

# **Managing and Negotiating Disagreements**

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# **Managing and Negotiating Disagreements: A Contemporary Approach for Conflict Resolution**

BY

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INVESTOR IN PEOPLE

# Contents

List of Abbreviations	<i>xi</i>
About the Authors	<i>xiii</i>
Foreword	<i>xv</i>
Preface	<i>xvii</i>
<b>Chapter 1 Introduction to Conflict: A Contemporary Notion</b>	<b>1</b>
1.1. What is Conflict?	2
1.2. Conflict Life Cycle	3
1.3. Speculating Nature of Conflict: Various Schools of Thought	4
1.4. Is Conflict Always Harmful?	5
1.5. Diagnosis of Conflict	7
1.6. Sources of Conflict	8
1.7. Case 1.1: Role Clarity and Conflict	11
1.8. Part A (Self-assessment)	11
1.9. Part B (Review Questions)	13
1.10. Part C (Glossary)	14
1.11. Activity 1.1: Active Listening Game	14
1.12. Activity 1.2: Group Discussion	14
1.13. Activity 1.3: Assessing Your Preconceived Notion	14
<b>Chapter 2 Levels of Conflict: How Profound Can it Be?</b>	<b>15</b>
2.1. Intra-personal Conflict	16
2.2. Inter-personal Conflict	19
2.3. Intra-group Conflict	19
2.4. Inter-group Conflict	20
2.5. Intra-organizational Conflict	20
2.6. Inter-organizational Conflict	21
2.7. Case 2.1: Sarah's Struggle	22

2.8. Activity 2.1	22
2.9. Part A (Self-assessment)	23
2.10. Part B (Review Questions)	25
2.11. Part C (Glossary)	25
<b>Chapter 3 How Does a Conflict Occur? Genesis, Stages, and Process</b>	<b>27</b>
3.1. Stage I: Potential Opposition or Incompatibility	28
3.2. Stage II: Cognition and Personalization	30
3.3. Stage III: Intentions	31
3.4. Stage IV: Behavior	31
3.5. Stage V: Outcome	31
3.6. Caselet 3.1	33
3.7. Caselet 3.2	34
3.8. Caselet 3.3	34
3.9. Caselet 3.4	34
3.10. Part A (Self-assessment)	35
3.11. Part B (Review Questions)	36
3.12. Part C (Glossary)	37
<b>Chapter 4 Uncovering Styles of Conflict Management</b>	<b>39</b>
4.1. Conflict Management Style	40
4.2. Importance of Understanding Conflict Management Styles	46
4.3. Case Study 4.1	47
4.4. Part A (Self-assessment)	47
4.5. Part B (Review Questions)	49
4.6. Part C (Glossary)	49
4.7. Activity 4.1	49
<b>Chapter 5 Personality and Conflict: How are They Inter-connected?</b>	<b>51</b>
5.1. Conflict Management: Role of Big Five Personality Traits	52
5.2. Role of Personality in Influencing Conflict Management Styles	55
5.3. Unraveling the Role of Transactions and Transactional Analysis in Conflict Management	56
5.4. Caselet 5.1	62
5.5. Activity 5.1	62
5.6. Part A (Self-assessment)	62
5.7. Part B (Review Questions)	63
5.8. Part C (Glossary)	64

<b>Chapter 6 Conflict Resolution: Initial Reactions and Strategies</b>	<b>65</b>
6.1. Dimensions of Conflict Resolution	66
6.2. Managing Different Levels of Conflict	68
6.3. Case 6.1	74
6.4. Part A (Self-assessment)	75
6.5. Part B (Review Questions)	75
6.6. Part C (Glossary)	76
<b>Chapter 7 Resolving Interpersonal and Intergroup Conflict Through RAT and RNT</b>	<b>77</b>
7.1. Role Analysis Technique	78
7.2. Role Negotiation Technique	80
7.3. Activity 7.1	82
7.4. Part A (Self-assessment)	82
7.5. Part B (Review Questions)	84
7.6. Part C (Glossary)	84
<b>Chapter 8 Negotiation: Bringing Conflict to a Negotiation Table</b>	<b>85</b>
8.1. Definition	85
8.2. Objectives of Negotiation	86
8.3. Types of Negotiation	87
8.4. Negotiation Versus Bargaining	88
8.5. Process of Negotiation	88
8.6. Types of Negotiators	92
8.7. Case Study 8.1: Labor Dispute	94
8.8. Part A (Self-assessment)	94
8.9. Part B (Review Questions)	95
8.10. Part C (Glossary)	96
<b>Chapter 9 Negotiation Temperaments: An Overview</b>	<b>97</b>
9.1. Introduction	97
9.2. Four Key Negotiating Temperaments	100
9.3. Activity 9.1	104
9.4. Part A (Self-assessment)	105
9.5. Part B (Review Questions)	106
9.6. Part C (Glossary)	106
<b>Chapter 10 Rules for Effective Negotiation: Do's and Don'ts</b>	<b>107</b>
10.1. Negotiation Failure	107
10.2. Reasons for Negotiation Failure	110
10.3. Rules for Effective Negotiation	112

