

Managing Conflict

An Interdisciplinary Approach

Edited by

M. Afzalur Rahim

Managing Conflict An Interdisciplinary Approach

Debbie De Girolamo



Managing Conflict An Interdisciplinary Approach:

Managing Conflict M. Afzalur Rahim, 1989-01-12 An important contribution to the literature of organizational behavior and communication this volume explores the strategies and issues involved in conflict management The contributors represent a variety of academic disciplines and their treatment of the subject is both comprehensive and multidisciplinary in nature Taking as their focus the premise that certain types and levels of conflict can have positive consequences the authors present an in depth look at the techniques available to manage conflict within organizations and groups between individuals and among nations The volume is divided into five major sections each addressing a particular aspect of conflict management In Part One the contributors look at organization conflict examining issues such as interpersonal conflict on the job the nature of destructive criticism and different styles of handling conflict The second section addresses the critical relationship between communication and conflict with separate chapters devoted to communications theory divorce mediation the role of argumentation in bargaining and bargaining strategies Subsequent sections discuss negotiation and mediation while the final section provides an integrated perspective on conflict management theory and practice Each section begins an introductory essay that sets the following papers in context making this an ideal set of readings for courses in organizational behavior resources management and communications

Managing Conflict in Organizations M. Afzalur Rahim, 2000-12-30 This revised and updated edition of Rahim s classic work on managing conflict in organizations presents new evidence that suggests contrary to generally accepted views that organizational conflict need not be minimized or avoided in all cases Some conflicts are functional and others are dysfunctional Substantive or task related conflict is functional for nonroutine tasks but affective conflicts are dysfunctional irrespective of the task conditions Classifying conflicts as intrapersonal interpersonal intragroup or intergroup Rahim explains how to diagnose conflict how to intervene effectively and how to handle all the different types of conflict that typically arise in organizations Rahim s systematic approach to conflict management identifies five styles of handling conflict integrating obliging dominating avoiding and compromising These styles may be used in the course of an intervention a technique that enables managers to minimize affective conflict while attaining and maintaining a moderate amount of substantive conflict at the individual group and intergroup levels Rahim s book will be of interest to scholars students and practitioners in management organizational psychology human resources management and communication

The SAGE Handbook of Conflict Communication John G. Oetzel, Stella Ting-Toomey, 2006-01-18 The SAGE Handbook of Conflict Communication Integrating Theory Research and Practice is the first resource to synthesize key theories research and practices of conflict communication in a variety of contexts Editors John Oetzel and Stella Ting Toomey as well as expert researchers in the field emphasize constructive conflict management from a communication perspective which places primacy in the message as the focus of conflict research and practice

The Fugitive Identity of Mediation Debbie De Girolamo, 2013-07-18 Despite much having been written about what

mediation is direct observations of commercial mediations are limited This book grants an opportunity to observe mediation in action and also provides external commentary about the actions observed The book approaches Mediation ethnographically as a social process that is informed by structures rules and norms that colour the environment within which it operates Through the ethnographic method a process leading to negotiated order is examined baring its elements identifying its influences and studying the movement to order The result is the reconceptualization of mediation The mediator is invited into the negotiation as third party intervener He creates the process of mediation defining the process by his actions which ultimately merges mediator with process This book provides a window to the lived experience of participants to mediation it explores their understandings of and interactions within a process they have experienced together and demonstrates how mediation is a process inextricably linked to negotiation The Fugitive Identity of Mediation will be of interest to scholars mediators parties who participate in the process and to those active in public policy discourse

Communication Yearbook 21 Michael Roloff,2012-03-22 *Communication Yearbook 21* reflects the rich diversity of the field of communication both in terms of content areas and methods The topics of the eleven reviews range from interpersonal influence to media practices and effects The authors address issues such as organizational democracy and change intercultural negotiation journalism and broadcasting practices the management off crisis and the relationship between media and the presidency The volume was originally published in 1998 In addressing these issues narratives historical accounts and meta analytic techniques are employed *Organizational Behavior* Linda K. Stroh,Gregory B.

Northcraft,Margaret A. Neale,(Co-author) Mar Kern,(Co-author) Chr Langlands,2001-07-01 This textbook in *Organizational Behavior* is appropriate for undergraduate as well as MBA students of management and psychology Very readable this textbook authored by accomplished Management professors will focus on the latest research in OB *Ethical Deliberation*

in Multiprofessional Health Care Teams Hubert Doucet,Jean-Marc Larouche,Kenneth R. Melchin,2001-06-26 This study analyzes both pragmatic and theoretical perspectives of ethical deliberation as well as the professional and philosophical backgrounds for the ethical deliberation of social workers nurses and doctors working in the field of chronic illness In doing so this volume expands the scope of current research through an analysis of the process and its dynamics Published in English *Interactive Conflict Resolution* Ronald J. Fisher,1997-06-01 *Interactive Conflict Resolution* is the first book to

