**AFRICAN INSTITUTE FOR PROJECT MANAGEMENT STUDIES (aipms).**

**MODULE 2 ASSIGNMENT.**

COURSE CODE: D009

COURSE NAME: DIPLOMA IN CONFLICT MANAGEMENT

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**MODULE ASSIGNMENT 2**

1. Explore different conflict management approaches.

2. Identify and evaluate different tools and behaviors for how to manage and resolve

conflicts within project teams

3. Discuss five causes of conflict and provide a relevant example to illustrate your answer.

4. “Conflict is bad and need to be avoided”. Discuss this statement by giving two negative

and three positive views of conflicts.

5. In your own words what do you understand by the terms ROCI as means of measuring

organizational conflict

**1** **Conflict management-** is the process of limiting the negative aspects of [conflict](https://en.wikipedia.org/wiki/Conflict_(process)) while increasing the positive aspects of conflict. The aim of conflict management is to enhance [learning](https://en.wikipedia.org/wiki/Learning) and group outcomes, including effectiveness or performance in an organizational setting. Properly managed conflict can improve group outcomes.

The five established approaches to conflict management are:

* **Competing**, such as powering your way to a win or defending your position
* **Accommodating** (the opposite of competing), by subordinating your own interests to the interests of others
* **Avoiding**, by denying the existence of the conflict or withdrawing from it
* **Collaborating** (the opposite of avoiding); engaging and working together toward a solution
* **Compromising** (the middle ground between competing and avoiding); agreeing on a partially acceptable solution

2: Managing and resolving conflicts within project teams can be done by the following different tools and behaviors**.**

* **Embrace conflict-** When conflict arises, don’t avoid it or pretend nothing has happened. As time goes on, tension will build and the conflict only will get worse. Deal with these uncomfortable issues as soon as possible, before problems and bad feelings become embedded in everyday work. If you notice a conflict between employees, encourage them to find a way to work it out. If conflict develops between two teams, it's a good time to [improve interdepartmental communication](https://smallbusiness.patriotsoftware.com/what-is-interdepartmental-communication-strategies/?utm_source=ENT45&utm_medium=article&utm_campaign=GBL&utm_content=work_conflict). If you have a conflict with one of your employee, address it head on and in private.
* **Talk Together-** Set up a time and place so you can talk for an extended span without outside interruptions.When you do meet, each person should have adequate time to say what he or she believes the other party needs to hear. Don't let any individual monopolize the conversation or control the topic. Each person should talk about the disagreements and how he or she feels about the situation.Remember, this is not the time to attack or assign blame. Focus on the problem, not your opinion of the other person’s character.
* **Listen carefully-** It's essential to give your complete attention to the person who is talking. Do not interrupt the other person. Make sure you're getting the message he or she intends to send. Rephrase and repeat back what you've heard to confirm understanding, you might say something along the lines of, “Let me make sure I understand, ask clarifying questions if needed, you can request that the other person repeat a central idea or reword his or her frustrations in a way that makes sense to you, listening always should be about gaining understanding, Don’t let yourself become reactionary to the other person's words.
* **Find agreement-** Your conversation primarily will focus on the disagreements, but resolution is possible only when you find points of agreement. You should emerge from the experience with some positives instead of all negatives. Shed light on commonalities. Share examples or instances in which you agree with the other person or can see another point of view. For example, if you disagree on new sales tactics, you might share what you liked about the other person’s idea or the motivation to work harder for the team.

Looking for agreement demonstrates your willingness to seek out common ground and build a relationship around those trust elements.

* **Provide guidance-** If you're in a leadership position, there are times [you may need to mediate work conflict](http://smallbusiness.patriotsoftware.com/how-handle-conflict-at-work-communication/?utm_source=ENT45&utm_medium=article&utm_campaign=GBL&utm_content=work_conflict). Don’t take sides, ever. Realize you are there simply to help your employees work out their problems.You might need to guide the conversation. And if hurt feelings run high, it's likely you'll need to redirect the topic so your employees return to the real problem. If you're in a position to give advice on next steps, highlight the positive aspects of the process and suggest related topics or actions they can work through after the meeting.
* **Be quick to forgive-** Every conflict needs a clear resolution that acknowledges hurt feelings and finds a solution that begins to mend them. Apologize. Tell the other person you're truly sorry for any ill words or actions -- and mean it. You'll also need to forgive the other person. Agreeing solely for the sake of appearances can lead to grudges that deepen over time, undoing any progress you've made together.