10.4. Case Study 10.1: The Lodi Corporation Labor Dispute	113
10.5. Part A (Self-assessment)	115
10.6. Part B (Review Questions)	116
10.7. Part C (Glossary)	116
<b>Chapter 11 Role of Perception in Negotiation</b>	<b>117</b>
11.1. Role of Perception in Negotiation	118
11.2. Process of Perception in Negotiation	120
11.3. Perceptual Errors Affecting Negotiation	121
11.4. Managing Perception for Effective Negotiation	123
11.5. Part A (Self-assessment)	125
11.6. Part B (Review Questions)	126
11.7. Part C (Glossary)	127
11.8. Activity 11.1: Role Play “The Negotiation Game”	127
11.9. Activity 11.2: Group Project: “Negotiation and Perceptual Errors”	127
<b>Chapter 12 Team Negotiation</b>	<b>129</b>
12.1. Features of Team Negotiation	130
12.2. Application	131
12.3. Various Roles in Team Negotiations	132
12.4. Advantages of Team Negotiation	133
12.5. Challenges of Team Negotiation	134
12.6. Process of Team Negotiation	135
12.7. Ensuring Effectiveness in Team Negotiation	135
12.8. Caselet 12.1: Team Negotiation with a Diverse Team	136
12.9. Activity 12.1: Team Negotiation and Diversity	137
12.10. Part A (Self-assessment)	137
12.11. Part B (Review Questions)	138
12.12. Part C (Glossary)	139
<b>Chapter 13 Negotiation Skills: How to Stay Stronger in Negotiation</b>	<b>141</b>
13.1. Introduction	141
13.2. Types of Negotiation Skills	142
13.3. Importance of Negotiation Skills	146
13.4. Situations in Which Negotiation Skills Can Be Applied?	148
13.5. Part A (Self-assessment)	150
13.6. Part B (Review Questions)	151
13.7. Part C (Glossary)	151

<b>Chapter 14 BATNA: Reserving Alternatives and Back Up</b>	<b>153</b>
14.1. Introduction and Concept	154
14.2. Benefits of BATNA	155
14.3. How to Decide a BATNA?	157
14.4. Boosting Up Your BATNA	157
14.5. Rules for a Robust BATNA	158
14.6. Why BATNA is Essential	158
14.7. Challenges of BATNA	158
14.8. Part A (Self-assessment)	159
14.9. Part B (Review Questions)	160
14.10. Part C (Glossary)	160
14.11. Activity 14.1: BATNA in a Job Negotiation	161
<b>Chapter 15 Post-negotiation Process: Evaluation and Introspection</b>	<b>163</b>
15.1. Assessing the Effectiveness of Negotiation Process	167
15.2. Post-negotiation Evaluation Questionnaire	167
15.3. PEP (Personal Excellence Progress)	169
15.4. Part A (Self-assessment)	170
15.5. Part B (Review Questions)	171
15.6. Part C (Glossary)	171
<b>Chapter 16 Third-party Interventions: When Negotiation Doesn't Work</b>	<b>175</b>
16.1. Forms of Third-party Intervention in Conflict Management	176
16.2. Part A (Self-assessment)	181
16.3. Part B (Review Questions)	183
16.4. Part C (Glossary)	184
16.5. Role Play: Resolving Conflict Through Mediation	184
<b>Chapter 17 Changing Dimensions of Conflict Management: Digital Technology and Artificial Intelligence</b>	<b>185</b>
17.1. Role of Digital Technology and AI in Conflict Resolution	186
17.2. Models of ODR	193
17.3. Merits of ODR	194
17.4. Challenges of ODR	195
17.5. Part A (Self-assessment)	197
17.6. Part B (Review Questions)	198
17.7. Part C (Glossary)	198

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# List of Abbreviations

ADR	Alternative dispute resolution
AI	Artificial intelligence
BATNA	Best alternative to a negotiated agreement
NLP	Natural language processing
NSS	Negotiation support systems
ODR	Online dispute resolution
PEP	Personal excellence program
RAT	Role analysis technique
RNT	Role negotiation technique

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## About the Authors

**Bhawana Bhardwaj** is Assistant Professor, HPKV Business School, Central University of Himachal Pradesh, Dharmshala, India. She has 19 years of teaching and research experience in organizational behavior and human resource management. Throughout her education, she has been recognized for her merit and has received merit scholarships. She has contributed to the academic field as a dedicated academician and prolific writer by raising numerous social and organizational issues.

