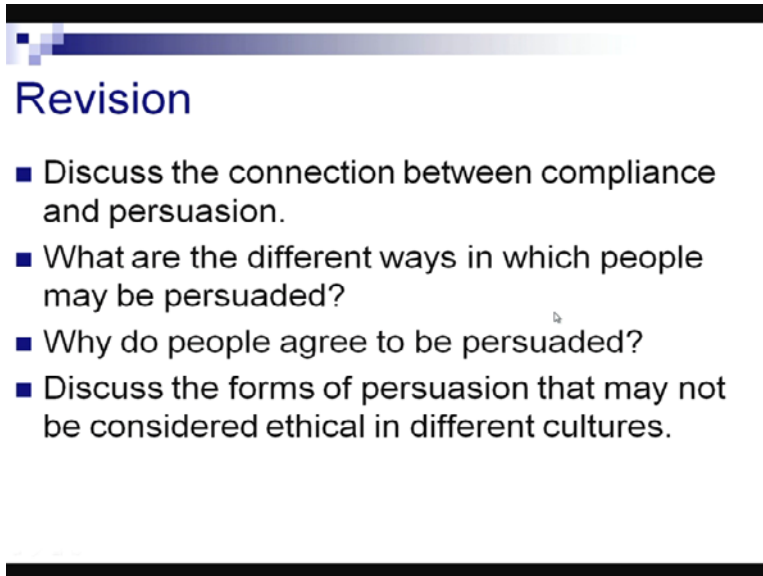**International Business Communication**
Prof. A. Malik
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Lecture - 31
Negotiation and Conflict Management

Welcome to the class on international business communication. Can you please center, thank you. Welcome to the class on international business communication, we were talking about persuasion; we talked about compliance; we talked about communication climax we talked about a million things. Today, we are going to discuss a very very important application of communication in the international business environment and that is negotiations and conflict management.
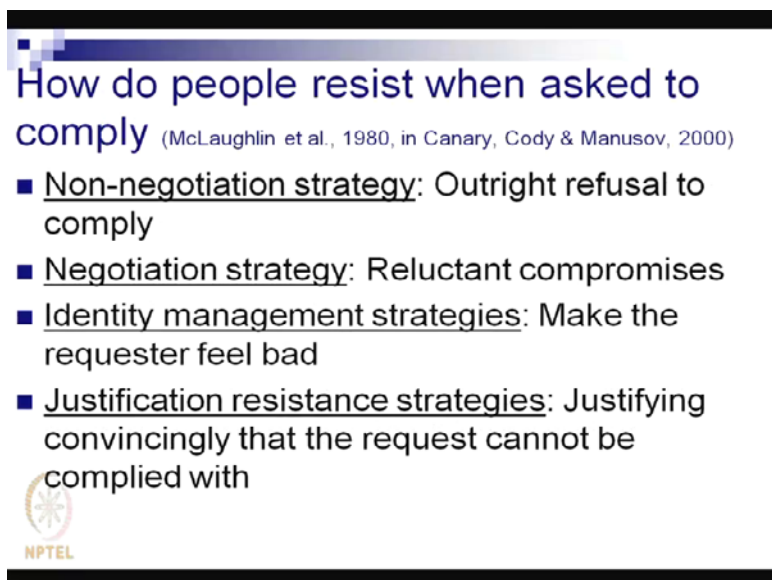
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So, let us get into the class the first thing as usual is a vision I would like you to discuss the connection between compliance and persuasion. What is the connection? How does compliance is, how is compliance different from persuasion? How is it similar to persuasion? I would also like you to discuss, what are the different ways in which people may be persuaded? Why do you think people agree to be persuaded? And I would like you to discuss the forms of persuasion that may not be considered ethical in different cultures. I want you to discuss whether there are certain forms of persuasion that may be considered ethical even though they may be considered unethical in some cultures and

why is it so. See this whole course is not prescriptive it is only I am only trying to give you the reasons for doing things that you do I want you to come up with your own prescriptions of knowing things the way you want to do them. So, any way so, let us get into this what are the. So, after you have discussed all of these things.

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Let us move on to, how do people resist when asked to comply. The first thing that people do when asked to comply when they do not want to comply is the non negotiation strategy which is the outright refusal to comply. I am sorry for the noise on the background negotiation strategy could be reluctant to make reluctant compromises. Identity management strategies are when they make the requester feel bad and justification resistance strategies are when you justify convincingly that the request cannot be complied with. So, let us just go for this once again, the first one is non negotiation strategy which is the non co operation movement kind of thing where you say that I will not agree to whatever your saying. No matter what, that is the non negotiation strategy you just going to plan refuse to comply. The second one is the negotiation strategy where you say I will agree to comply, but with a, with some resistance. But I am not comfortable with compliment I will agree to do it.
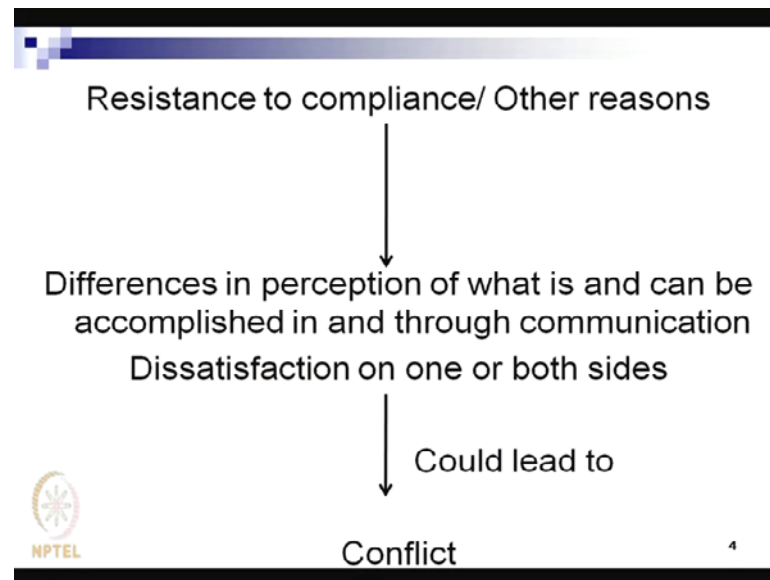
Identity management strategies are when you make the requester feel bad which means you somehow negatively impact the person's public image either in his own eyes or in front of others. And you say if you do this are you sure you want me to do this are you

really sure do you think I would do this is not it wrong on your part that is the implication you may not say that outride. But that is the implication you say that are you sure I mean is it not wrong on your part to ask me to do this, why should I stay back after 6. I am getting paid only for being here from 9 to 5, are you sure you want me to do this; are you sure you do not want me to go home and spend that time with my children. Are you sure you do not want me to go home and spend that kind of time with my family.

