**MGNT 110**

**Introduction to Management**

**Assignment 2 Group Report**

**Group number: B2 Tutorial group: T01F**

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| **Name** | **UOW ID** |
| Timothy Leong | 8750634 |
| Ekjoth Bajaj Singh | 8949426 |
| Sacil Chloe Jann Carpio | 9089470 |
| Desmond Won Thian Feng | 8949396 |
| Ho Yean Kit | 9070850 |

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**Lecturer/Tutor:**

**Mr. Kai Joo Jason Ho**

[**jasonh@uow.edu.au**](mailto:jasonh@uow.edu.au)

**University of Wollongong**

**Part 1**

# Level of conflict

There are three levels of conflict taught to us in this module. Interpersonal, intergroup, and inter-organisational. We have identified that the overarching conflict is at the interpersonal level.

## Interpersonal

An interpersonal level of conflict refers to a conflict between individuals (Belgasm et al., 2025, p.3). Perhaps two employees have conflicting opinions that are disrupting business operations. This is vividly described in the case study where Ritchie and Kylie have a heated argument.

“Ritchie now is very irate: ‘Why didn’t you check your order, you stupid cow’?”.

“Kylie, now trembling, shouts out ‘Don’t talk to me like that you, it’s a mistake. Can’t you see how busy we are’!”.

From this instance, we can see that Ritchie is upset over Kylie’s incompetence and even uses hurtful language against her. Conversely, Kylie rebuts that her error is justified due to the floor situation that night. Hence this is a clear example of an interpersonal conflict since it involves Ritchie and Kylie as individuals, having conflicting opinions.

## Implications

What happens next? What are the implications of this interpersonal conflict, should it not be addressed?

### Social

If Ritchie and Kylie do not resolve their grievances, their relationship will likely deteriorate, leading to unhappiness and diminished trust at work. Research indicates that interpersonal conflict can result in workplace ostracism and deviant behaviors among employees. Such conflicts not only hinder direct communication between the individuals involved but can also negatively impact on the broader team dynamics. Moreover, persistent job stress stemming from unresolved conflicts has been linked to increased employee turnover intentions ([Ahmad Fathulla Ahmad](https://www.researchgate.net/profile/Ahmad-Ahmad-58?_tp=eyJjb250ZXh0Ijp7ImZpcnN0UGFnZSI6InB1YmxpY2F0aW9uIiwicGFnZSI6InB1YmxpY2F0aW9uIn19), 2022, p.3). Therefore, the social and emotional consequences of unresolved workplace conflicts can escalate over time if not addressed promptly.

### Business

The restaurant’s business is heavily dependent on the waiters and the chefs. If they do not play their part, customer experience drops, and business will surely follow. With an interpersonal conflict in the way, Ritchie and Kylie will not communicate effectively and hinder kitchen operation. Not only could they repel customers with their poor performance, but operating costs may also increase. Say if Kylie’s margin of error increases, there will be more errors in order errors, hence food would be wasted. Ingredient costs go up, and overall operating cost increases too.

**Part 2**

# Type of Conflict

## The type of conflict we have identified for this case study is Relationship conflict, which dives into an interpersonal level of disagreements between two parties. It goes beyond quarrels about work tasks and performance.

## Emotions start to get deeply involved, gaining the potential to be catastrophic, the tension increasing with more contact with each other as the parties’ personalities can clash, and their values and beliefs may not align. (Udayan Dasgupta, 2019, p.2).

## Evidence

## This conflict arose between Michelle and Ritchie. Michelle had expressed her frustrations with the treatment of her fellow floor staff, quoting rude and sexist behavior, especially since Kylie had brought up her interaction with Ritchie earlier, causing her to feel upset and publicly humiliated. However, Ritchie snaps back at Michelle, deflecting the blame onto her and the staff by claiming them to be “morons”, verbally insulting them.

## Implications

This highlights that their conflict has lost its professionalism; it’s become personal. It’s become Michelle vs Ritchie, rather than them against the problem itself. This creates a lack of collaboration between them, creating an ongoing divide that could extend towards the rest of the staff as well. It spreads a strained, hostile, and toxic atmosphere in the work environment. This brings everyone’s morale down, influencing the productivity, dynamics, and success of the place. (Akshita Mukherji & Garvita Jakhar, 2024, p. 1212).

**Part 3**

# Define Conflict Management

The definition of conflict management involves two parties or people with different perceptions and opinions based on how they would resolve their differences. It is a process of identifying disagreements and minimizing risks to get the expected outcomes to meet everyone’s vision. It covers a wide range of different approaches such as negotiation, or any other techniques to achieve the mutual concessions and avoid by not worsening the conflict. It is also an important ability to shape any individual who wants to achieve their objectives through leadership (Sameer Limbare, 2012, p.172).

## Importance of Conflict Management

Conflict management is important due to its numerous benefits. It plays a crucial role in promoting healthy relationships by addressing conflicts in a constructive and chronological manner, which encourages mutual understanding and positive communication among parties involved. Additionally, to resolve conflict issues, the right principle or approaches must goes through different stages of conflict to get the best expected outcomes of the results ([Anit S](https://www.jstor.org/action/doBasicSearch?Query=au%3A%22ANIT%20SOMECH%22)omech et al., 2009, p.361).

Effective conflict management also improves problem-solving skills as individuals learn to analyze situations, identify underlying issues, and develop creative solutions. The conflict cannot be resolved if you do not first understand the causes of conflict. Only when a diagnosis develops into concrete terms, will you be able to propose alternate solutions (Oachesu Madalina, 2016, p.808). Improved communication resulting from conflict management helps boost team performance by fostering collaboration, trust, and focus on common goals.

