



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

Project Management for Managers

Lec – 32

HRM Issues and Time Management

Dr. M.K. Barua

Department of Management
Indian Institute of Technology Roorkee



Sources of Conflict

Organizational:

- Reward systems: competitive processes, how evaluation is being done.
- Scarce resources:
- Uncertainty: over lines of authority.
- Differentiation: mind set, attitudes, time frame, value systems are different from department to department.

Interpersonal:

- Faulty communication
- Personal grudges & prejudices



Conflict Resolution

1. Mediate – defusion (focus is less on source of conflict, but is on **mutual acceptable solution**) / confrontation (look for **root cause** of conflict, more effective in long run)



Conflict Resolution

2.Arbitrate – PM imposes **impersonal judgment** on the warring parties.



Conflict Resolution

3.Control – cool down period



Conflict Resolution

4.Accept – unmanageable - even after project gets over.



Conflict Resolution

5. Eliminate – transfer the guilty person

Conflict is often evidence of progress!



	Conflict Intensity Ranking	
<u>SOURCES OF CONFLICT</u>	Thamhain & Wilemon	Posner
Conflict over project priorities	<u>2</u>	3
Conflict over administrative procedures	5	7
Conflict over technical opinions and performance trade-offs	4	5
Conflict over human recourses	3	4
Conflict over cost and budget	7	<u>2</u>
Conflict over schedules	<u>1</u>	<u>1</u>
Personality conflicts	6	6