So, you put the person in a position that the person is bound to withdraw their request to you to comply. The last one is justification resistance strategies where you tell them you give them logical reasons that will appeal to them to not to withdraw the request. So, you will say I will agree to this request. But these are the reasons that I will not want to do this. And you give them you know proper reasoning for why you do not want do something. And this is these are some of the strategies that people use to say no when somebody is makes a request. Now, what happens when people do not comply people do not comply there is resistance to compliance or there may be other reasons you ask somebody to do something they either say no or they evade or they tilly dolly.

And then what happens is there is a difference in perceptions of what is and can be accomplished in an through communication. In that situation you say I asked you I am not being unreasonable why have you said no and that sort of leads to some un comfortable feeling. And of course, there are other reasons for conflict. But this is one reason where you ask somebody to help you with something to do something for you to you know to fulfill some goal that you may have. And they say know and that can lead to dissatisfaction on both, one or both the sides the other person says I am being logical in saying no. But why have you said no to my request I was not making an unreasonable request. So, you know this dissatisfaction on one side or on both the sides and that could lead to conflict.

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Resistance to compliance/ Other reasons

Differences in perception of what is and can be
accomplished in and through communication
Dissatisfaction on one or both sides

Could lead to

Conflict

If especially; if the perceptions are not qualified they are not explained to each other so,
this is one of the reasons. And that is how I thought I would sort of initiative into this
topic of conflict. Conflict is caused by a whole lot of things, we will just take about them
in a minute.

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What is conflict?

- Disagreement between two or more people
- Basically a situation where the goals, values, interests, and perceptions of one individual or group are incompatible with another individual or group.
- "A dynamic process that occurs between independent parties as they experience negative emotional response to perceived disagreements & interference with the attainment of their goals." (Harwick, 2004, in Roloff & Chiles, 2011)
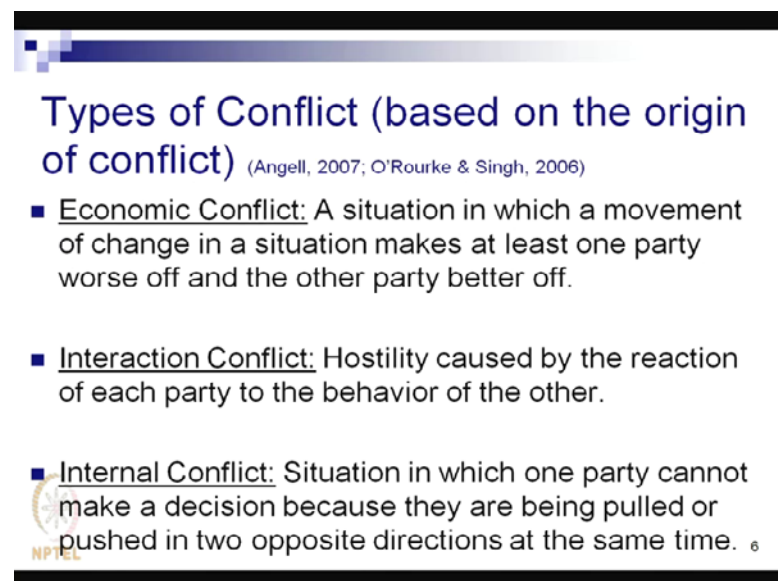
What is conflict? Conflict is disagreement between 2 or more people or ideas is does not
necessarily have to be people when we talk about intra-personal communication conflict.
Is this disagreement between 2 sides of the same coin 2 ideas 2 concepts going on in

your mind? And they somehow debating with each other it is basically a situation where the goals values interests and perceptions of one individual or group are incompatible with the in with the another individual or group. It is a dynamic process that occurs between independent parties as they experience negative emotional response to perceived disagreements.

And interference with the attainment of their goals this is the definition given by Harwick in Roloff and Chiles 2011. I hope I am pronouncing the last name right; this is from that book the Sage Hand book of interpersonal communication. I have shown you this book earlier also this is based on this paper from this book. So, anyway this is a definition that I thought you should remember can you please focus on this screen on the computer screen, please, thank you all right.

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What are the different types of conflict based on the origin of conflict? We could have economic conflict which is a situation in which a movement of or change. It should not be off a movement or change in a situation makes at least one party worse off and the other party better off this is the economic conflict. So, some change in situation some change in the the uh position can make one party gain more. And the other party lose something gain something and lose something where there is some material object or concept or idea in what. So, some party feels that they have gained something more and the other party feels that they have lost something in terms of resources. In terms of

something tangible interaction conflict is again based on the origin of conflict. We could conflicting because of a difference in our perception of the what we gain.

The other thing that can happen is interaction hostility caused by the reaction of each party to the behavior of the other which means that an interaction conflict. We feel that we are not satisfied with the reaction of the different parties to each other. And I am not comfortable with the way you are speaking to me I am not comfortable with the way with your feed back with the feedback I have received from you, you are not comfortable with the tone and pitch. You are not comfortable with your perception of my intention in communicating with you that is the interaction conflict. The third one here is internal conflict which is a situation in which one party cannot make a decision because they are being pulled or pushed in 2 opposite directions at the same time.

This is what I was taking about I was telling you that we have this intrapersonal conflict where we are debating between 2 ideas should I teach this class from this book. Or should I teach it from the slides should I even refer to this slides should I not memorize everything that is on the slides the 2 different ideas. Should I promote one of my employees or should I promote the other one, one person is good has a very good skills at the other person has very good people skills. And he is very he is much more trainable than this person who is already come armed with all these skills who is going to be better. So, that is the internal conflict that I have faced you know who is more appropriate for this particular position that I have been asked to judge that is the internal conflict.
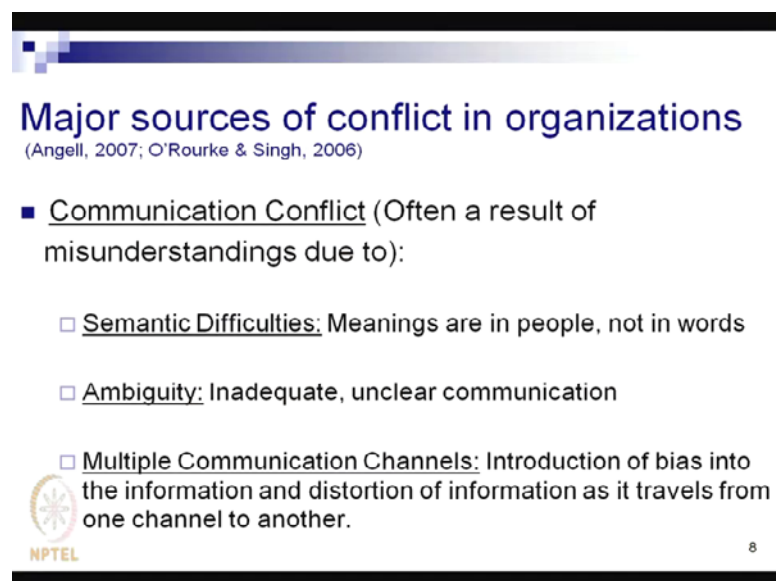
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The next one here is substantive conflict which is the fundamental disagreement over ends or goals to be perceived and the means for their accomplishment. So, we were talking about in the previous slide, we talked about economic conflict substantive conflict is very similar to economic conflict. It is actually a conflict over ends or goals what should be achieve, how should we achieve it? You know what material gains are we going to get how are we going to get them.

