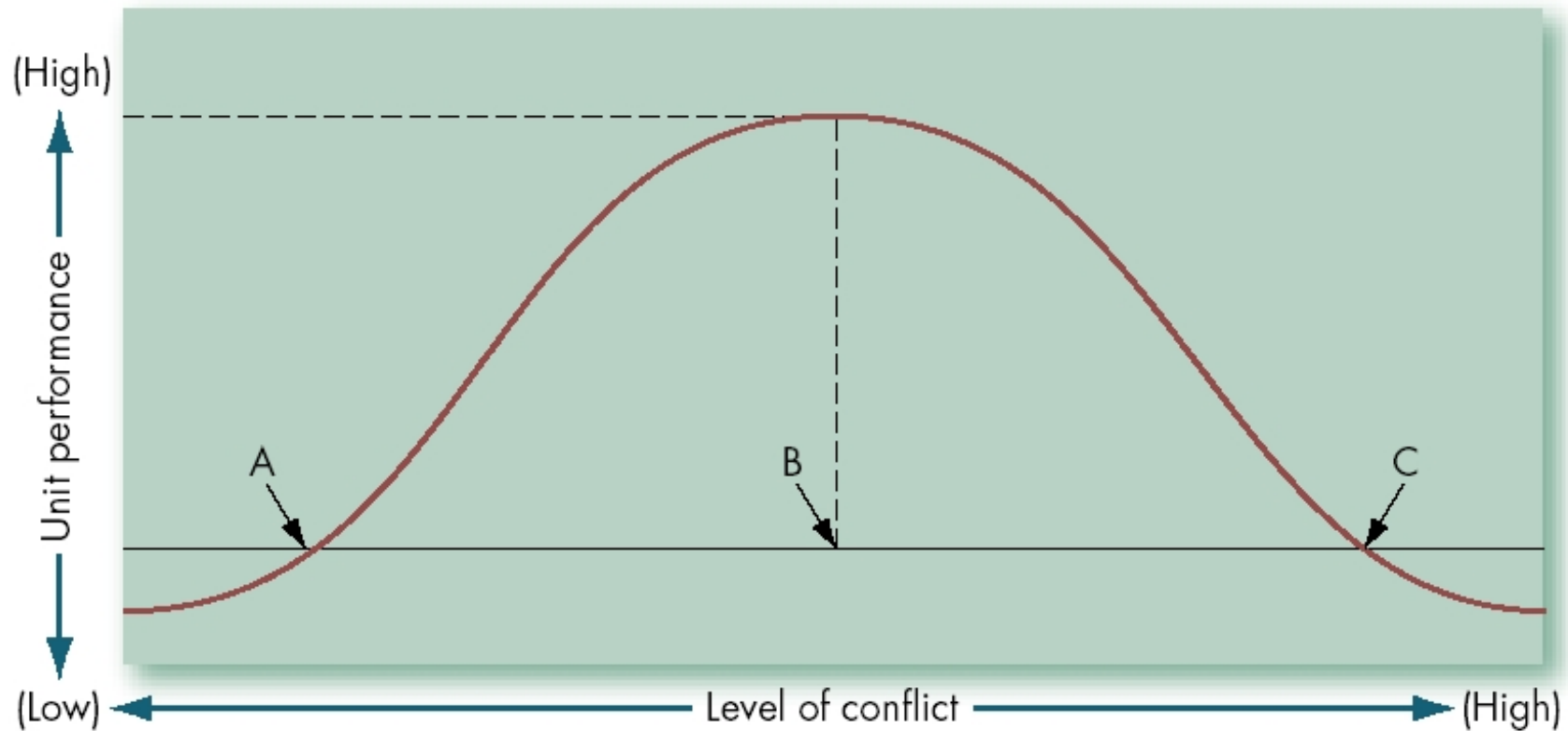
EXHIBIT 14-9a

Situation	Level of conflict	Type of conflict	Unit's internal characteristics	Unit performance outcome
A	Low or none	Dysfunctional	Apathetic Stagnant Nonresponsive to change Lack of new ideas	Low
B	Optimal	Functional	Viable Self-critical Innovative	High
C	High	Dysfunctional	Disruptive Chaotic Uncooperative	Low

Conflict and Unit Performance (cont'd)

EXHIBIT 14-9b