She has published research papers and book chapters in prestigious national and international journals with international publishers such as Elsevier, Emerald, Taylor & Francis, etc. She has presented papers as well as acted as a resource person at national and international conferences. She has also attended and organized numerous faculty development programs and workshops. As a resource person, she has been immensely appreciated by the organizers for her pedagogy and content. She has been conferred with “The Young Researcher Award,” “National Budding Researcher Award,” and the “Education Excellence Award in Human Resource Management.” She has published books on contemporary issues such as artificial intelligence (AI), emotional intelligence, women empowerment, and conflict management. Her research interests include conflict management, AI, Green Human Resource Management (GHRM), skilled migration, and organizational ambidexterity.

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His academic career has been extraordinary. He has many patents and SCOPUS indexed books in his name. He has published research articles in nationally and internationally acclaimed journals with high cite scores and impact factors. He has presented research papers at several national and international conferences in and outside India. He has received national and international awards for his work. He has done short assignments in Asian countries like Hong Kong, Dubai, Bhutan, and Singapore and has taken up many research projects on women empowerment and related issues. He was conferred with the National

Researcher Award by Trigarth, Department of Tourism, in collaboration with Himachal Tourism, Government of Himachal Pradesh. His area of research includes migration studies, brain circulation of human capital, leadership, work–life balance, workforce diversity and knowledge management.

# Foreword

Conflicts are common. Our lives are filled with conflicts: within the individual, between two individuals, between groups, among the groups, between organizations, communities, societies, nations, and many more. In fact, our lives are filled with conflicts and sometimes one feels if there are no conflicts, there is no life. Conflicts can be on goals, methods, values, systems, processes, and many more points.

Recognizing and managing conflicts within ourselves from time to time makes us productively or less productively use our time and energy and succeed or fail. Succeed or fail in our relationships, professional endeavors, or societal interactions, we frequently find ourselves facing divergent perspectives and conflicting interests. How we navigate these disagreements often defines the quality of our relationships, the success of our endeavors, the harmony of our communities, and the success of the organizations.

This book by Dr Bhawana Bhardwaj and Prof Dipanker Sharma *Managing and Negotiating Disagreements: A Contemporary Approach for Conflict Resolution* is a comprehensive text book that offers practical insights and strategies for effectively addressing and resolving conflicts in various contexts. Written by integrating research and practical experiences with exercises and case studies, this book serves as a beacon of wisdom for anyone seeking to enhance their conflict management skills.

Drawing from extensive research and real-world experiences, the chapters illuminate the intricacies of disagreement dynamics and provide readers with a comprehensive toolkit for constructive engagement. From understanding the underlying causes of conflicts to mastering the art of active listening and empathetic communication, each chapter equips readers with valuable techniques for fostering mutual understanding, finding mutually beneficial solutions, and developing negotiation skills.

What sets this book apart is its holistic approach to conflict resolution, which transcends simplistic notions of winning or losing. Instead, the emphasis is placed on cultivating collaborative mindsets, fostering trust, and nurturing resilient relationships that can withstand the test of disagreement. Through illustrative case studies, practical exercises, and insightful anecdotes, readers are invited on a transformative journey toward becoming more adept conflict navigators.

The book certainly benefits management graduates, professionals, practitioners, and academic fraternity with its comprehensive approach to develop proficiency for creating win-win situations while negotiating or dealing with conflicts of a variety. Whether you are a seasoned negotiator, a budding leader, or simply someone navigating the complexities of everyday interactions, this book offers

invaluable guidance that will empower you to turn conflicts into opportunities for growth, understanding, and mutual gain.

The purpose of this book is to delve into the intricacies of negotiation, mediation, and conflict resolution within organizational contexts and complexities. This book advocates proactive approaches to conflict resolution by reframing conflict as a normal and potentially beneficial phenomenon. Through the lens of active listening, empathy, creativity, and principled bargaining, these 17 chapters of this book aim to empower readers to approach conflicts constructively.