It is the conflict over substance the last one here again based on the origin of conflict could be emotional conflict which involves interpersonal difficulties that arise over feelings of anger mistrust dislike fear resentment and the like. Now going back to what we have been discussing here please try and discuss amongst yourselves. What this could be relating to right in the first class that we had or over the different classes we had this relates to my perception of who you are. And what your intention in communicating with me may be and the feelings that that perception arises or sorry gives rise to within me.

And this is the emotional conflict I am angry I am sad I am upset with you that could be one or I am in general I am not happy. Here is some difference in the perceptions of our emotion as regards each other and that can lead to emotional conflict. And these are the inter personal difficulties; we talked about barriers to communication I do not want to talk to you. Because I do not like you I do not want to deal with the boss because I do not like his aggressive style. You know all those things could be interpersonal. It is the

emotional conflict actually angry I feel scared of my boss I do not want to go in to his room. And that is why there is this conflict should I speak to him and the boss is I am not scary I am just being to the point I am just being very practical and I say no my god the boss is. So, scary or my supervisor is very very he always scolding me; he is always pointing out my mistakes. All of that is going to leads to feelings of insecurity in me could be leading to feelings of anger could be leading to feelings of depression lowered confidence that could create a rift or a conflict with the person I am interacting with.

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It could create a barrier between me and other person that could give rise to conflict some major source of conflict, what can give rise to conflict? One will be place of origin which is what we discuss? Communication conflict is often a result of misunderstanding due to semantic difficulties where we say meanings are people are in word which means that we could see different meanings from same situation. So, interaction conflict is slightly different interaction conflict is I do not want to you know there some problem I perceive you this is slightly mod specific than they say talking about sources.

So, sources could be the meaning how happen meaning of something you talking about the boss. But you not directly looking at the boss constantly; you know eyes are looking at some time here some time there the boss look at me. Then you say no why because there could be different reasons, the boss is senior to you, you are scare look at him. The face is you have something done wrong this pointed that mistake you not able to see a

what you not or you do not agree with that or you generally at fault the boss cot on wrong foot.

And your pride on wrong sequences many lot of things what you believe in different from what the boss believe in and. So, though you behave you could be not looking straight at boss in the eye. Because you may shy; you may pride at the position or just sat of respect and boss could must not represent it happens many times or you are in. So, much of hurry something you know you get an important piece of information and you write f y I send it email. And the boss gets upset why is it not properly addressed the boss dear mister.

So, and with regards, why did you not say that why f y I have to informed? So, you that could be something like this. So, the, some other examples the many more in the stray. So, meaning are in attached the message. I attached some meaning to a message you on your end you interpret something else from the same message. That could create semantic gap that is which can be a source or a misinterpretation which can eventually leads to conflict. The other one is ambiguity inadequate here communication you do not give person in a information for them to decide what or how they should be responding to you.

And so, the amount of the information they have in order to communicate with is not sufficient. And that can lead to ambiguity it can lead to confession that can lead to various interpretation. And that can leads conflict multiple communication channels introduction of bias into the information and distortion of information as it travels from one channel to another you could be you call of your system.

And say please send a email to all the subordinate that not able to complete project on time. So, they have to be here for the week end. And so, you have convey the information over the phone the words are different say please do this. And ask them to come as when the comfortable over the week end. So, we can the end finish the project the assistant send a memo to all the subordinates, boss is orders everybody come to work on Saturday and Sunday report at 8 am or else and that.

And the way you taking the people are very very autocratic boss tell us to how to do a jobs and do not we have to do other things do. So, it is like playing chinies, we spear you send one message at the time it reaches in thread of audients. The shape as been

completely changed when your assistant or else work at 8 am on Saturday or Sunday Saturday. And Sunday, the project is not complete due to some problem report at 8 am on Saturday and Sunday or else and it comes as an order. And its comes as an command its comes as an inflexibility and that can create a problems. You know the communication; you have that can create it in to a misinterpretation about the communication. That will gone out about the problem any communication may have with the intention to the audience.

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Structural conflict could bureaucratic qualities heterogeneity of staff means people belong into different cultures. People to belonging to different skills at they not a homogeneous group some are engineers, some are lawyers, some are management experts. And all of the same people working in the same office they are part of the same team they do different things. But they are part of the same team the more heterogeneous group is the more problem is there. They could be agreement of after see agreement of one skill over the other people say you may not good with number oh my god as good at me I am junior to you. But I am an engineer you adjust a qualitative kind of a person you are the verge person.
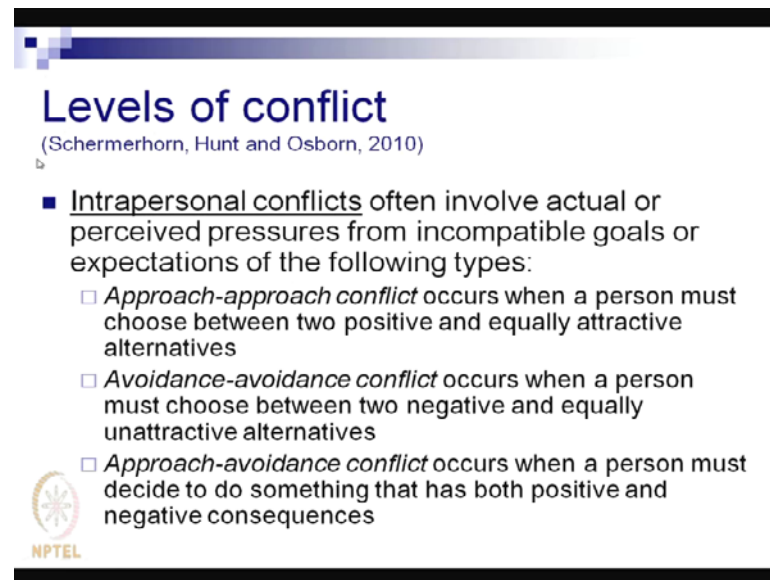
So, you are not as intelligent me why because people who are intelligent do not take of the social science at all. They do not study social science; they take of numbers they become a engineers and doctors whoever not get into a these two fields get into

somewhere else. That can create a problem the size of the organization democracy as we all common name for it read tape. What is really read tap? I am sure you can discus on among yourself it tells our perception all those of procedures are suppose how I am follow those procedures. And our discomfort with too many procedure a again too many procedures and vertical organizing verses the horizontal organization all of that staff reward systems.

Are another issue here how rewards are perceived and disbursed perception power if the inter dependence on different people with one and other leads to conflict. Because the structure of the organization it has nothing to do with the people is nothing to do with what is being said why my work depend on. So, many people 5 people send me the report I cannot compile even though I am on task I am on time I can delay on every time. Because one out of 5 people is always late or I have won piece of doing things; this is one person constantly sought. You know banging on my head tell me done something does understand my work dependence on so many people. So, that create a problem personality behavior conflict personality role satisfaction and status perception.

