

## CHAPTER NO. 8: PDS- CONFLICT MANAGEMENT

### SUMMARY

#### Introduction

##### Introduction To Conflict:

Conflict is difficult to define, because it occurs in many different settings. The essence of conflict seems to be disagreement, contradiction, or incompatibility. Thus, CONFLICT refers to any situation in which there are incompatible Goals, Cognitions, or Emotions within or between individuals or groups that lead to opposition or antagonistic interaction. The definition recognizes three basic types of conflict: Goal conflict is situation in which desired end states or preferred outcomes appear to be incompatible.

#### Communication & Conflict

##### Defining Conflict

*Two or more interdependent parties who perceive incompatible goals, scarce resources, and interference from others in achieving that goal (Hocker & Wilmot, 1995).*

*Competition between interdependent parties who perceive that they have incompatible needs, goals, desires, or ideas (Van Slyke, 1999).*

*The interaction of interdependent people who perceive opposition of goals, aims, and values, and who see the other party as potentially interfering with the realization of these goals (Putnam & Poole, 1987).*

##### Origins

Four Events that precipitate interpersonal conflict

##### REBUFFS

Failure to respond to appeal for desired action

##### ILLEGITIMATE DEMANDS

Unjust or extreme request

##### CRITICISMS

Unfavorable or demeaning verbal or nonverbal act

## CUMULATIVE ANNOYANCES

Repetition of instances that crosses tolerance threshold

Five Factors that favor the development of conflict

Frequency of Occurrence

Goal Mutuality

Goal-Path Uncertainty

Attribution of Cause

Negative Feelings

Consequences

Negative Consequences

Less Effective

Suboptimal Productivity

Inhibited Cognitive Functioning

Positive Consequences

Identify and Better Understand Issues

Clarify Issues

Creative Solutions

Factors Influencing Conflict

Content Related vs. Personal

Size of Conflict

Rigidity of the Issue

Power Differences

Individual Personalities, Traits, and Dispositions