

Here's a summary of the key topics covered in the PDF, along with short notes:

## 1. Introduction to Conflict

- Conflict is inevitable: Occurs due to differences in attitudes, behaviors, traits, desires, and needs.
- Expressions of conflict: Can include insults, noncooperation, bullying, and anger.
- Causes of conflict: Range from personality clashes and miscommunication to organizational mismanagement.
- Negative effects of conflict: Include work disruptions, decreased productivity, project failure, absenteeism, and termination.
- Emotional stress: Both a cause and effect of workplace conflict.
- Importance of conflict management: Organizations must manage and resolve conflict to maintain peace and facilitate business development.
- Workplace conflict factors: Misplaced prejudices, interpersonal relations, competition, and differing opinions can contribute to conflict.
- Effects of conflict: Conflict spoils the office environment, leads to negativity, and wastes time.
- Countering conflict: It is important to control emotions, respect opinions and avoid shouting.
- Role of employers: Relocating conflicting employees and fostering a positive workplace culture can help manage conflict.
- Impact of conflict in service organizations: Conflict is particularly harmful in service organizations like banks, necessitating strong conflict management practices.

## 2. Conflict: Concept & Definition

- Conflict as a normal part of relationships: Conflict is considered a normal aspect of healthy relationships and human experience.
- Triggers of conflict: Conflict arises when individuals or groups have differing needs, wants, interests, or opinions.
- Definitions of conflict:
  - Oxford Learners Dictionary: Conflict is a situation of strong disagreement or serious argument.

- McLean (2005): Conflict is the physical or psychological struggle associated with opposing incompatible goals, desires, demands, wants or needs.
- General definition: Conflict is a clash between individuals due to differences in thought processes, attitudes, understanding, interests, requirements, and perceptions.
- Effects of conflict: Conflict can damage relationships, turning friends into enemies, and can occur in various settings, including family and the workplace.
- Managing conflict: Resolving conflict in a healthy way is essential for strengthening relationships.
- Perspectives on conflict: Experts have varying views on conflict, with some seeing it as natural, others as obstructive, and some as a result of goal incompatibility.
- Outcomes of well-managed conflict: Conflict, when managed respectfully and positively, can strengthen relationships.

### 3. Conflicts at the Workplace

- Conflict as a normal occurrence: Conflict is normal in workplaces where people work together.
- Impact of workplace conflict: It lowers morale, increases absenteeism, and decreases productivity.
- Definition of workplace conflict: It is the struggle that arises when people perceive incompatible goals, wants, demands, or needs.
- Common responses to conflict: Flight-or-fight responses are common, but neither leads to resolution.
- Effects of unresolved conflict: Organizations can experience disrespect and tension.
- Recommendations for handling conflict: It is recommended to do your job, avoid unnecessary tension, compromise, communicate effectively, and focus on team goals.

### 4. Characteristics of Conflict

- Principles of conflict:
  - Conflict is universal.
  - Conflict is associated with incompatible goals and scarce resources.

- Conflict is associated with interference.
- Conflict is not a sign of a poor relationship.
- Conflict cannot be avoided or always be resolved.
- Conflict is not always bad.
- Key characteristics of conflict:
  - Conflict involves opposition and disagreement.
  - Conflict involves perceived threat.
  - Responses to conflict are based on perceptions.
  - Conflict is inevitable in relationships.
  - Conflict can be an opportunity for growth and trust-building.

## 5. Are Conflicts Bad and/or Undesirable?

- Viewpoints on conflict:
  - Traditionalists: Conflict is bad and should be avoided.
  - Human relations experts: Conflict is natural and provides opportunities for creativity and persuasion.
  - Integrationists: Conflict is inevitable and helpful if managed properly.
- Conflict resolution: Proper diagnosis and resolution are key.

## 6. Types of Conflicts

- Organizational conflict: Disagreement between groups or employees over work-related issues.
- Main types of workplace conflict: Task, relationship, and values.
  - Task conflict:
    - Involves differences in work details and goals.
    - Related to employees' duties, resource sharing, procedures, policies, and interpretation of facts.
    - Can be solved through communication and collaboration.
  - Relationship conflict:
    - Personal conflict over disagreements and differences between individuals or groups.

- Focuses on personal issues, not work-related ones.
- Can be difficult to resolve and can harm job commitment, productivity, trust, and performance.
- Value conflict:
  - Arises from fundamental differences in life experiences, cultures, identities, values, and beliefs.
  - Can involve differences in politics, religion, ethics, and norms.
  - Can lead to defensiveness, distrust, and alienation.
  - Resolution involves fostering mutual understanding and respect through dialogue.
- Intra-individual/Intra-personal Conflict:
  - Conflict within an individual, where personal objectives differ from the company's vision.
  - Types: Goal conflict, conflict from frustration, and role conflict.
  - Goal conflict:
    - Occurs when a goal has both positive and negative features, or when there are competing goals. [cite: 1030, 1031, 1032, 1033, 1034, 1035, 1036, 1037, 1038, ]
  - Forms: Approach-Approach, Approach-Avoidance, and Avoidance-Avoidance.
  - Conflict from frustration:
    - Frustration arises when a motivated drive is blocked. [cite: 1039, 1040, 1041, 1042, 1043, 1044, 1045, 1046, 1047, ]
    - Barriers can be external (e.g., floods, power failures) or internal (e.g., personal limitations).
    - Defense mechanisms: Aggression, withdrawal, fixation, or compromise.
  - Role conflict:
    - Occurs when an individual has to play several roles simultaneously with limited time and resources.
    - Types: Conflict between the person and the role, intra-role conflict, and inter-role conflict.

## 7. Reasons for Conflict

- Common reasons for conflict: Misunderstandings, lack of communication, and disagreement.
- Root causes of conflict: Differences in values, motivations, perceptions, ideas, or desires, often linked to deep personal needs and ego.
- Outcomes of conflict: Conflict can create a "win/lose" situation, leading to retaliation and further conflict.
- Impact of stress: Stress on employees can negatively affect the organization.
- Specific reasons for conflict in organizations:
  - Resistance to change: Fear of the unknown.
  - Work habits: Conflicting work habits.
  - Poor communication: Misunderstandings due to different communication styles or lack of communication.
  - Personality clashes: Differences in personalities, backgrounds, cultures, preferences, experiences, temperament, and capabilities.
  - Poor performance: Unaddressed poor performance.
  - Poor supervision: Incompetent or biased managers.
  - Other reasons:
    - Economics: Insufficient remuneration.
    - Stress from working conditions.
    - Weak leadership.