And personal goals conflict styles can leads to problems how you perceive personality. And how you deal with conflict, how you talk to people, how you how satisfied you are with our self. How you perceive your profession status to be your goals and you alignment of our personal goal, those of the organization. And all of these things plus the perception of others are as your alignment of our personal goals with the organization concerned. And the, if difference between alignment of our goals our organization with the goals of the others personal goals of other people with goals of the organization. So, you know these two different perceptions can create conflict between two people. And that cross the personality of heavier conflict this actually very very personal I do not like you. I do not want you discuss with you I do not want you talk to you I do not want work with you. Because I do not like you why do not like you, but I see our getting more benefit out of this organization than I am that can create a issue.

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Levels of conflict; we can have intrapersonal conflict often involve actual or perceived pressures from incompatible goals or expectation of the following types. One will be approach approach conflict when a person must be choose between 2 good things should I choose to serve abroad on a this for the assignment many is not good. But I get to travel a abroad more exposure and I get me a people the work is very rich or should I choose this very reclusive opportunity in my home town. I get all these many and get build my own house in there take up the my objective abroad both are there in reclusive, but I choose in this 2. So, that is approach conflict it is within or own mind the other one is avoidance. Avoidance conflict occurs when a person must choose between 2 negative and equally unattractive two are difficult things and project or which travel will an entire to the to a village. And see there I do not have an option I have to go village then either I go to a village. And stay there for uh say 2 months or gets stack with the teams I do not like I get involved with the project with team that I am absolutely cannot long way. And you conflict value perceptions every things which one I choose I have choose between these.

And you could across this kind of situation also and the other one approach avoidance conflict occurs when a person must decide to do something that has both positive and negative consequences. So, this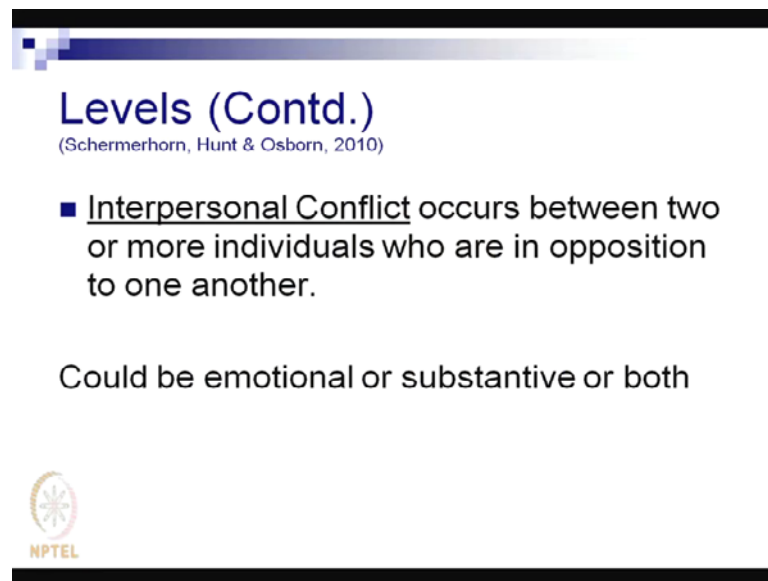 is pretty much what most kinds of things are you know then there is positive side to it they is negative side to it. So, you giving a option of the travelling a abroad on a foreign machine. You will be way from our family the positive

side is that will do you get expose to in new culture company sending you to Italy, beautiful place a tons of many. Then, but you obey from our children you do not want miss the glowing face of the, our children. So, they something good and something bad, but you think, but then bring many back a, contribute there education and quality of life I can keep sending many back. So, it is only 1 year, but one year way little taller is very exclusive actually that is the approach avoidance conflict.

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Interpersonal conflict occurs between 2 or more we are talking about levels now in opposition to one another could be emotional or substantive or both.

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Levels (Contd.) (Schermerhorn, Hunt & Osborn, 2010)

- Intergroup Conflict occurs among members of different teams or groups
- Interorganizational Conflict is most commonly thought of in terms of the competition and rivalry that characterizes firms operating in the same markets.

Intergroup conflict occurs among members of different teams or groups. Inter organizational conflict is most commonly thought of in terms of the competition and rivalry that characterizes firms operating in the same markets. So, to big corporater houses so, corporater houses conflict again take names here. But you know could be that is the inter organization conflict and every conflict corporations healthy every time this conflict between two completing part. So, this is pretty self explanatory. So, I am not going to it.

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Managerial premises regarding conflict
(Lewis, 1980)

Managers may believe one of the following while addressing conflict:
- Conflict is inevitable and permanent; agreement is impossible – Resolution through win-lose power struggle or by third party resolution
- Conflict can be avoided since interdependence between groups is unnecessary; however agreement is possible – One individual or group withdraws, or one or both individuals or groups isolate themselves
- Agreement and maintaining interdependence is possible in spite of conflict – Peaceful coexistence by smoothing things over (We agree to disagree), compromise, or problem-solving

13

Managerial premises regarding conflict what managers believe about conflict again I am just going based through.

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The Conflict Episode

Source: Lewis, P.V. (1980) Organizational Communication (2nd Ed.) Columbus, Ohio: Grid Publishing Co. 389
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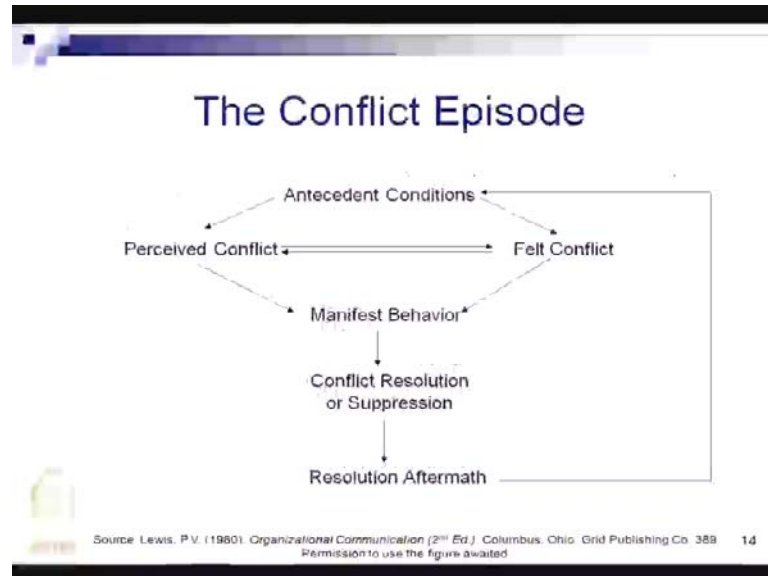
This; what we come to the conflict episode in a minute. The manager believes that the conflict and own manager is believe that conflict is has to happen no matter or what. And so, you can either approach it you can resolve it or let it be, let I am take care of with self and they are 2 people. And they coming with different backgrounds they will be conflict and any organization something that managers usually believe in it you can pass the slide you can read it is pretty cell explanation. But I am trying to say here is that managers believe that the conflict is really a part of the any organization the conflict episode how does the conflict takes place. Now, there are antecedent conditions which will be free existing condition. We talking about something similar when discussing persuasion when we discuss persuasion they was slide on how persuasion will happens. And where does the, it is start and the background.