This book has 17 chapters. The first chapter itself introduces and discusses the contemporary notion of conflict including what is conflict, conflict life cycle, speculating nature of conflict, various schools of thought on conflict, and diagnosis of conflict and discusses if conflict is always harmful. The second chapter presents various types of conflict (intra-personal, inter-personal, inter-group, intra-group, intra-organizational, and inter-organizational conflicts). The third chapter discusses the stages and processes of conflict. The fourth chapter discusses the styles of conflict management. The fifth chapter deals with conflict management styles (avoiding, competing, accommodating, compromising, and collaborating). The next chapters discuss the dynamics of personality and conflict including transactional analysis and ego-states. There are chapters devoted to conflict resolution strategies, resolving inter-group and intra-organizational conflict through role analysis and role negotiation techniques. A full chapter is devoted to negotiating conflicts including the temperaments that people bring to the negotiation table (harmonizing, controlling, pragmatic, and action driven) and how they impact negotiations. There are four chapters devoted to negotiation, dynamics of negotiation, team negotiation, and negotiation skills. The book also presents the best alternatives to negotiated agreements popularly known as BATNAs. This is a very comprehensively written book on conflict management. The book has various case studies, self-assessments, review questions, glossary, and group activities. The authors deserve to be congratulated to bring out such a comprehensive book with examples, case studies, and self-assessment tools.

I am very sure the ideas expressed, solutions provided, and approaches described in this book serve as a compass, guiding the readers toward a future where conflicts and disagreements are not obstacles to be feared but rather invitations to deepen connections and forge a more harmonious world. In the era of digitalization, there has been a significant drift in the management practices and negotiations are now managed online and through several AI tools. The discourse on using contemporary tools like negotiation support system and online dispute resolution is per se a prodigious contribution of this book which will benefit and enable the readers to fine-tune with this changing paradigm.

The authors, Dr Bhawana Bhardwaj and Prof Dipanker Sharma, have done a remarkable job and as they embark on this journey of educating and training various groups of professionals, teachers, and students, I appreciate their undaunted efforts in developing this book and congratulate them.

*Best Wishes!!*

T. V. Rao

Chairman, T V Rao Learning Systems Pvt. Ltd  
Former Professor IIM (A)

# Preface

Welcome to *Managing and Negotiating Disagreements: A Contemporary Approach for Conflict Resolution*. Human interaction will always involve conflict, especially in contexts like organizations where people with different personalities, objectives, and points of view come together. Even though conflict is frequently associated with negativity, when handled skillfully, it may also offer chances for development, creativity, and stronger bonds between people. The capacity to resolve conflicts and negotiate agreements is a critical talent for both individuals and companies in today's linked and fast changing world.

The purpose of this book is to present a conflict management that delves into the intricacies of negotiation, mediation, and conflict resolution in the context of organizations. The book support proactive methods to conflict resolution by encouraging readers to recognize conflict as a normal and potentially beneficial phenomenon. It does this by highlighting active listening, empathy, creativity, and principled bargaining. It also emphasizes how crucial it is to create an environment where candid communication, helpful criticism, and cooperative problem solving are valued in order to resolve disputes before they become more serious.

This book examines different aspects of conflict, negotiation, and resolution via 17 chapters. It starts with an introduction to conflict as a modern concept and goes into its numerous levels, stages, and procedures. The complexities of conflict management techniques, the relationship between personality and conflict, and conflict resolution and preventive tactics will all be covered in detail for readers.

The negotiation chapters provide insightful information about the nature of negotiations, negotiation styles, temperaments, and successful negotiating techniques. In order to obtain a deeper knowledge of the dynamics at play during negotiations, readers will also learn about crucial concepts like best alternative to a negotiated agreement and the significance of perception in negotiation.

This book also looks at the function of teams in negotiations, the significance of post-negotiation assessment, and the possibility of third parties stepping in to mediate disputes. It also looks at how conflict management is evolving in the digital era and how artificial intelligence and technology are used to resolve disputes. To encourage active learning and reinforce important concepts, each chapter is enhanced with self-assessment tasks, review questions, case studies, group activities, and glossaries.

Conflict management techniques suggested in the books are useful tools for fostering harmony, innovation, and organizational resilience, as disputes continue to affect organizational dynamics and outcomes. This book is a great tool

for developing competence and confidence in handling and resolving conflicts, whether you're a professional, a student, an academician, a researcher, or an individual looking to improve your conflict resolution abilities.

In order to help you become an expert negotiator and conflict resolution practitioner, we believe that *Managing and Negotiating Disagreements: A Contemporary Approach for Conflict Resolution* will be a useful manual and a source of motivation.

Happy reading and learning!  
Dr Bhawana Bhardwaj  
Prof Dipanker Sharma

## Chapter 1

# Introduction to Conflict: A Contemporary Notion

### Learning Objectives:

- Understanding the Concept and Nature of Conflict.
- Conflict Life Cycle.
- Various Schools of Thought on Conflict.
- Is Conflict Always Harmful?
- How To Diagnose a Conflict?

