

Managing conflict and negotiating

Business



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Question Elements of negotiation What are the core emotional elements of negotiation that need to be addressed in the process of conflict management? Apply these to a situation and give specific examples.

The following are core emotional elements of negotiation that need to be addressed in the process of conflict management: appreciation, affiliation, autonomy, status, and role (Kreitner & Kinicki, 2010, p. 389).

Some organizations fail because of lack of acknowledgement, knowing the fact that people want to be appreciated or recognized. Under appreciation, it is important that the two conflicting groups must be acknowledged, in some aspects including but not limited to their thoughts, feelings, and actions. The reason why conflict at Apple Incorporated for instance can easily be managed or hindered even though everyone is competing is the thought that the human resource is appreciated as all best in their own way and are capable of innovating the best possible products.

An organization is susceptible to fail because of lack of teamwork. In order to apply the idea of affiliation in an organization, teamwork must prevail and should be added as substantial core value, in order to help everyone treat each other as colleagues rather than adversaries. One way to improve cohesiveness of a team is to employ this idea, which tries to influence everyone to work as one for the same goal.

Another important core value that should be initiated along the process of conflict management is respect. An organization is susceptible to incur troubles due to loss of respect. In the presence of respect, autonomy could be exercised. A team requires everyone to have respect for each other especially in the kind of decision they make. To ensure conflict will be managed, each department for instance, must be able to be allowed to

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exercise their freedom to decide for as long as everything is fully in line with the company's direction. At small scale, the same approach must be initiated among everybody in the group.

Another core value that could be enhanced in an organization is recognition, which could promote individual status. Superiority complex is common to every organization. Nobody should be treated inferior as there must be something in each of one that could be recognized as potential contribution to the entire team. In this case, it would be important to initiate quarterly evaluation of individual performance and commending with all sincerity where each one might be good at, by which the point of doing this is to minimize superiority complex within the team.

Mostly, conflicts ignite from existing role. The accounting department and marketing department for instance usually have conflicting roles. For this reason, it is therefore important to apply certain level of flexibility and rigidity of roles based on creating important guidelines and procedures as prior references in order to manage conflict more efficiently.

Question 2. Organizational conflict

What are the major trends that conspire to make organizational conflict inevitable? Be sure to show your research via references. P. 366, scan 81

The following are major trends that conspire to make organizational conflict inevitable: constant change, greater employee diversity, more teams (virtual and self-managed), less face-to-face communication (more electronic interaction), and a global economy with increased cross-cultural dealings (Kreitner & Kinicki, 2010, p. 366).

The increase resistance to change is associated with organizational conflict (Rahim, 2010, p. 7). This is due to the point that not all are actually willing to
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embrace some changes, so a constant change may not necessarily produce a good outcome.

Diversity is a potential source of conflict (Griffin, 2011, p. 241). There is a need to establish quality interpersonal relationships in order to ensure positive outcome for greater employee diversity (Hernandez, 2009, p. 126). This makes it a challenging activity for an organization especially if it is dealing with a highly diverse workforce.

Having more teams is actually a potential source of conflict in an organization most especially if they do not have clear goals or no purpose (Collins & O'Rourke, 2008, p. 44). It is widely known that conflict especially in virtual teams occurs most often and takes time to resolve (Daft & Lane, 2008, p. 313).

As found, electronic interactions have incurred high level of conflict due to lack of non-verbal contact, which result to misunderstandings within a group (Hargie & Tourish, 2012).

As reported, many global alliances were not that successful due to cross-cultural issues that were not sufficiently addressed (Bosma, 2007, p. 12).

This specific scenario is common to be found in today's modern economy, by which most international organizations have rapidly been expanding to other countries finding remarkable challenges to consider, explore and accommodate cross-cultural issues.

References

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