And the same thing happens here a back ground there is a some antecedent condition where some backing something that stimulates or somehow that gives to an impression. Or somehow mix you uncomfortable how do you know that there is a conflict something, excuse me something happens that the, creates dissatisfaction in your mind that leads to perceived conflict or felt conflict. So, let us start with an example you working in a team the team comes with your office good morning the person does not response happens one

day you perceived it something is wrong may be person will be wrong mood. But you have very good experience the person come again the next day the person does not response happens on the third day.

So, you pursed the. So, you start perceiving conflicts if see that person talking to other people very nicely when you comes to you say good morning. And hello the person looks to you perception of conflict is something wrong you do this 3 or fourth time when you stop wishing the person. That is when the other person start the perceiving conflict oh my god the person is not responding he not said good morning to me may it is very vertical organization. There is a very clear definition whose boss, who is our team leader, who are you? And the person says I am not suppose to response the person suppose to say good morning or good evening to me. And you say if this person is not responding to me why should I bothered initially it is perceived it could be felt also.

So, you feel bad about it you say well I say hello I said good morning the person does not respond, what is wrong they hidden some wrong that is the way you brought up in a I contest culture there must be my fault. So, I did something wrong may I work is not well enough then you get extra deletion to work still no response. And you say person really enthusiastic why have done anything about you who doing to me. So, that is self conflict it starts in when you say self conflict it is we essentially taking about generation of emotions. Initially we say something wrong they notes something wrong and those something noticing the tried in emotions in the feeling conflict you could be feeling the conflict before you be noticed. Or you are start noticing the conflict before you start feeling it two things conflict each other that leads manufactures of the behavior you know manifacts itself in behavior you not say the person will be responding to me.

So, even I am going to little bit uncooperative, what is the meaning of you I have in done anything to you sends the person calls you stop by our office and say hai how are you you leads the cup of tea. Then you say if I know I am busy and that is when actually starts appearing in your behavior. I said hello to you may be the person in something going on his life may be the persons sit may you could be see that may be person is shy or I does not open up. But you could see that the stops the, says I how are you. And you said I am busy do not disturbed me and or you have cup of tea or else come to the point so, will talk to you. So, that is start manufacture itself in behavior or you have emitting just usually your are whatever feature other anything the person say something. And you

may lash out at that person the feeling negative things at could lead to conflict resolution or suppression.

So, you feel that you once you lashed out then it is out will become the behavior indicates that there is a problem. I am sorry my thought drying up little bit behavior indicates that there is a problem. So, you try to there either you address. The issue or you try to suppress the issue and that leads to the after mat after suppression just study this while a minute and I step on some water thank you. So, you I would try to resolve the conflict or suppress the conflict that leads to a resolution after mat you say worst fitting. Or it is you say somebody lashed out, let us let it be or you say who are you you know why did you lash out and the, what is the meaning of this? Then you go and talk to the Then you say why did you have that the disagreement fit why have been feeling this should either solve it. Or you suppresses in it will be especially in subordinate superior communication conflicts are usually represents you say why fit with a boss. It is always right especially in elliptical organization that the usual un conflict honorable dealing tells resolution after the mat.
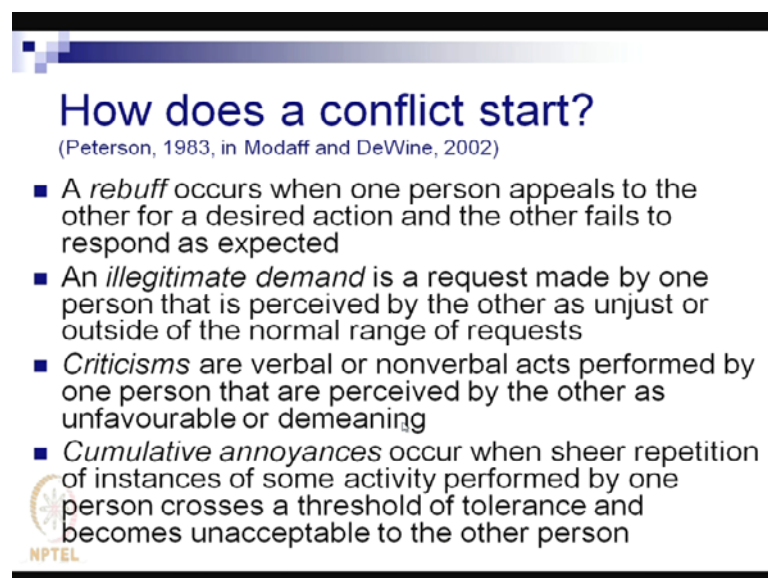
Now, after the does not necessary have to be negative have to resolve the conflict there are 2 things that can happen either the boss will be happy that to talk to him about it or the boss will be unhappy. That you have actually brought out something that will not suppose to do in the open how could you, how did dear you tell me how I wrong dear you. But I am this is unfelt you the boss is the always right in the given disoffen autocratic that is probably could happen. But it is a more friendly kind of boss gallterian kind of set up. In this case boss could be promptly happy I did not notes that this feeling way thanks for bringing it is my tension I did not realized that my behavior was feting you so, badly. So, after you trying to solve or these two range of thing between these two or ex stream that could leads to an to a math which means I they become friends.

Or you become the worst enemy how dear you come to my office and I was wrong or thank you or I am glad you opened out in a such be position no body talk that condition is antecedent position. And next time and the could be less feeling could be less understand could each other or you suppressed the conflict here suppression should suppress the conflict. What happens is it adds on? It adds to your or feeling an un enema city. So, this time I was pass it the next time it happens you remember oh my god last time also something like this happen. I keep let it is pass let it be the last straw on the

came back and the last that it is add it. And then there is a big explosion you just go to the boss office and just let at tall.

How you have a show down contribution massive one when we talk about all of that mat. It could be any of these three things and these suppression leads to a illness you could false it because you could. So, many things in that side its start affecting a efficiency at could and that could in case the conflict of the other end. So, again this from book by P V Lewis, I shown that book I am having to me today I am still wait permission to use this figure. This figure is from that book the details that together here how does a conflict start we are talking in this slide talking about the manifestation of the behavior. Now, how does the, they perception or felt conflict happen, but how does this manifest itself?

