

Negotiation and conflict resolution in labor



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Conflict resolution: Introduction: The paper focuses on negotiation and conflict resolution techniques, these techniques are discussed with reference to the Boulder city hospital conflict, the following is a discussion of negotiation techniques evident in the case, improvements that should have been undertaken and a different technique that should have utilized to resolve the conflict.

Negotiation and conflict resolution techniques:

There are a number of negotiation techniques and they include:

The compromising style - this style uses cooperation between parties and has objectives that are mutually exclusive

The accommodating style - this is a negotiation technique used but should not be used when one party is lying and not to be used in key issues.

Collaboration style - in this style parties work together and it is a win-win situation, this style should not be used on minor issues because it is time consuming.

The avoiding style- this is a style used if chances of losing are high, it creates a lose-lose situation and should not be used in complex situations

Competing style- this is an aggressive style that creates a win-lose situation it used if a quick decision is required. (McKersie, 24)

From the Boulder city hospital it is evident that the conflict between workers and the hospital was resolved in court, however it was possible to resolve the problem through negotiations. There are a number of techniques involved in the case and they are as follows:

In the case Davenport who is the human resource manager questions Slover about union activities in the hospital, Slover answers no and at this point he uses the avoiding style because he knew his chances of winning in this

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situation were limited, the other negotiation style evident is the case where the hospital decides to remind its employees about the rules, in this case the hospital was using the competing negotiation style where it was a win lose situation and the company had to make a quickly decision to stop the employees from joining the union and to discourage those who were introducing others to the union.

Finally the accommodation negotiation style is evident where after the court case the hospital management accepts responsibility whereby Ostrowski is compensated, workers union rights are redefined and therefore this is an accommodative negotiation style where the hospital accepts the demands of the employees.

Improvement of these techniques:

There are a number of negotiation principles that were violated in the hospital case, it is evident that emotions take over when Ostrowski decides to become a part time worker, emotions make Maher not to accept Ostrowski working as a Diem nurse who are paid a higher wage, he is replaced by a new employee named Elaine Troyer. The other principle of negotiation states that one should not be afraid to take a risk, from the case study it is evident that the hospital was not afraid to take risks while individuals were afraid to take risks, for example Slover was afraid to take the risk when he decides to lie about his status. (McKersie, 26)

A different way to resolve the conflict:

The hospital had an option to negotiate with its employees, the hospital was not ready to accept union members and yet some employees supported the union and encouraged others to join the union. The hospital should have selected an appropriate individual to negotiate and resolve the problem,

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negating parties on behalf of the hospital should have been required to ignore emotions, not to ignore the needs of workers, argue about facts and concerns should be concentrated on the impacts. (McKersie, 28)

Conclusion:

From the above discussion it is evident that it would have been appropriate for the hospital to undertake negotiations immediately, negotiations should have been undertaken in the organization including the employees and hospital representative. A common agreement would have been achieved without having to take the case to court.

Reference:

National labor relations board (2009) Boulder city hospital case study, retrieved on 23rd July, retrieved from

Walton, R. and McKersie, R (1991) A behavioral theory of labor negotiations, McGraw Hill Press, New York