ST. MARY'S UNIVERSITY COLLEGE

BUSINESS FACULTY

DEPARTMENT OF MANAGEMENT

AN ASSESMENT OF CONFLICT MANAGEMENT PRACTICE:

THE CASE OF ST.MARY'S UNIVERSITY COLLEGE

ADDIS ABABA

BY

ELIZABETH WORKNEH

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SMUC

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

With in the organization there are different and complex social systems with those individuals having their own interest, goal, needs, feelings and attitudes this differentiation might have positive or negative impact to the organization.

A state of disagreement between individuals and groups that arise in almost when there is human interaction originates in competition for influence incompatible goals, antagonistic actions, divergent ideas, inconsistent demands unsatisfied needs, unfulfilled interests, unfair distribution of work and running for different aims. According to their bases and backgrounds, conflicts occurs in different aspects like psychological aspects, political aspects and social aspects that all of them affect educational, cultural, economical and social status of a country (Creamer. 1991:314).

As the interaction of people in a specified universe of organization increase, the possibility of conflicting situations also increases. Organizations are composed of complex social systems that they consist of different individuals who have their own interest goal, needs, feeling background. With in the same organizational aim of the firm peoples participating in the activity of the organization bosses, peers, subordinates, supervisors, specialists and ordinary employees have their own unique dynamic human nature even if all of them do towards the ultimate objective of the organization. With such number of groups and Individuals who

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have their own interest, the interaction between them contributes to a great extent for the formation of conflict.

Conflict in management has attracted significant attention because managers devote much of their time to conflict management. Individuals and groups interact among each other in their day to day activities in the struggle for survival and achievement of their own goals this interaction that exist among them is a source for the formation of hostility, ambivalence, disputes, violence aggression and domination of individual or group interests over the scarifies of other members of the interacting group or society so that it makes interaction the universe for conflict.

In general conflict that occurs with in the organization can be interpersonal, inter-group, intrapersonal, and inter-organizational. This study focuses primarily on inter group (departmental) conflict in St. Mary's university College distance and its handling management.

1.2. Background of the Organization

St. Mary's University College is one of the biggest private educational service providers in our country. In March 2000 St. Mary's University College Opened its distance education division with business and law fields as its focus. A year after its establishment, it widened its training program and includes varies fields of studies in teacher education. The distance education division trains student both at undergraduate (10+1,10+2) certificate, diploma, BA degree, post graduates level (MA) degree. The post-graduate program is given in partnership with India Gandhi National Open University (IGNOU). This higher education has 200 coordination centers, which are responsible for registration of student,

distribution of learning material organization and coordination of tutorial and examination session in the region. The centers are also responsible of the regions

The Institution's vision:

The vision of St. Mary's University College (SMUC) is to become among the leading higher education centers of academic excellence in teaching-learning, research, publications and community services, and contribute to Ethiopia's development.

The Institution's mission:

The mission of SMUC to offer regular, continuing and distance education accessible to the society at large with reasonable tuition and scholarships, and with optimal focus on quality and standards in teaching, research and services that contribute to Ethiopia's human resource development

1.3. Statement of the Problem

St. Mary's University College has been constituent by professionals, who have different qualification, interests and unique characteristics shaped by cultural, social, environmental and educational backgrounds under similar organizational goals and objectives. Cultural diversity & multiplicity of needs, qualification and interest leads to inter organizational conflict.

This research paper assumes that departmental conflict tends to result in adverse effect in achieving the goals for St. Mary's University College of Open and Distance learning.

1.4. Research Questions

In this study the student will address the following questions.

- What are the main type of departmental conflict arise with in the Institution?
- What are the main sources of conflict in the Institution?
- What are the impact of conflict towards employees, and Institutional performance?
- What actions are taken to solve or minimize the existing problems?
- What will be the possible solution to minimize the conflict?

1.5. Objectives of the Study

1.5.1 General objective

The main objective of this paper is to asses the main sources of conflict and to suggest some possible solution to the Institution.

1.5.2 Specific Objectives

More specifically, the study will be able to:

- investigate the impact of conflict on the performance of both employees and Institution;
- identify the outcome of conflict towards the Institution;
- differentiate the advantage and disadvantage of conflict in the Institution;
- bring techniques those are used to resolve conflict in the Institution; and
- give clear and constructive ideas that will help St. Mary's University college how the organization handles or minimize conflict and become successful.

1.6. Significance of the Study

Any research should have something to contribute since a lot of time, money and human energy exerted. The student believe that the study will be expected to give some basic principles that help St. Mary's University college to make effective implementation of conflict handling and come up with possible solution for the conflict arise between those departments.