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How does a conflict start?
(Peterson, 1983, in Modaff and DeWine, 2002)

- A *rebuff* occurs when one person appeals to the other for a desired action and the other fails to respond as expected
- An *illegitimate demand* is a request made by one person that is perceived by the other as unjust or outside of the normal range of requests
- *Criticisms* are verbal or nonverbal acts performed by one person that are perceived by the other as unfavourable or demeaning
- *Cumulative annoyances* occur when sheer repetition of instances of some activity performed by one person crosses a threshold of tolerance and becomes unacceptable to the other person

A rebuff occurs when one person appeals to the other for a desired action and the other fails to respond as expected. So, you ask the person you say can you substrate to for me for these many ours the person says no I am busy. So, it will be rebuff, but if it an out try no and if it is an negotiation strategy that the person uses this is say no. But cannot then the other person or the person some reverse the some rebound the person refuses to complain. And the second rebound in which conflict start is illegitimate demand is a request made by one person that is perceived by the other as unjust or outside of the normal range of request. So, this is range by really when difference in perception of the request that are made to different people it may come across the request for complain.

And may come across an illegitimate demand this could be related to the identity management strategy. We were talking about non employs persons say how could you, how do you expect to this? So, this is there.

So, it is not right unethical I am not going to do something, because so, that is the illegitimate demand and the, is a demand is perceived as illegitimate by one or other party. And there is a, the begging of a conflict the criticisms are verbal or nonverbal acts performed by one person that are perceived by the other as un favorable or demeaning. Again this is more off the, are which will you talk of person could be generally telling you that you not going something right or that there is a something can be improved and how you doing things. But it may come across as the criticism and it may feel the un favorable demeaning. The last one here is cumulative annoyances occur when sheer repetition of instances of some activity performed by one person crosses a threshold of tolerance. And bec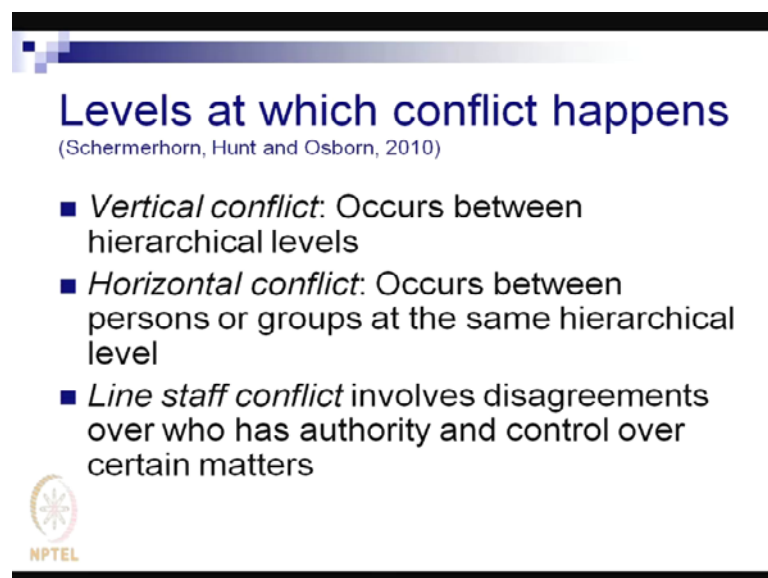omes unacceptable to the other person this like I told you. Every time the person passes by say good morning in the person does not response with happens the second time. So, it happens third time, the person does not knowledge of existence in common areas or a knowledge existing they as for the, his dreams. And this is and that shot of files and it is comes in a accumulative the effects sot of file and so on.
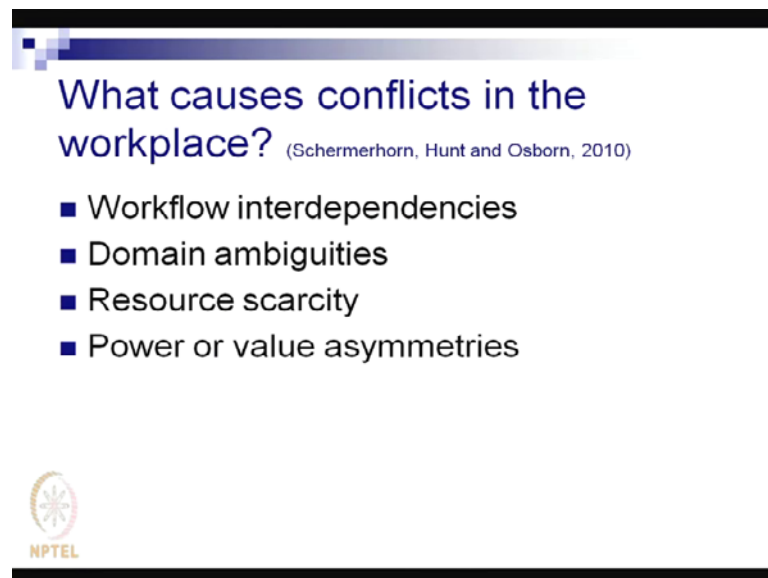
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And at can leads to a conflict the level at which conflict happens in an organization with we were taking about the personal levels at the conflict may occurred. Now, we are

talking about the levels of that which the conflict they may occurred in an organization. Or the channel or the shape of the conflict mats talk about that we could have vertical conflict it occurs between different hierarchical levels. We could have horizontal conflict which occurs between persons or groups at the same hierarchical level. And we could have a line staff conflict which involves disagreements over who has authority and control over certain matter.

So, we are essentially talking about the different vertical conflict is again you know the period to sub ordinates. The horizontal conflict could between superiors line staff conflict would be between who is really in charge. And even though you not undesignated as in charge on a team somebody assumes some role. And there is a conflict disagreement over the persons performance of that role and that could be the line staff conflict. So, that is the more horizontal perception is vertical between it is really horizontal conflict. And off course the changes who has been authority will change I have more authority. And you have more authority have been put in more work, but may be your more well worst what we are doing and that can lead to a perceptional conflict.

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What causes conflicts in the workplace it could be workflow interdependencies about the structural conflict this is pretty much the same there could be inter dependency people. But you do whatever it is has do or the perception of the, a soon things need to be done. That the who needs to the kept in to kept at the out of the loop can create a conflict