The changing dynamics of the modern workplace have posed new challenges to sustaining harmony and teamwork. Managers are reported to spend 9 to 15 weeks of the year dealing with workplace conflict and disagreements.<sup>1</sup> According to a research, 65% of problems related to performance occur due to employee conflicts, causing a colossal expense for organizations.<sup>2</sup> Thus, managing the human resource has become even more challenging. There are numerous explanations for conflict in the workplace, but the most general and evident is that every person is unique. When people with individual differences work together, they may disagree over things owing to competitive goals, personality differences, or the accomplishment of plans. Furthermore, managing workplace disagreements is the most reducible expense in organizations today and is perhaps the least known domain of cost minimization.

The word “conflict” conjures up images of squabbles, battles, riots, and war. However, the nature and scope of conflict extend well beyond this. We can

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<sup>1</sup><https://www.prnewswire.com/news-releases/new-research-time-spent-on-workplace-conflict-has-doubled-since-2008-301652771.html>.

<sup>2</sup>Collins, S. D., & O'Rourke, J. S. (2009). *Managing conflict in the workplace*. Cengage Learning.

choose not to have any conflicts at work. All we must do is to locate an employment that does not involve interacting with others. Since it is nearly impossible, we will witness the conflict in one form. Consequently, conflict is inevitable and cannot be avoided. Most of us are constantly confronted with conflicting situations, either directly or indirectly. Though the type of conflict varies depending on the circumstance, there is one universal truth that remains “Conflict is unavoidable.” The best thing we can do is learn how to manage it effectively or recognize its benefits.

### 1.1. What is Conflict?

The term “conflict” derives its origin from the Latin word “Confligere” that means striking two things together.<sup>3</sup> The outcome of the conflict is often portrayed as a fight or war between two or more parties, but the fact is far more intricate. “Conflict is an expressed struggle between two or more parties who perceive incompatible goals, scarce resources, and interference from others in achieving their goals.”<sup>4</sup> However, it does not necessarily involve a riot, war, or a fight. According to Coleman (2000), “Conflict is an anticipated frustration entailed in the choice of either alternative.”<sup>5</sup> According to Bartos and Wehr (2002), conflict is “a situation in which actors use conflict behavior against each other to attain incompatible goals and/or to express their hostility.”<sup>6</sup>

Conflict occurs when one party feels that another party has negatively impacted or is about to negatively impact something significant to the first party. It is also called friction or opposition resulting from actual or perceived differences or incompatibilities.<sup>7</sup> Fisher (2000) states that conflict is “an incompatibility of goals or values between two or more parties in a relationship, combined with attempts to control each other and antagonistic feelings towards each other.”<sup>8</sup>

According to Roloff (2014), “Organizational conflict occurs when members engage in activities that are incompatible with those of colleagues within their network, members of other collectivizes, or unaffiliated individuals who utilize the services or products of the organization.”<sup>9</sup> Fig. 1 describes the nature of the conflict. Conflict can be a mental struggle to decide or choose among alternatives; it can be a clash or disagreement between two or more parties or can be described as incompatibilities of goals or opposition of ideas.

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<sup>3</sup><http://www.latin-dictionary.net>

<sup>4</sup>Wilmot, W., & Hocker, J. L. (2017). *Interpersonal conflict* (p. 384). McGraw-Hill Education.

<sup>5</sup>Coleman, P. T. (2000). Intractable conflict. In M. Deutsch and P. T. Coleman (Eds.), *The handbook of conflict resolution: Theory and practice* (pp. 428–450). Jossey-Bass Publishers.

<sup>6</sup>Bartos, O. J., & Wehr, P. (2002). *Using conflict theory*. Cambridge University Press.

<sup>7</sup><http://www.businessdictionary.com/definition/conflict.html>.

<sup>8</sup>Fisher, R. J. (2000). Intergroup conflict. In M. Deutsch & P. T. Coleman (Eds.), *The handbook of conflict resolution: Theory and practice* (pp. 166–184). Jossey-Bass.

