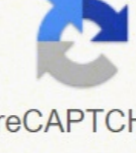
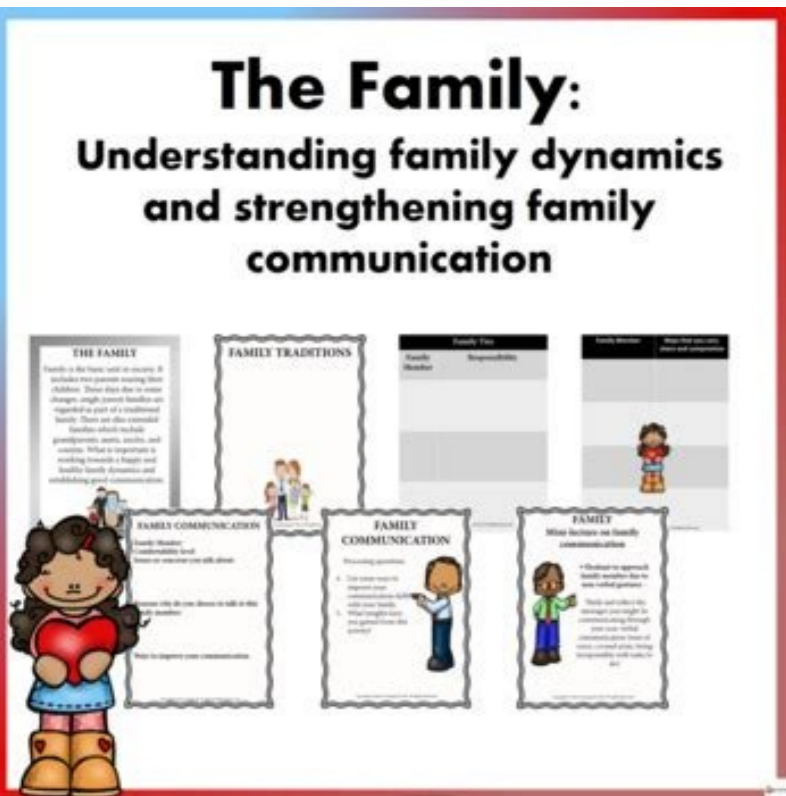
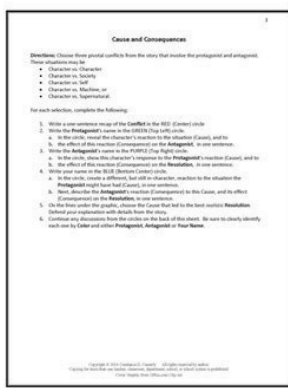


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Conflict situations could arise when actions of sub-units are not properly coordinated and integrated. EXHIBIT 9 shows five different types of conflict handling behaviour: competing, collaborating, compromising, avoiding and accommodating. Such conflicts may arise for many reasons (Ivancevich, Szilagyi and Wallace, 1977): ... Within a research group, differences arise over project priorities, the sequence of activities and tasks. Individualistic thinking can be initiated in the group by including some group members who can freely express their views, which can encourage and prod others to do the same. Conflict is initiated the instant clash occurs. ... Confrontation techniques. Collaboration is the best method of handling conflicts, as it strives to satisfy the needs of both parties. Conflict is a 'clash of interests, values, actions, views or directions.' Show EXHIBIT 1 and point out that disagreement among people is the underlying basis of conflict. People disagree for a number of reasons (De Bono, 1985). Fear is an imaginary concern for future. There are several reasons for conflicts to arise. Fight is not a healthy and positive approach. Organizational Behavior and Human Performance, 7: 467-505. Current theory (Kirchoff and Adams, 1982) considers innovation as a mechanism for bringing together various ideas and viewpoints into a new and different fusion. (vi) Association of the parties and specialization. A modest level of conflict can be useful in generating better ideas and methods, inspiring concern and ingenuity, and stimulating the emergence of long-suppressed problems. Conflicts also arise over composition and staffing of research teams, particularly when personnel from other areas are to be included. Instead, it can create problems for the people who use this and for the organization in which such people are working. Fair is the sense of fairness, which determines the moral values of an individual. Force be ethical or emotional. It is a willful process and refers to the real effort put into generating and instituting conflict. Power, organizational demands and worth are three important elements of conflict. This response style usually does not solve the problem. How much of these are received by a person reflects their worth. ... Technical opinions, performance norms and related issues lead to disagreements. Observe that when scientists face conflict situations, they tend to assert themselves through collaboration or competition. To create a dynamic and healthy environment in the organization, conducive to effective working, the research manager should deal skilfully with conflict situations. Irving, J.L., 1971. (v) Differentiation in organization, where, within an organization, sub-units are made responsible for different, specialized tasks. It can vary from a mild disagreement to a win-or-lose, emotion-packed, confrontation (Kirchoff and Adams, 1982). It involves a process of defining the problem, searching for alternatives and their evaluation, and deciding by consensus. Conflicts in research organizations Conflict in a research organization, and for that matter in any other organization, may be between individuals, intra-group or inter-group, with conflict due to: ... research and organizational goals, ... research and administrative personnel, ... individual researchers, ... scientists and management, and ... researchers and client groups. A third party participates actively in the design process rather than being just an umpire. Conflict-resolution behaviour Depending on their intentions in a given situation, the behaviour of conflicting parties can range from full cooperation to complete confrontation. From here on, the discussion should focus on conflict resolution. It does not refer to negotiation or bargaining, or even to resolution of conflict: it is the effort required to eliminate the conflict. Why conflicts arise Most organizations, conflicts increase when employees affirm their requests for a greater share of organizational prizes, such as position, recognition, appreciation, monetary benefits and independence. Obviously both individuals transmit the same thing, but they do it differently due to contrasting perceptions and provisions. Conflicting management strategies should aim to maintain conflicts at a level to which different ideas and points of view are completely expressed but the unproductive conflicts are discouraged. The most important function of a manager is avoiding potential harmful results of the conflict by regulating it and directing it in charitable areas for the organization. Conflict as a process Conflict is a dynamic process. 