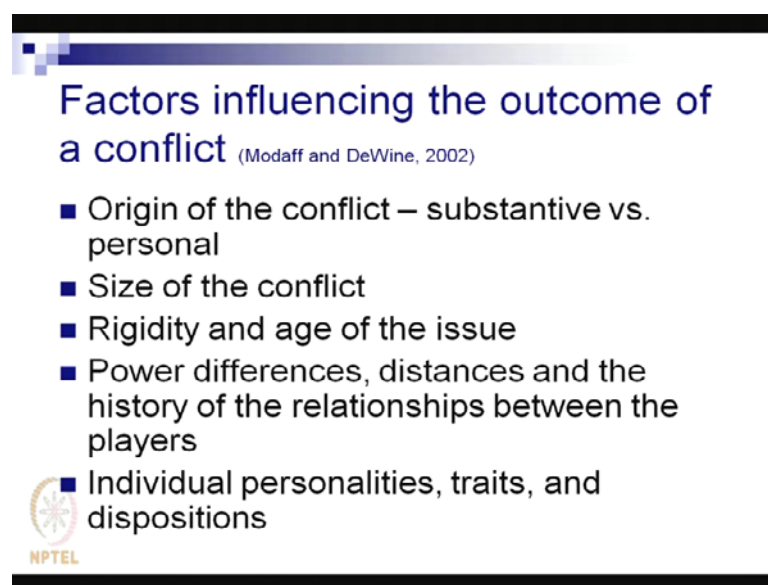domain ambiguities do not you know the confusion over the what you are responsible for; what you are not responsible for; what you are suppose do; what is not suppose do resource scarcity which is too many people there. If can be resources gets what size of the paid how many resource who gets a brome different cartage who gets the full dream of the paper who gets the half dream of paper; who gets to use the office attended for or who gets to a request retained. Who gets to the office at the different for a cup of tea in your personal office and who is not suppose to ask the office for any person of labels. So, you know even anything there in any need. And you know 2 junior, how dear you ask this person to bring to a cup of tea when if you not feeling well.

Then you get up and go with an yourself or do not come to office at all junior you not suppose to pass these people you do something for you. So, that is the care city of resources this is. And you know what the people are expected to do as the, for is the role is the way is concern power or value asymmetries who decides who makes the different decisions in the organization. How is the power of the perceived and an what is the way all you attached your roll in the organization. How do you perceived the value of the, what you doing in an organization? And how the organization the organization perceives the value of whatever doing? So, those asymmetries you know some people who are at the same hierarchical levels can be doing different things. And those perception about what they are doing between different though can be create a conflict.

(Refer Slide Time: 41:55)

Factors influencing the outcome of a conflict (Modaff and DeWine, 2002)

- Origin of the conflict – substantive vs. personal
- Size of the conflict
- Rigidity and age of the issue
- Power differences, distances and the history of the relationships between the players
- Individual personalities, traits, and dispositions

Some of the factors influencing the outcome of a conflict one could be the origin of the conflict. How do you know whether the outcome is positive or negative the origin of the conflict could influence the outcome of a conflict? It could be a substantive verses personal again substantive choose are delta with more in the organization personal issues are left to the people. They are told to work with the choose themselves the people do not necessarily with what size of the conflict again how big the conflict is how big the people will involved long. It has been going on you know what is the impact the disagreements are having a people will involved could be a sign of the size of the conflict rigidity and age of the issue. And how a commutated people are to the position within the conflict to the decision?

And how long as to be going on that can the most rigid the older the conflict is more difficult is going to do this power differences distances. And the history of the relationships between the players again, who senior and who junior? How easy it is for junior to approach senior to discuss the things. The, how as the release the differential between these two people when if they are comfortable talking to each other it can be easier for them. If there add issues earlier it can be move or difficult to resolve these conflicts why going back to the diagram all these contributes to the antecedent conditions.\

All these becomes a part of the antecedent conditions in any conflict situation that is why all of these staff in the social science is the ex specially in. And applied behavior science like a communication everything is related any slide from whatever we have been discussing till now. And you can relate anything to that slide that is how interconnected massive and this is science is individual personalities traits and dispositions. And again influence how a the conflict is perceived see how conflict is manifested how it is depot with.

(Refer Slide Time: 44:18)

Individuals' attitudes to conflict
(Buzzanell and Burrell, 1997, in Modaff and DeWine, 2002)

- *Conflict-as-war metaphor*: Conflict is a battle proceeding at great personal cost. Resolution through war-like tactics, and emphasis on winning the war at any cost. One wins the other loses.
- *Conflict-as-impotence metaphor*: Conflict is a victimizing process in which participants are powerless to alter events. Intense aftermath due to suppression leading to a strong basis for future conflict.
- *Conflict-as-a-rational-process metaphor*: Conflict is a collaborative experience with potentially positive outcomes for all participants. Resolution through debate, negotiation, talking, and exploring issues, resulting in win-win feeling for both parties.

Some attitude people have conflict, how do we perceive the conflict some people may perceived the conflict as war is a batty. And some resolutions like hard or what aspects are required it is a war one person must be when the other person will other party must high they I ether win a you know. So, some people are perceived conflict like that conflict as impotence metaphor conflict is a victimizing process in which participants are powerless to alter events. Intense aftermath due to suppression leading to a strong basis for future conflict more recur and better efficiency. Not about that who is better recur to get a positive response at the end is the conflict who is the better conflict to actually enter into this conflict. And that is one way in which they look at the people yes we both are fitting between them, but you have better skills.

Then you and it is not a do are try again it is not a when lose game. And it is about who emerges as a better player conflict as a rational process metaphor conflict is a collaborative experience with potentially positive outcomes. And you feel that is healthy to an conflict it is unless in a conflict. We are not going to the depth of the conflict we are in approach so, the problem. So, deeply we where come out with the solutions that help as to move forward in a positive direction some people look at the conflict like that it is an optimum unity to grow. You must have seen this is and going to give you an example from at the child hood. You know when we are learning with botany learning at the plant are teachers they are class that if you put some obstruct in front of a new shoot coming up.

Or a creator that is claiming up on the wall if you put on a abstract it will go faster it will go over that abstract will move on. So, you know it is a more important for the plants to grow than to just stop there because of the abstract will not grow. And that is exactly what people look at this the thing that is the rational process the feel that once the go in especially one object. Because it come up it gives them chance to go it gives the chance to go them to overcome this abstract and discover their head and tail dealing with such.

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Intercultural conflict very very important I just saw the, it is only 15 minutes time. So, I am go the to have through this little bit, but we direct with all of these thing a lot. I am selecting to me stale what in intercommunication I have tried to comma is very very simpler interesting diagram with the read from a paper miscommunication. As a result of different cultural back ground pronounced can leads to misinterpretation which leads to pseudo conflict or a feeling of a conflict or a perception of conflict.

As we discuss, which can lead to conflict that sought of leads in here that feed in this there is a miscommunication we feel that they are the part understand something misinterpretation because of miscommunication. And because of in difference in context leads to pseudo conflict which is the feeling of the conflict may not dilly be a conflict that point. It is just a felt if a see the conflict if it is allows to grow it actually leads to conflict situation which feels into the whole miscommunication. Persons of the conflict

on cultural differences how people are perceived conflict in different culture very very important topic.