<sup>9</sup>Roloff, M. R. (2014). Conflict and communication: A roadmap through the literature. In N. A. Burrell, M. Allen, B. M. Gayle, & R. W. Preiss (Eds.), *Managing interpersonal conflict: Advances through meta-analysis* (pp. 42–58). Routledge. <https://doi.org/10.4324/9780203149041>

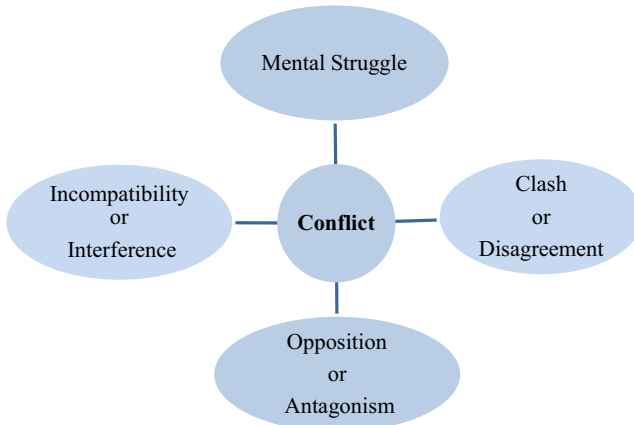


Fig. 1. Nature of Conflict. *Source:* Authors' creation.

When actions or aims are contradictory, conflict can arise. Alternatively, it is a situation in which interdependent people have (manifest or latent) disparities in meeting their respective needs and interests and are hampered by one another in doing so. It also involves a competition between parties who believe they have incompatible needs, aims, aspirations, or ideals. Burton (1990) states that unmet needs also contribute to conflict. In a struggle to satisfy these needs conflict may arise.<sup>10</sup> John Galtung<sup>11</sup> emphasized that dispute arises because of inequalities embedded in social structure. Violence is one of the possible responses to such conflicting situations. In such situations, conflict comprises three phases: before, after, and during the violence.

## 1.2. Conflict Life Cycle

Conflict is a dynamic process and comprises three stages described below and exhibited in Fig. 2.

### 1.2.1. Stage I: Contradiction

A contradiction occurs when individuals and groups have incompatible goals or competition. It can also prevail due to personality differences, background, age, education, perception, and attitude. In this stage, incompatibility may exist between two or more parties. Example – an employee may have to work with an arrogant boss.

### 1.2.2. Stage II: Attitude

At this stage, the contradiction and apparent differences in goals or resource competition may result in the creation of negative attitudes such as hostility, competition,

<sup>10</sup>Burton, J. (1990). *Conflict: Resolution and prevention*. St. Martins Press.

<sup>11</sup>[http://www.transcend-netz.de/upload/dokument\\_1328270221.pdf](http://www.transcend-netz.de/upload/dokument_1328270221.pdf)

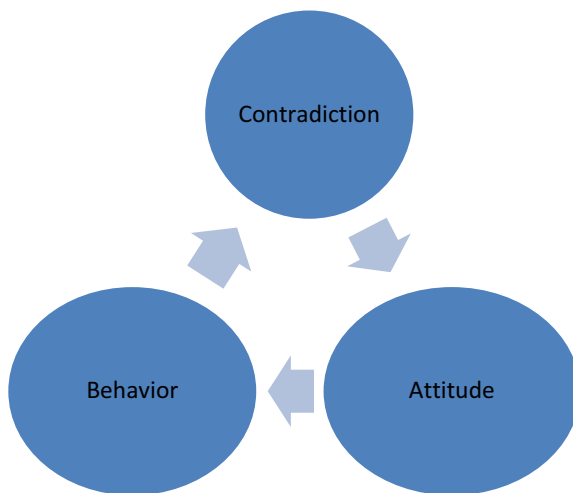


Fig. 2. Life Cycle of Conflict. *Source:* Authors' creation.

distrust, frustration, or other negative emotions between the parties involved. Example – the employee feels stressed due to the arrogant behavior of his boss.

### **1.2.3. Stage III: Behaviors**

In this stage, the negative attitudes and emotions from the previous stage may manifest in observable behaviors. These behaviors may include open conflicts, debates, confrontations, violence, or other activities that indicate the partners' increased stress and hatred. Example – the employee argues with the boss.

## **1.3. Speculating Nature of Conflict: Various Schools of Thought**

Conflict does not always bring adverse outcomes.<sup>12</sup> It may prevent the obsolescence of the system and promote creativity and innovation. Similarly, few thinkers advocate that conflict is always negative. Thus, various schools of thought have emerged to understand the nature of conflict. These three schools of thought offer distinct views on conflict and how it should be addressed in organizations and human interactions. The conventional school argues for conflict avoidance, the HR school recognizes conflict as a fundamental aspect of human connections but promotes resolution, and the interactionist school emphasizes the potential benefits of conflict if managed properly. Each viewpoint provides useful insights and can influence how disputes are treated and managed in different circumstances. Organizations can use components from each school to create comprehensive conflict resolution solutions.

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<sup>12</sup>Coser, L. (1957). Social conflict and the theory of social change, *The British Journal of Sociology*, 8(3), 197–207.