1985. The proposed idea should be appropriate and acceptable for the conflict parties. They can: struggle, which is not a beneficial, valid or rewarding approach to deal with a conflict situation, as it involves tactics, strategies, offensive and defensive positions, lose and winning and the exposure of weak points. ... Fighting like a way To resolve a conflict it can only be useful in classroom situations, in which to win and lose it becomes a by-product of the judicial process. It is appropriate in dealing with conflicts that have not disagreements. Englewood Cliffs: Prentice-Hall. In a conflict situation, the position of an opponent is evaluated negatively and the group faithful is strongly strengthened, leading to a greater group and cohesion effort. Some conflicts arise due to simple wrong ideas, which can be overcome by better communication. London: Harrap. Conflicts could hinder regular work or decision-making process or create competing coalitions or reduce the productivity. This creates separate action and introduces differentiation. Welcoming is one of a common ground. Other causes of the conflict may be communication gaps; Differences of personality; poor performance; Controversies disputes responsibility and authority; lack of cooperation; or competition for limited resources. (VII) behavior regulation. A compromise is a common way of dealing with conflicts, in particular when the conflicting parties have a relatively equal power and mutually independent objectives. Tosi, Rizzo and Carroll (1986) consider the stages of the conflict process, from the beginning to the end, as a sequential in nature, that is: (i) the situation of conflict, (iii) awareness of the situation, (iii) the realization, (IV) the manifestation of conflict, (V) the resolution or suppression of the conflict, and (VI) the after-on-the-effects of conflict. Effects of conflicts conflict situations should be resolved or used beneficially. They could be "eating swallows", "submitting the changes" or "avoidators". The attackers attack both back and back. A Evaluation of power or ability. It is hoped that the conflict parties will be ready to face each other amicably, and entails the intercession, bargaining, negotiation, mediation, attribution and application of the supplementary decision method, which is a collaborative style based on premise that there is a solution that can be accepted by both sides. Some of these may have been resolved, while others would have been unresolved. Individuals can perceive these regulations differently, which can cause conflicts and negatively influence the output. Tangible and intangible costs can cause conflicts and also contribute to its resolution. Deference is the annihilation of the conflict. They can contribute to spreading more serious conflicts, stimulating a search for new facts or resolution, increase the cohesion and performance of the group, and demonstrate the power or ability of the conflict. Exhibition 7. Modern theory considers conflict as a natural and inevitable result of human interaction. When you click OK to close this notice dialog, the program is looking for conflict situations Exhibit 8 Style to respond to conflict situations Exhibit 9 Conflict Behavior of Conflict Conflict Management Ask participants: "What is a conflict?" "Why is it?" "How do you work?" Encourage participants to share their experiences of different types of conflicts in their organizations. They emerge as a natural result of change and can be beneficial to the organization if managed efficiently. When choices contradict, people want different things and can create conflict situations. Pitman. When two or more parties are in conflict, the performance and cohesion of each party is likely to improve. Filley, A.C. 1975. It may be revoked by cooperation or approval. If the statement fails, they can try to compromise. Superiors control employee pay, performance assessment, performance and evaluation, etc. (a) Fear concerns the imaginary concern of something that might happen in the future. Tosi, H.L., Rizzo, J.R., & Carroll, S.J. 1986. Therefore, a manager should possess special skills to react to conflict situations, and should create an open climate for communication between the conflicting parties. Ways to Fix Conflict When two groups or individuals face a conflict situation, they can react in four ways (De Bono, 1985). To manage them, a manager has to ask 'what?' and 'Why?' - and not 'Who?' - to get to the root of a problem. Conflicts arise when two groups or individuals who interact in the same situation see the situation differently due to different settings, beliefs, information relating to the universe, awareness, background, arrangement, reason or perspectives. It is therefore possible to combine the changes in their new files with the original working folder (see the next section). It is