(Refer Slide Time: 48:16)

Perceptions of conflict based on cultural differences (Ting-Toomey, 1994)

Individualistic, Low Context	Collectivistic, High Context
Expressed struggle to air out differences - Encourage	Damaging to social face and relational harmony - Avoid
Dysfunctional or functional	Mostly Dysfunctional
Repression can cause problems & make it dysfunctional	Expression signifies emotional immaturity
Functional when problems are solved head on	Facing problems requires skillful negotiation
Substantive and relational issues should be handled separately	Both types of issues are always intertwined
Open and direct resolution	Discrete and subtle resolution
Win-win problem solving game	Win-win face negotiation game

We talked about low context and high context cultures in low context cultures is again based on the selecting news paper. In a low context cultures there is an expressed struggle to air out differences is encourage a because people feel that it is a chance for them to overcome this problem. You give them something to do you gets them to an opportunity explore new area to overcome a problem. Or if there is a problem in feeding the achievements of goals lets it is get in out an damaging to social face and relational harmony. So, it is avoided ecl that we really air out differences are if you say that you did the something wrong or I am feeling disturbed because of you negatively impacts the other persons public image. And we are not in a goal in a high context culture is to preserve of the public image is to preserve our own public image.

And other person which other public image the process build a relationship between we feel that if I relationship between other person is good enough is thought enough we will be able to achieve any goal in a word. But we need to be thick together, but we need to be one unit if we are in one unit no goal is unachievable. And the low context culture we feel that is the goal an achieved we build units and that is the main difference. So, in an individualistic culture or low context culture a conflict can be dysfunctional or a functional expression of conflict can be dysfunctional or functional. Again since the

people are involved it cannot be a completely a low complex structure the people feelings are involved the people perception are involved.
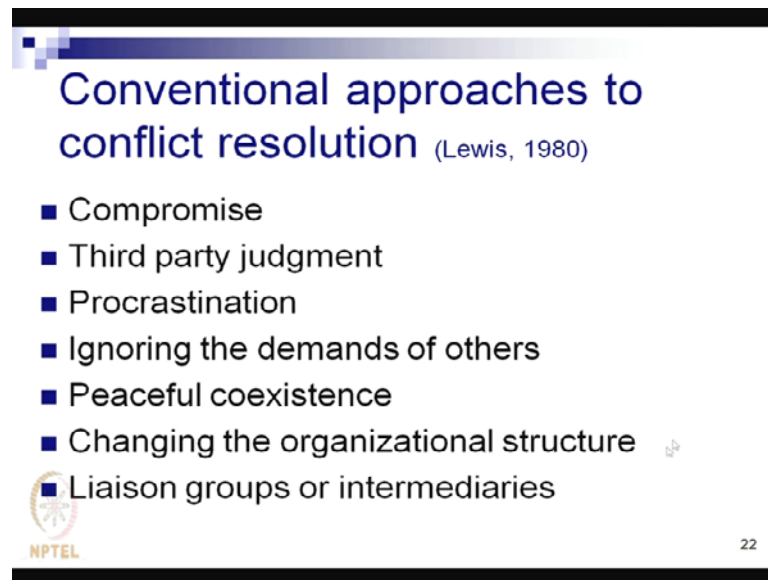
So, it happen there as to be some percentage of relationship or importance of 2 relationship as to be there in exclusive in a low context curve. In a high context culture is mostly dysfunctional minute in air out a relationships are disturbed the people feel uncomfortable or just not a comfortable with each other. They just they public image as been hart in a low context repression can cause problems. And make it dysfunctional the feel that in a low context culture if you repress it hard to the repression of creation or search of an emotions and that can make you creates problem on that work please.

So, my get over out and again in a high context culture expression signifies emotional immaturity. You feel do not you respect the other person of why I sharing with this the other person, why are you not protecting the way you deal with the other person? Why are you not prevent the loss of face in the other person of the, to face or our own loss of face you too emotional; you too immature let it out. And disturb the relational harmony of the environment in a low context culture the conflict could be functional.

The problems are solved head on when you achieve problem sorry when you attack the problem head on. And it becomes a everything in a high context culture facing problems requires skillful negotiation in a low context culture is a substantive. And relational issues should be handled separately in high context cultures are entertain this shown the 5 minute notes. I am going to rost to this pretty itself explanation in a low context culture it is a open and direction resolution, you direct on a cable you feel that emotions are place with a compartments utilize the things you saw the problems.

We move on nobody gets hart no hard feelings in high context culture in an temp to protect your own public image. And the public image of the people we dealing with the there is discrete and settle resolution it is a win problem solving game a low context culture in an high context it should be this. And it is a win face negotiation game in a in a low context culture it should be, it is used win problem solving game. We are trying to solve the problems in a higher context culture the face negotiation game you trying to protect the public image of the other person.

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Some conventional approaches to conflict resolution as it brees to this I do not think we have time to go everything. So, next one some conventional approaches to conflict resolution of the people and the people conflict in the fast a either compromise. Or there is a third party judgment, take colon people outside to health. Or you just let it go you say time will go all if you know ignore the all the demand of the colon or just put fourth point and get over with peaceful co existence. We agree there to disagree and the number one are. You change the organization structure as important you bring about the change in the manner the in which the organization structured and sought of things. And resolve the conflict through that way you change the people who are in the position of power.

And that can help end the at least reduce the felts of the conflict you are based on groups liaison groups or intermediaries. You talked about network communication networks based on the, who are connected to both clicks. But do not believe it you have I states either click get hold of such people. And you ask you intermediate to this is different from party judgment. The third party judgment getting a person who total stranger to both of the groups can see this and objective pointing you aliaise is the person. You best interest of both groups set heart and is connected are some stage, but not the higher stage you can both the. And get the both intermediaries people who are front with both the sides the positive to the both the sides then you ask them to interview.

How do people handle conflict? They can be evasive avoiding the conflict and not disrupting the relationship. They could estranged to avoids the conflict, but manages to disrupt the relationship. Accommodating considers other's view over one's own, but without resentment patronizing considers other's view over own view. But without resentment you say and take care of with. But then you remember hart me And I am doing a thick and healthy assertive focuses on own view over the other's view, but without anger. So, put our put down in a. You say lets deal with the logical manner a certain with the logical manner. And I consolidating with both the let us sat of considering the, this comfort with both have with this each other.

And see where you can sat of thing I have discomfort manner consolidating the gives equal consideration to both views in a non disruptive way. And you say let us deal with on logical manner and certain with I want to its, I way or my way. And consolidating let us take the both sought of let us consider a discomfort with both which each other this is put everything on table. And see where we can sought of you know minimize the discomfort with the both the parties and begrudging. So, the both views, but in a disruptive manner that do even when the conflict is it solved. He hold a grudge these are the someway of the ways in which the people handle conflict it dip which is better dependence on the situation we do not have time for much else.

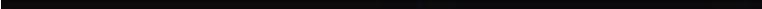We will go straights to the discussions here and a. So, I would like you to discuss for the next class. Please discuss what is conflict? How does conflict arise? How is the manifestation and expression of conflict influenced by culture and nationality of a person? Why would be influence the culture and nationality? Why would be influence by background? What might the impact of intercultural conflict be on a multi cultural, multinational office environment? These thing are the essential, because we are talking about the business communication. And the come to the issues at creation etcetera, in one of the following classes in light of those. I would like to discuss all of these things and get prepare the next lecture. And we will talk about the more about the conflicts and negotiations. So, wish you all the best.

Thank you.