- a. *Traditional school of thought*: This school emphasizes that conflict is destructive and should be avoided. Disagreement brings adverse outcomes such as violence, performance problems, and organizational downfall. It believes that conflict brings negative outcomes such as hatred, and disaffection among members, confusion, insecurity, anxiety, unhappiness, rivalry, miscommunication, Complaints, lowered motivation and decreased morale, tension at home or at work, erosion of strength, and satisfaction of relationships.<sup>13,14</sup>
- b. *HR school of thought*: Conflict is natural and inevitable. This school of thought acknowledges individuals' differences, and the existence of these differences may lead to disagreement or conflict. Hence, it must be resolved amicably to achieve virtuous human relations. Conflict is harmful, and its resolution should be in the interest of the organization and the individual.<sup>15</sup>
- c. *Interactionist approach*: This school of thought asserts that an optimum level of conflict is necessary to avoid static and obsolescence. Conflict is not only a positive force but is also necessary for the group to perform effectively. This approach emphasizes that conflict is functional as well as dysfunctional. The outcome can be dependent on how we manage it. The conflict which brings positive outcomes is good for the organization and should be encouraged. An optimum level of conflict can promote creativity and innovation and improve the decision's quality.<sup>16</sup>

#### 1.4. Is Conflict Always Harmful?

A simple disagreement can easily develop into an exchange of emotionally charged personal attacks. Almost every individual will admit to having been involved in a disagreement that ended badly, leaving us furious, frustrated, or feeling horrible about ourselves. These are harmful types of disputes that include verbal and nonverbal abuse, ego attacks, rigidity, a revenge mindset, and the interchange of negative emotions. Such conflicts are characterized by adverse outcomes, often leading to a damaged relationship. Our fears, however justifiable, are often mislaid. Conflict itself does not need to be feared; our primary concern is ineffective dealing with conflict. Managers and social scientists have been aware of the conflict's positive elements since the 1960s.

Traditional views of conflict advocate legalistic forms of authority and fall short of recognizing the substance of conflict. Conversely, the current view is that disagreement is an essential component of transformation and change that can lead to enhanced trust, relational growth, and collaborative problem-solving. As a result,

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<sup>13</sup>Bacal, R. (2004). Organizational conflict – the good, the bad, and the ugly. *The Journal for Quality and Participation*, 27(2), 21.

<sup>14</sup>Rahim, M. A. (1986). Referent roles and styles of handling interpersonal conflict. *Journal of Social Psychology*, 125, 79–86.

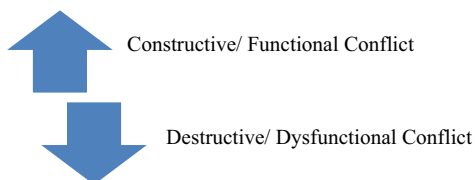
<sup>15</sup>Abiodun, A. R. (2014). Organizational conflicts: Causes, effects and remedies. *International Journal of Academic Research in Economics and Management Sciences*, 3(6), 118.

<sup>16</sup>Gaba, V., & Joseph, J. (2023). Content and process: Organizational conflict and decision making. *Frontiers in Psychology*, 14, 1227966.

## 6 Managing and Negotiating Disagreements

conflict can be constructive, and an optimal degree of conflict in an organization is preferable to none. Arguments involving facts, information, ideas, or goals characterize constructive disputes, also known as cognitive conflicts or substantive conflicts. Better judgments, innovation, questioning the status quo, and creative solutions to problems are all benefits of optimal levels of constructive conflict. Conflict is neither good nor bad; it is efficiently it is handled.<sup>17</sup> Conflict can lead to destructive as well as creative and positive social change depending on how it is handled.<sup>18</sup>

Thus, based on the outcome, the conflict can be of two types:



- a. *Functional/constructive conflict*: A form of conflict that advances the objectives of the person or group or produces fruitful results. The functional outcomes demonstrate that conflict has good consequences. It can also improve performance, solve problems, or lead to creativity and innovation. It entails developing the ability to resolve conflicts in a sensible, balanced manner. The term “functional conflict” can refer to changes, innovation, and creativity. Enhanced procedures for making decisions, substitute approaches, cooperative answers to typical issues, improved performance on an individual and group level, and chances to look for novel ways to handle issues.<sup>19</sup>
- b. *Dysfunctional/destructive conflict*: Conflict that hinders individual/group performance or brings negative outcomes. Disruptive results highlight the negative repercussions of conflict. It consists of disputes, arguments, fights, disagreements, etc. that can hinder performance or reduce productivity. Stress, exhaustion, and discontent, as well as decreased inter-personal and group communication, a culture of mistrust and suspicion, poor work performance, and heightened resistance to change, commitment, and loyalty, are all signs of dysfunctional conflict.<sup>19</sup> These differences are displayed in [Table 1](#).