The effects of creating a conflict management model called “PCMM”, helps companies deal with intragroup problems with an effective way to manage conflict. It helped improve their conflict management skills using the learning cycle from conflict identification, resolution, and feedback to conflict prevention. ([Nannan Wang](https://journals.sagepub.com/doi/10.1177/2158244019899055#con1) & [Guobin Wu](https://journals.sagepub.com/doi/10.1177/2158244019899055#con2), 2020, p.2) This suggests that there is practical positive use to conflict management.

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### Force

Force is a direct and assertive approach in which one person imposes their decision or viewpoint upon others. This style is highly assertive and lacks cooperation or compromise. It's essentially a unilateral decision-making process, emphasising authority or power to swiftly resolve disputes. Although efficient in situations requiring immediate action or clarity during crises, it typically neglects the interests or feelings of others, potentially fostering resentment or damaging relationships.

The approach prioritises achieving objectives over maintaining harmony within a team, suitable in scenarios where the stakes are high and the consequences of indecision are severe. However, frequent use of the Force method can create an atmosphere of hostility, reduce morale, and decrease future cooperation. Therefore, it should be employed cautiously, recognizing that it may solve immediate conflicts efficiently but could lead to long-term dysfunction or demoralization within a group setting.

### Collaborate

Collaboration is a conflict management style that allows focusing on working together to find a win-win situation for all parties involved. Which in this case is between Kylie, Ritchie and Michelle. In the conflict we can see that Ritchie is unhappy with Kylie being careless and not careful with her orders, which in turn infuriates Ritchie, making him make bad remarks about her. Kylie feels embarrassed and hurt by this statement. Michelle is caught in the crossfire between the kitchen vs floor feud. To solve this conflict, we need Kylie, Ritchie and Michelle to take 15 minutes weekly off their shift to discuss clear language boundaries for Ritchie. For Kylie she would need to be extra careful and make sure she double checks her order in the future. She can also be sent for further training to improve herself.

For the discussion we would need a neutral facilitator, Harry, to prevent the conflict spiraling out of control as Ritchie has a strong personality. The con being that the café would need to allocate time for this and not be able to serve more customers. If everything plays out well, then each party would have a win-win situation, which would then lead to rebuilding understanding and trust between them.

### Compromise

The definition of compromise is a form of conflict management between being assertive and cooperative. When it comes from two parties, they want to win a little and lose a little to reach a mutual concession. It requires one party to sacrifice based on one of their priorities and gain something to achieve the expected result that satisfies everyone. This style of conflict management places an average focus on a party’s own concern and the same for the other parties. When a temporary solution is needed to resolve the conflict, it is also most frequently used to avoid a hunger for power or ego.

This method would be rather effective in tackling the conflict in the scenario given as both parties feel aggrieved by the other thus, if one party is seen to be conceding a little bit of ground, the other will likely be more willing to give a little too which will result in a solution that satisfies both parties. It can be achieved by searching for common grounds and being consistent on major issues that require discussion.

### Avoiding

Avoidance is a conflict management strategy utilized by supervisors or those in authority to deliberately refrain from addressing the issue at hand. This method is often adopted when the conflict is minor, and emotions are heightened. In the case study we were given Harry to avoid Ritchie when Ritchie was being rude and avoid Kylie when Kylie was being slow. While there are many pros and cons to avoid, Harry can keep the business ongoing as if nothing have happened and Harry also does not lose face in front of his employers while the cons of avoid would be there would be a lack of transparency between Kylie and Ritchie thus affecting the trust and communication between the individual, while it always reinforce toxic behaviours which remain unresolved and may escalate in the near future. While avoiding strategy can be useful for short-term harmony since it does not really solve the problem and it may hurt the team in the long run.

### Accommodate

Accommodation is a conflict management style where one party yields or gives in, sacrificing their needs and concerns to maintain and preserve a harmonious relationship, essentially letting the other party win in their favor. It is a valid approach when trying to diffuse the tension in the situation, promoting team cohesion and collaboration between them, especially in situations were keeping the relationship stable takes more importance than the issue at hand.

This is effective in de-escalating any immediate tension and fostering an environment of mutual respect, as well as a relaxing atmosphere in the workplace. It portrays emotional maturity and intelligence from the conforming party, which, for example, is Michelle against Ritchie in this case by admitting her wrongs, and the willingness to resolve their differences.

However, there are also some catches to this style. In this situation, it can stir up suppressed resentment against Ritchie from not just Michelle, but from the rest of her fellow front staff as well, including Kylie, as their concerns are left subdued. Additionally, it could enable him to continue his toxic behaviour. Over-relying on accommodation will potentially pile up more unresolved issues and create a disparity in the team balance.

**Part 4: Solution**

# Finalised Choice: Force

Our team has selected the conflict resolution strategy of force to address the interpersonal conflict occurring between the wait staff and kitchen staff in the restaurant. Given the scenario, where both parties demonstrate low mutual regard and engage in unprofessional behavior, such as the kitchen staff using vulgar language towards the wait staff after order mistakes, the most practical solution is authoritative intervention by management.

Employing force, in this context, involves management explicitly enforcing standards of professional conduct and imposing clear consequences for non-compliance. While this approach might appear rigid, it is pragmatic due to the replaceable nature of the roles involved. Both the wait staff and kitchen staff occupy positions of similar, relatively low organisational importance. Thus, the loss of employees from either side is manageable, albeit with the associated costs of recruiting and training replacements. Alternative methods like collaboration, accommodation, or compromise would be ineffective here, as they rely on mutual respect and value between parties, elements noticeably lacking in this situation. Consequently, the use of force provides clarity, decisiveness, and immediate resolution, ensuring operational continuity and maintaining professional standards despite potential short-term disruptions caused by staff turnover.

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