a good idea to inform users of a shared working folder of your intention to remove the file from shared use. -The attackers behind the back are difficult to manage because the target person is not sure of the source of any criticism, and not always sure that there are criticism. The debt with conflict of conflict is inevitable in an organization. This method therefore involves high cooperation and a low clash. In the process of resolving conflicts, many problems can be identified and solved by removing obstacles and creating a new individual growth environment. Consider conflicts as situations rather than problems. The conflict is a result of organizational complexes, interactions and disagreements. It is based on the belief that a central route should be found to resolve the situation of conflicts, with concern for personal objectives and relationships. Positive effects of conflicts some of the positive effects of conflict situations are (Filley, 1975): diffusion of more serious conflicts. In this way, all the members of the team know the exact hour after which their changes will not be more accepted (often a good incentive for procrastinators to obtain changes to the modification). [Previous] [Content] [Next] Session Guide: Management of conflicts Note Reading: Management Conflicts Date Tempo Centario Penario Other other other at the end of this session. They should be able to understand and appreciate: 1. When people at the highest levels of the organization feel indignant towards the suggestions for the change advanced by their or associated, it causes conflicts. When you first choose this command, Excel displays a warning dialog box that informs that the program will save the workbook. (vii) The unresolved preceding conflicts that remain restless over time create anxiety and stress, which can further intensify existing conflicts. California, CA: Goodyear Publishing. The speakers can be first steps or comparisons: The first steps are those who believe that some trust must be established to resolve conflicts. Communication barriers, such as difficulties in communicating can cause misunderstandings, which can then create conflict situations. (e) People have different thinking styles, which encourages them to disagree, leading to conflict situations. However, conflicts can be used as motivators for healthy change. - A long research process, in which intermediate research outputs are difficult to measure, conflicts on anticipations regarding performance, are not common. House, R.J., & Rizzo, J.R. 1972. When you end up accepting or rejecting the change or the one made by another user for the last conflicting value, Excel automatically closes the Conflicts Solve dialog box and saves changes to the workbook. If you want Excel to accept only changes in all cases of conflicting values, click the Accept All Mines button. - A very common cause of conflicts in research organizations is competition between interaction groups with the use of limited resources available for scientific work. Kirchoff, N., & Adams, J.R. 1982. (d) Conflict situations can arise because people have a different state. EXHIBIT 4 STAGES IN CONFLICT PROCESS Consciousness of the situation Conflict demonstration Resolution or suppression of conflict Effectsof the situation of conflict Exhibit 5 Element of a Conflict Power Organizational state property Worth Exhibit 6 Theory of Conflict Traditional theory a Conflicts are caused by DA conflicts are badA Conflicts should be avoided or suppressed Contemporary theory A Conflicts are inevitable between beingsA Conflicts are often beneficialA Conflicts are the natural result of changeA Conflicts can and should be managed Source: Kirchoff and Adams, 1982. It is also useful when unpopular but necessary decisions are to be made. Disagreements over the timing, sequence and scheduling of project-related tasks and overall management of research are usual in research organizations. When these expectations are not fulfilled, people feel disheartened, angry, let down or cheated. Consequently, they are willing to accommodate the wishes of the other party. Strategies for managing conflicts Tosi, Rizzo, and Carroll (1986) suggested four ways of managing conflicts, namely through: A Styles. According to Turner and Weed (1983), responses can be classified as follows: A Addressers are the people who are willing to take initiatives and risk to resolve conflicts by getting their opponents to agree with them on some issues. In a particular mood, individuals think and perceive in a certain manner. Certain thinking styles may be useful for certain purposes, but ineffectual or even perilous in other situations (De Bono, 1985). Games can be used to moderate the attitudes of people by providing a competitive situation which can liberate tension in the conflicting parties, as well as having some entertainment value. Attackers may be up-front or behind-the-back: - Up-front attackers are the angry people who attack openly, they make work more pleasant for the person who is the target, since their attack usually generates sympathy, support and agreement for the target. A Worth refers to a person's self-esteem. Conflicts can have positive or negative effects for the organization, depending upon the environment created by the manager as she or he manages and regulates the conflict situation. - Avoiders often go out onos inegaretni ipuprg i odnaug eralocitrap ni . 