Thus, an optimum level of conflict can challenge the status quo, bring innovation and creativity, and solve problems, while a conflict that decreases productivity, output, profitability, or other desirable outcomes is harmful.

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<sup>17</sup>Pondy, L. R. (1967). Organizational conflict: Concepts and models. *Administrative Science Quarterly*, 12(3), 296–320.

<sup>18</sup>Godwin, O. O., Godspower, A. K. P. O. Y. I. B. O., & Nelson, E. O. Human relations and organizational conflict resolution: A study of manufacturing firms in Nigeria. *IIARD International Journal of Economics and Business Management*, 8(6), 1–13. <https://doi.org/10.56201/ijebm.v8.no6.2022.pg1.13>

<sup>19</sup>Rahim, M. A. (2010). *Managing conflict in organizations* (4th ed.). Transaction Publishers.

Table 1. Functional Versus Dysfunctional Conflict: A Comparison.

<b>Dysfunctional Conflict</b>	<b>Functional Conflict</b>
Upsurges rivalry	Enhanced cooperation
Involves emotions	Mostly cognitive
Comprises personal attacks	Separates the person from the problem
Reduces outcome quality	Improves outcome quality
Weakens relationships	Strengthens relationships
This leads to spiteful behaviors	Leads to personal and professional growth
It does not solve problems	Solves problems
Decreased performance	Increased performance
No role in innovation and creativity	Enhanced innovation and creativity

*Source:* Authors' creation in line with literature.

## 1.5. Diagnosis of Conflict

Conflict with obvious outcomes such as fights, arguments, strikes, and verbal and nonverbal abuse can easily be recognized. However, diagnosing latent conflicts through their symptoms is essential to avoid negative consequences. We all have been in conflicting situations, and we have confronted various ways through which parties or individuals concerned handle conflict. Before understanding the ways of managing conflict, the most momentous thing is to identify whether the individual or the parties are really in conflict. There are a few warning signs by which conflict can be recognized:

- Individuals experiencing guilt due to inner conflict often become depressed, irritable, and restless.
- When individuals within the organization disagree or differ in one or many ways like attitude, preferences, personality, values, goals, background, education experience, etc. It results in the attainment of goals needing improvement.
- An out-group hostility usually occurs because of cohesion, that is, sticking together within a group.
- Absenteeism, attrition, and the clash among employees.
- Low morale or job satisfaction level.
- Deviant behavior at the workplace.
- Stress, anxiety, and anger.
- Low quality in products or poor performance, etc.
- Politics and hatred.
- Decrease productivity.
- Lack of trust.
- Competition among individuals and lack of teamwork.

## **1.6. Sources of Conflict**

Prevention of workplace conflict can be a critical tool to manage its consequences. Multiple factors can trigger conflict and are acknowledged as sources of conflict. Identifying these factors can help in the prevention of conflict.

### ***1.6.1. Competition for Scarce Resources***

Essential resources like money, human resources, time, materials, and equipment are limited and should be allocated to the people in the organizations prudently. The need for these resources among organizational members can cause conflict.

### ***1.6.2. Incompatible Goals***

When the goals of two parties are competitive or incompatible, and one party's gain can cause loss to the other party. For example, employers and employees and buyers and sellers. Individuals or groups often need help agreeing on action plans since they usually develop different competitive goals and objectives. Similarly, countless conflicts can take place since some believe that an accepted value should be applied to all circumstances, thus exceeding those whose values are different.

### ***1.6.3. Inherent Conflict***

Standardized procedures, rules, and policies that control actions tend to reduce the likelihood of conflict. Nevertheless, confrontation with their imposed control is promoted at the same time. Moreover, in a complex organization, the number of levels of authority may create problems that increase the potential for conflict.

### ***1.6.4. Line–Staff Relationships***

The difference in the task responsibilities of line and staff members, while enabling them to accomplish their respective tasks, also increases the likelihood of conflict. Line workers are involved in the core activities of a business, while staff workers support the core activities. A disagreement about their importance in the organization can lead to conflict.

### ***1.6.5. Organizational Ambiguities***

Happiness at workplace plays an important role in organizational effectiveness. However, various factors can create impediments for employees happiness.<sup>20</sup> When responsibility lines are unclear, role ambiguity leads to disagreement,

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<sup>20</sup>Jaswal, N., Sharma, D., Bhardwaj, B., & Kraus, S. (2024). Promoting well-being through happiness at work: A systematic literature review and future research agenda, *Management Decision*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/MD-08-2023-1492>.