

# *Management* *CONFLICTS*

☆

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# CONFLICT

- *a serious disagreement or argument, typically a protracted one, or*
- *an incompatibility between two or more opinions, principles, or interests, or*
- *a condition in which a person experiences a clash of opposing wishes or needs*

# *CONFLICT*

=

*Conflict situation*  
+

*Pretext*

*Reasons for occurrence*

- Consequence of inadequate communication development*
- Different aims and ideas*
- Disagreement between two or more parties*
- Correlation of tasks*
- Different life style and experiences*

# CONFLICT

*Benefits*

*Losses*

*Detection of various viewpoints*

*Problems in control*

*Better management effectiveness*

*Aims disagreement*

*Conflicts by types (consequences)*

*functional*

*dysfunctional*

# CONFLICT

*interp*



*long-ter*

*(conflict situa*



*group  
asures)*

# CONFLICT

*Conflicts by types (by participants)*



*i*  
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*s)*

# CONFLICT

*Conflicts by types (by participants)*



*between a person and a group  
(f.i. by not popular measures)*

*between groups*



# CONFLICT

*Conflicts by types (by participants)*

*interpersonal*

*between a person and a group  
(f.i. by not popular measures)*

*between groups*

*inside of a person  
(role game)*



# Conflict

*Managerial situation*



*Conflict sources*



*The more sources exist, the ... (?) the whole situation is.*

# Conflict

*Managerial situation*



*Conflict sources*



*Possibility to settle the conflict*



*The more pretexts, the ... (?) the whole situation is.*

# Conflict

*Managerial situation*



*Conflict sources*



*Possibility to settle the conflict*



*Reaction to the conflict*



*failed*

*Conflict handling*

*successful*



# Conflict handling

*Structural way*

*Clarifying the work requirements*

*Coordination mechanisms*

*Integration mechanisms*

*Complex aims of organization*

*Structural motivation systems*

# Conflict handling

*Structural way*

*Interpersonal way*

*Avoidance*

*Smoothing*

*Compulsion*

*Compromise*

*Problem solving and readiness to the  
other's point of view*

# Conflict

*Managerial situation*



*Conflict sources*



*Possibility to settle the conflict*



*Reaction to the conflict*



*failed*

*Conflict handling*



*Functional and dysfunctional consequences*



# CONFLICT

## Conflicts by types (consequences)

*functional*

- *The final result is acceptable for everyone*
- *More desire for the further cooperation*

*dysfunctional*

- *Less working effectiveness*
- *No desire to compromise in the future*
- *“the-other-party-being-an-enemy” idea*
- *Displacement of interest*

# CONFLICT

high  
Level of understanding and  
wish for cooperation



1. *Avoidance*
2. *Smoothing*
3. *Compromise*
4. *Compulsory*
5. *Problem solving*



*Mostly common*  
*ways*

*The trial of Solomon*

*McCarthyism*

# *Why Conflicts Appear in an Organization*

```
graph TD; A["Why Conflicts Appear  
in an Organization"] --> B["Expectations of a  
Person about a  
Company"]; A --> C["Expectations of a  
Company about a  
Person"];
```

*Expectations of a  
Person about a  
Company*

*Expectations of a  
Company about a  
Person*

## *5 Ways What a CEO Can*

- Competitive style – ~~Based~~ on power, means winner and loser in a conflict*
- Dissociation style - lower level of persistence and no looking for co-operation*
- Compromising style – temperate persistence and wish for co-operation*
- Adaptation style – desire for co-operation and lower persistence on decision*
- Co-operation style*

# Styles of the Conflict Handling



That's it for today. Take care, have fun!

*Sincerely yours,  
Vladlena Zarembo*