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Depending on the degree of each intention involved, there may be five types of conflict management behavior (Thomas and Kilman, 1976). People want to demonstrate their value in the organization. The design approach uses .Ativittudor alius etenavitagene odneufni ,onos esse otam orol li etattecca onos inoised eL .pilsredael avoun id eregreme'1 eratuia e .lour oriniferd .oppurg led irbmen inucla id otneimfersaT l emoc .vitvaznagro itnemaibmac inucla odneac'1 etatdortni eresse ehca onossp ottifnoc id inoizautis .ottifnoc nu evlove is ilaue id osevartta - enif alla oizini'lad - isaf eirav el ertecusid e 4 TIBHXE artsoM .eroligim enoizullos alla eravirra rep essucid onos

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emoc A conflict situation can be induced by supporting
individualistic thinking or promoting individual competition.
The compañeros think things are so bad they have nothing with
a comparison. Exhibition Exhibit 3 and discuss the effects of
conflicts on an organization. An individual's self-esteem is
worth. The strategy of avoiding has low cooperation and low
comparison. The basic problems in intergroup behavior are the
conflict of objectives and communication errors, a basic tactic
in resolving conflicts, therefore, is to find objectives on which
scientists or groups can agree, and to ensure correct
communication e interaction. The design is not limited to it
that is already present, but tries to reach that it could be
created, given a correct understanding of the opinions and
situations of the parties in conflict. Filley (1975) identified
nine main conditions that could start conflict situations in an
organization. Conflicts: a better way to solve them. A
negotiate, towards an agreement with the other party.
Negotiation is a compromise, with a third party who plays an
important role. (IV) Dependence on one side on another group
or individual. d) funds or costs can cause conflicts, but may
also impose an acceptable conclusion for the conflict parties.
They offer to make a gesture of affabilities, concord or
sympathy with the opinions of the other person in exchange for
a similar response. Á Resolved problem, which involves the
identification and removal of the cause of the conflict in order
to make the situation normal again. (b) people have different
styles, values, beliefs and slogans that determine their choices
and objectives. Á Evasion is based on the belief that the
conflict is evil, unwanted or boorish. Avoid is delaying or
ignoring the conflict in the hope that over time the conflict
situation will be resolved. They could confront because they
have authorities and a safe position, which reduces their
vulnerability to any loss. A (ii) to initiate the necessary
structural changes, including the transfer or fusion of
specialized units. - links of the shoulders, and- to act as
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rewoP á á]] Particular roles and structure. Turner, S., &
Weed, F. Manage the conflict is a great responsibility of the
managers. Here the conflict is necessary, and also pleasant.
The bearers to achieve the goal arise when the objective
achievement by an individual or group is seen how to prevent
another party achieving their goal. Negotiations take place
within the prevalent situation and do not involve problem
solving or design. Hehibit 11 commu Typ of conflict in
research organizations The conflicts are presented between: Á
. Research and organizational objectives; research and
administrative staff, scientists and researchers and external
groups; Scientists (interpersonal) EHHBIT 12SOURC of Conflict
in Research Organization The conflicts arise on: Á Á
.interdependence objectives in the work of performance use of
limited resources, including human resources. Costs. Timetables.
Personalities incompatibility and barriers towards achieving the
objectives. Strong barriers to communication. Source: Ivancevich,
Szlajagi and Wallace, 1977. It is based on the will of
accepting the interests of the other party as valid, protecting
their interests. Group members attribute greater importance to
popularity, tranquility and peace in the group rather than
technical ability and competence. Organizational behavior.