3: Causes of Conflicts can arise from many different factors as explained below

* **Resources-** Money is hard. Either you have too much or you don’t have enough. If you have too much, someone might chastise you for having so much and spending irresponsibly. If you don’t have enough, someone might shame you for not participating in activities that you consider too expensive. When it comes to money, the underlying argument is often about the relationship. In money-envy situations (e.g., YOU can do whatever YOU want because YOU have so much money), the other person is likely worried about his or her own financial situation. That worry can lead to an assumption that you do not understand his or her situation.
* **Personality clashes**- the 'personality mix' within a team can be upset, for example when a new member of staff joins or if two colleagues suddenly fall out. Individuals may also respond to difficult or challenging situations in an unhelpful or unproductive way.
* **Unrealistic needs and expectations** – conflict, especially at work place can often be caused when employers ignore the needs of employees or set unrealistic expectations. For example, arranging hours that make it difficult for employees to carry out childcare responsibilities.
* **Business values** - most people have very clear ideas about what they think is fair, and your organization’s procedures and policies must reflect this. For example, giving someone a fair hearing or explaining the reasoning behind a decision.
* **Unresolved workplace issues** - for example, an employee might ask to be moved to another team because of their manager's 'aggressive' leadership style. However, the employee may have other reasons - for example, they may blame their manager for a lack of training or career progression.
* **Increase in workload** - sometimes workplace conflict is caused because people feel they are being pushed too hard and resentment sets in if they feel their workload is unmanageable.
* **Communication Issues-** At the heart of most conflicts, in the workplace and otherwise, is communication. It could be that clear instructions aren’t provided when a task is issued, leading to problems. In some cases, one person misunderstands what another says. But the key to resolving many communication issues is realizing that there are different communication styles.
* **Insufficient Management-** Supervising others is a talent, usually developed over time. Many conflicts happen as a result of poor management, whether it’s simply through lack of supervisory training or that the manager is too overloaded to focus on his team. A large part of preventing conflicts is being in tune with your team at all times. Pay attention to how they’re communicating and take proactive measures to address any issues you see.

When conflict does arise, a manager should act as a mediator, not constantly try to squash it. It may help to pull the team members aside from the rest of the group to avoid involving other workers. However, as a manager, it’s on you to recognize when a conflict is the result of misplaced pride or miscommunication and help those involved come to a resolution.

* **Perceived Unfairness**- From childhood, you likely heard the adage, “Life isn’t fair” in response to situations you saw as unjust. Unfortunately, that search for justice follows children into adulthood, where workers understandably want to be treated fairly. If a new person is brought in for a supervisory job instead of a longtime employee getting the promotion, for instance, the perceived injustice of this may create an immediate conflict between the slighted worker and the new person.

In addition to pay and promotional opportunities, conflict can arise over uneven access to resources. If you issue perks or purchase new tablets for part of the staff, for example, you’ll see that unfair distribution will cause animosity among team members who feel excluded.

* **Bullying and Harassment-** An estimated 61 percent of employees are aware of abusive conduct in the workplace, with 19 percent having experienced it. This type of abuse, including bullying and harassment, can not only cause conflict but can also lead to a toxic work environment overall. If left unchecked, there may even be hostile work environment complaints, leading to disciplinary action and potential termination.
* **Gossip-** Management may not always be aware of the various rumors circulating at a given time, but it’s important to address gossip if it starts to create conflict. If a particular employee can be tracked down as the source of repeat gossip, you’ll need to pull that person aside and make it clear that this behavior isn’t acceptable. You may even need to pull the entire team in and encourage them to speak positively about team members and curtail the negative talk.

4: Conflict’s Positive and Negative Aspects

**The Positive Aspects of Conflict**

* Conflict contributes to social change ensuring both interpersonal and intergroup dynamics remain fresh and reflective of current interests and realities
* Conflict serves to “discourage premature group decision making,” forcing participants in the decision making process to explore the issues and interests at stake
* Conflict allows for the reconciliation of the parties’ concerns, which can lead to an agreement benefiting both parties’ needs, and often their relationship and organizations

**The Negative Aspects of Conflict**

* Conflict can distract individuals and groups from their primary purposes, leaving them with less time and resources for other activities. When conflict involves the use of “heavy contentious tactics,” it can cause the individuals or groups involved in the conflict as well as individuals or groups not involved in the conflict to divert time and resources away from other needs
* Conflict can have both short term and long term effects on the physical and psychological health of the individuals involved in or affected by the conflict. In worst case scenarios the psychological consequences can include deep trauma and diminished coping mechanisms
* Conflict can lead to “collective traumas,” which lead to “chosen trauma” and can be transmitted to future generations in the form of resentment against one’s ancestors’ enemies. Chosen trauma gives rise to group identity and keeps the flame of conflict burning

5: ROCI as means of measuring organizational conflict

The term ROCI is an acronym that derives from the word Rahim Organizational Conflict Inventory (ROCI–I), and (ROCI-II). ROCI-I was designed to measure three independent dimensions of organizational conflict: intrapersonal, intragroup, and intergroup. The ROCI-I uses self-reports to measure the amount of Intrapersonal conflict and perceptions of organizational members to measure the amount of intragroup and intergroup conflicts with seven, eight and six statements respectively.

(ROCI-II) was designed to measure five independent dimensions of the styles of handling interpersonal conflict with superior, subordinates and peers: integrating, obliging, dominating, avoiding, and compromising. the instrument uses self-reports for measuring the styles of handling interpersonal conflict of an organizational member with his or hr supervisor(s) (form A), subordinates (form B), and peers (form C). the five styles of handling conflict are measured by seven, six, five, six, and four statements respectively.

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