comprehensively examine this innovative technique for peacebuilding impartial third parties through facilitated dialogue and focused analysis bring together unofficial representatives of groups or nations engaged in protracted violent conflict Ronald J Fisher discusses the works of major theorists as they have applied this technique to situations in Israel Palestine Northern Ireland India Pakistan and Cyprus among others He describes various methods including intercommunal dialogue interactive problem solving third party consultation and the psychodynamic approach Comprehensive in scope *Interactive Conflict Resolution* also explores how this technique can be used in conjunction with official diplomacy and other methods of third

party negotiations including mediation and prenegotiations Fisher also addresses the critical areas which threaten the field such as funding and institutionalization and pinpoints the major challenges he sees in the years ahead Multidisciplinary Approach in Research Area (Volume-10) Chief Editor- Biplab Auddya, Editor- Betsy Manuel, Dr. Manuj Awasthi, Dr. Subhash Jagannath Deshmukh, V Geetha, Pushpanjali S, Dr. Kinjal Bhatia, 2024-05-09 Conflict: 2nd Edition Sandra I. Cheldelin, Daniel Druckman, 2008-01-04 The contributors to this fully revised volume a team of international experts with both academic and professional experience in the field provide a broad range of geographical and disciplinary perspectives Covering theory research and practice they analyze the different types of conflict and offer a thorough examination of the influences on conflict structural situational strategic and cultural Exploring conflict management and resolution they also discuss negotiation mediation peace keeping and peace building **Complex Interpersonal Conflict Behaviour** Evert Van der Vliert, 2013-05-24 This book is about reactions to interpersonal conflict such as avoiding negotiating and fighting It breaks away from the prevailing assumption that conflict behaviours are mutually isolated reactions having mutually isolated effects Instead reactions are viewed as components of complex conflict behaviour that influence each other s impact on the substantive and relational outcomes The simultaneous and sequential occurrence of for example problem solving and fighting should therefore be studied together and not separately The author presents a ladder of stepwise increases in theoretical quality and designs the sequence of chapters in such a way that the theoretical value increases step by step The lower steps lead to the description of behavioural components and to a model of integrative and distributive dimensions The upper steps lead to the dimensions of dual concern for one s own and the other s goals and to complexity explanations in terms of the novel paradigm of conglomerated conflict behaviour The chapters are summarised into thirty four interrelated propositions Six empirical studies demonstrate the validity of crucial propositions at each level of the theoretical framework This monograph primarily reaches out to an academic readership However due to its clear structure its comprehensive propositions its frequent use of figures and its glossary the book will also provide an invaluable resource for any student and practitioner interested in conflict management and negotiation Community Mediation Karen Grover Duffy, James W. Grosch, Paul V. Olczak, 1991-04-26 In recent years the mediation movement has seen tremendous growth with significant advances being made in both research and practice Despite these advances reseachers and practitioners have remained relatively isolated from one another Bridging the gap COMMUNITY MEDIATION is dedicated to the mutual education of both researchers and mediators It makes the findings of research accessible to practitioners and the issues of concern to practice available to researchers Thus this handbook affords researchers an excellent opportunity to learn more about actual techniques and enables practitioners to benefit from the latest research in the field Organizational Psychology in Cross Cultural Perspective Colin P. Silverthorne, 2005-01-01 The last two decades have seen an explosive increase in the ethnic diversity of the workforce growth in international business and the emergence of many more multinational companies The

potential for problems as companies operate across borders and managers manage in countries which have different values norms and cultural behaviors is great By looking at organizational psychology in a cross cultural context we can gain an understanding of the challenges facing organizations and business today This text breaks new ground in introducing organizational psychology from a cross cultural perspective It provides a foundational overview of the current major theories in organizational psychology and illuminates the impact of cultural differences on organizational dynamics It also makes available specific research concerning our current understandings of how these dynamics play out in particular regions and countries such as autocratic versus democratic leadership styles in Africa and Europe or conflict management in Asia The volume offers a welcome introduction to the topic to those in industrial organizational psychology international relations and management and international business MBA programs focusing on international issues