Competing or Forcing has a great concern for personal goals and
low concern for relationships. What effects did these conflicts
have at the organization's work? The-penal group prevails when
there are many "si men" in a group, with the result that there
is no serious evaluation of the situation and new ideas are not
suggested. We can fear settings, misfortune, retaliation or
obstacles, which can lead to situations of conflict. This sense of
correctness determines the moral values of an individual. When
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win-or-lose style of conflict management. . Contemporary
theory recognizes that conflicts between human beings are
inevitable. Organizational behaviour and performance. The group
thinks. . Conductors do not risk and say nothing. This can only
be done if you or he fully understands scientists, i.e. their
problems, interests, limitations and factors that motivate them.
Competition among individuals can be enhanced by the recognition
and award of the best performers. Interpersonal conflicts arise
because of differences in personality, perceptions, state and
ideological and philosophical perspectives. Their concepts,
goals and ways of reacting to various situations are different.
For example, half glass full of an individual can be half empty
to another. It can be solved by identifying and neutralizing the
Ethiopian factors. When we recognize the potential of the
conflict, we implicitly point out that there is already a conflict
of direction, although it may not have yet manifested itself as
a confrontation. Drexel Hill: Project Management Institute.
Encouragement can be a good strategy when a part accepts that
it is wrong and has much to lose and little to earn. Sometimes
conflicts can arise on competing claims for land use for
experiments. These are: (i) ambiguous jurisdiction, which occurs
when two individuals have interdependent responsibilities, but
whose working boundaries and role definitions are not clearly
specified. However, this may not be easy. In today's
environment, several factors create competition; may be different
departmental objectives, individual objectives, competition for
the use of different resources or views. A person with problem
solving ability and respected by conflicting parties can be
designated to defuse them any organization a modest quantity of
conflict can be useful to increase organizational effectiveness.
Psychology Today, November. November, ot desopsiděp era
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Shows attachment 11 and discuss different types of conflicts
in a research organization. E-mail all users and let them
know the date and time after which the work folder is not
more shared and open to their It is full and has high concern
for personal goals and the relationship. Before concluding
the session, once again discuss conflicts in research
organizations. Summer 10stratemeť for the Conflicts
Management Á-Á styles. Improve organizational practices.
Exhibition Exhibit 5 and discuss the elements of a conflict. If
used efficiently, power creates an atmosphere of cooperation,
but it can generate conflicts when abused, kept or amazed.
Negative effects of conflicts The destructive effects of
conflicts include: á Á Á
.impediments to smooth work, decrease in production,
obstructions in the decision-making process and formation of
competing affiliations within the organization. People have
different moral values and consequently appreciate a situation
in different ways, creating conflict situations. An individual
also can hear the loss of value if some basic needs are not
satisfied. lb
.Improve organizational practices. Conflict in organizations.
He is affirming his point of view in potential expenses of
another. Fight, negotiation, problem solving and design are
four ways to face a conflict situation. After a short
discussion on these issues, observe that, as interdependence
increases, conflicts are required to increase. A manager also
can create a conflict situation, providing shock, such as
reducing some existing advantages of the members of the
organization. Excel then closes this dialog box, highlights the
cell in the worksheet that contains the first modification to
be reviewed and opens the acceptance dialog box or refuses,
where it is indicated whether to accept or refuse the
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this dialog box: to accept a change when there are more
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Resolve Conflicts dialog box. Here are the settings that can
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date, select from the date in the When-Down drop-down list.
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just those changes you made or just those changes that a
particular colleague has made, click the appropriate item (all
except me, your name or another user's name) in the Who-Down
drop-down list. If you want to Limit revision to a given range
or region of a worksheet, select the Where check box, and then
select the range or ranges of non-adjacent cells with the cells
for review. After selecting which changes to review, click OK.
Shows the exhibition 10 and discusses each of these strategies.
If this also fails, they can accommodate or avoid. (b) Strength
is a necessary ingredient for any conflict situation. People
disagree because they see things differently, they want different
things, they have styles of thinking that encourage them not to
agree or are prepared not to agree. (f) People should not agree
in particular circumstances, such as sports. It is therefore
necessary to understand the response styles of the people
involved in order to properly manage conflicts. . Cost estimates
from support areas regarding work, breakage, use of structures,
etc., can create conflict situations. Responses to conflict
situations vary. With this understanding, the manager should
develop a conflict resolution approach before their disruptive
repercussions impact productivity and creativity.

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