Managing and Organizations Stewart R Clegg, Martin Kornberger, Tyrone Pitsis, 2015-11-02 Get 12 months FREE access to an interactive eBook when you buy the paperback Print paperback version only 9781446298374 Already a classic in its field Managing and Organizations success among teachers and students reflects its comprehensiveness and accuracy A great handbook from which to teach management Dr Jose Bento da Silva University of Warwick A realist s guide to management the authors capture the complex life of organizations providing not only an account of theories but also an introduction to their practice with examples from everyday life and culture discussing the key themes and debates along the way Intended as a travel guide to the world of management the content contains reliable maps of the terrain critical viewpoints with ways forward outlined and an exploration of the nooks crannies and byways whilst still observing the main thoroughfares This is a resource that will help navigate this world encouraging the reader to explore not only the new exciting and brilliant aspects but also some dark sides as well The new edition includes A new chapter on Organizational Conflict Revised case studies examining key organizational issues and exploring diverse scenarios Even more examples and cases throughout covering the most current examples from the business world e g Airbnb Uber Spotify A free interactive eBook featuring author videos web links to news articles and Ted Talks multiple choice questions flashcards SAGE journal articles and other relevant links allowing access on the go and encouraging learning and retention whatever the reading or learning style Suitable for students studying Organisational Behaviour Managing People in Organisations and Introductory Management courses taking an Organisational Behaviour slant interactivity only available through VitalSource eBook

Managerial Communication Jennifer R. Veltsos, Geraldine E. Hynes, 2024-08-22 Managerial Communication focuses on communication skills and strategies that managers need to be successful in today s workplace Known for its holistic overview of communication and focus on managerial competencies it continues to be the market leader in the field The Ninth Edition provides coverage of current topics like managing hybrid and virtual teams ChatGPT and artificial intelligence and empathic listening

Managerial Communication Geraldine E. Hynes, Jennifer R. Veltsos, 2018-01-20 A Practical Strategic Approach to Managerial

Communication Managerial Communication Strategies and Applications focuses on communication skills and strategies that managers need to be successful in today's workplace. Known for its holistic overview of communication, solid research base, and focus on managerial competencies, this text continues to be the market leader in the field. In the Seventh Edition, author Geraldine E. Hynes and new co-author Jennifer R. Veltsos preserve the book's strategic perspective and include new updates to reflect the modern workplace. The new edition adds a chapter on visual communication that explains how to design documents, memorable presentations, and impactful graphics. New coverage of virtual teams, virtual presentations, and online communication help students avoid common pitfalls when using technology. This is probably the best book on Managerial Communication in the market. Astrid Sheil, California State University San Bernardino.

Personnel Psychology Pieter Johan Diederik Drenth, Henk Thierry, Charles Johannes Wolff, 1998. Volume three of a four-volume set. This second edition has been extensively rewritten and should be of interest to both practitioners and students of organizational psychology.

The Handbook of Negotiation and Culture Michele J. Gelfand, Jeanne M. Brett, 2004-07-28. In the global marketplace, negotiation frequently takes place across cultural boundaries, yet negotiation theory has traditionally been grounded in Western culture. This book, which provides an in-depth review of the field of negotiation theory, expands current thinking to include cross-cultural perspectives. The contents of the book reflect the diversity of negotiation research: negotiator cognition, motivation, emotion, communication, power, and disputing; intergroup relationships; third parties; justice; technology; and social dilemmas. It provides new insight into negotiation theory, questioning assumptions, expanding constructs, and identifying limits not apparent from working exclusively within one culture. The book is organized in three sections and pairs chapters on negotiation theory with chapters on culture. The first part emphasizes psychological processes: cognition, motivation, and emotion. Part II examines the negotiation process. The third part emphasizes the social context of negotiation. A final chapter synthesizes the main themes of the book to illustrate how scholars and practitioners can capitalize on the synergy between culture and negotiation research.

A Handbook of Work and Organizational Psychology De Charles, P. J. Drenth, THIERRY HENK, 2013-05-24. Personnel Psychology or Human Resource Management examines individual differences and their consequences for the organization. Attention is paid to choice processes, abilities and capabilities, needs, and need fulfillment, commitment, selection methods, career development, appraisal, and training. The focus of personnel psychology is the satisfactory relationship between the employee and the organization, and it takes in all the elements influencing this relationship, ranging from the traditional area of personnel selection to recent considerations such as conflict between client demands and government regulations, restriction of output, job evaluation practices, and industrial unrest.

The Multi-Dimensions of Industrial Relations in the Asian Knowledge-Based Economies Sununta Siengthai, John Lawler, Chris Rowley, Hiromasa Suzuki, 2010-06-10. This collection of work by leading scholars investigates the impact of the globalization process on some selected Asian economies and societies. With particular focus on the role of institutional factors

such as labour unions or workers associations case studies are presented on labour management relations at the workplace that have evolved to cope with globalization The cases describe labour institutions in the society as a social force that acts as a catalyst for societal democracy and for industrial democracy at the workplace These cases provide descriptions of the changes in the management s stance and approaches towards labour unions in the selected countries as well as at the organizational level over the last three decades when much of the industrialization process has occurred in Asia A case study approach which enhances analytical and problem solving skills of students A focus on the impact of globalization process in the East and Southeast Asia which is becoming more significant in the new economy Prepared by local Asian research scholars

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