It will also help as a secondary data for further study on related issues. The student will also be benefited, i.e. it helps him to develop experience and get over view about the source and solution of conflict.

1.7. Scope of the Study

The institution has many departments like human resource department, Finance department, Material production unit department, Registrar department Editorial tutorial and Assessment Unit, Practical Unit and others, but because of time, money and other limitation, it is difficult to study all the conflicts exist in the departments. So the study focused on conflicts of departments of St. Mary's University college of Open and Distance learning

1.8. Operational Definitions of Terms

Functional conflict

A confrontation between groups that enhances as benefits the organization's outside that work place

1.9. Research Design and Methodology

1.9.1 Type of Data to be collected

In this study both primary and secondary data used. Primary data is coming from the original sources.

Secondary data is a data that is already collected by others. The major source of secondary data is internal sources of obtained directly from the Institution. Moreover, external sources be used.

1.9.2. Population and Sampling Technique

The total population of St. Mary's University college is more than 2000. Among these the researcher will give attention on the employees residing in distance office. The number of employees residing in the distance office is counted to be 450. From this total population size the researcher selected a sample with a size of 45 respondents. This was carried out through ±10% Precision Levels where the confidence level is 95% and P = 0.5. For the reason that sample elements should be representative and the sample was constructed by giving an equal chance of being considered in the selection for each and every population element, simple random sampling technique had been employed.

1.9.3. Methods of Data Collection.

The primary data collected both through interview and questionnaire. Interview will be conducted with the manager of the company, different heads of the

departments and questionnaire distributed among sampled population elements of the company.

Secondary data will be gathered from varieties of documents, like annual meeting, reports, court cases, decision and reports.

1.9.4. Methods of Data Analysis

After the relevant data properly gathered, it analyzed using different statistical techniques and presented using tables and percentages.

1.10. Limitation of the Study

The major limitations that the survey faces are shortage of time, money and resource. The other limitations faced were at the time of interviews, Some of the respondents may not give right information for the sake of keeping their interest, or keeping their secrete, fear of their subordinates. Besides, the managers may not be positive to give proper information.

1.11. Organization of Study

The research paper consist of four chapters. The first chapter starts with introduction part and includes background of study, statement of the problem, objective of the study, methodology of the study, scope, significance of the study, organization of the study and operational definitions of terms. The second chapter will elaborates, the reviewed literatures and views of different writers about the study. The third chapter deals on data presentation, analysis and interpretation. The final chapter will deal with summary, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Definition and Concepts of Conflict

Conflict is the process in which one party perceives that its interest are being opposed or negatively affected by another party. Conflict is perception, so It exists when ever some one believes or feels that another person or group might obstruct its effort. This may be a mild disagreement between two people regarding the best choice in decision. The conflict process actually begins with the conditions that create conflict. Some sources of conflict are scarce resources and task interdependence. (Steven L. Mcshane and Mary Ann Von Glinow, 2000: 402).

2.2. Role, Nature and Types of Conflict

2.2.1. Role of Conflict

There is a conflict over the role of conflict traditionally conflict is synonymous with violence, distraction and irrationality, and there fore, it must be avoided in views of its harm full and malfunctioned nature.

The traditional views stress that poor communication lack of trust and openness, and lack of sensitivity to the needs of the employees give rise to dysfunctional consequences is called conflict. As all conflicts need to be care must be taken to analyze their causes and correct there malfunctioning with a view to improve performance. However the behavioral view point asserts that conflicts is a natural and inevitable process and has both functional and dysfunctional consequence. It is argue that conflict is a symptom of effective behavior and

forms pre requisites to change innovation. Differences and tensions involved in conflict may also lead to productive results. Researchers on creativity and innovation indicate that diversity of the research field and experiences among scientists causes differences which, in turn enhances their scientific productivity.

The behavioral view point does not assert that conflicts are desirable. In addition to functional or constructive conflicts, there are also dysfunctional or destructive conflicts. The level and type of conflict, which is functional in one group, may be quite dysfunctional in another or in the same going at deferent times (R.S. DWIVEDI, 2004:519).

2.2.2. Nature of Conflict

The concept of conflict, being an outcome of behaviors, is an integral part of human life, where ever there is interaction, there is conflict. Conflict can be defined in many ways and can be considered as an expression of hostility, negative attitudes, antagonism, aggression, rivalry and misunderstanding. It is also associated with situations that involve contradictory or irreconcilable interests between two opposing groups. It can be defines as disagreement between two or more individual or groups, with each individual or group trying to gain acceptance of its view or objectives over others.

Conflict must be distributed from competition, even though some times intense competition leads to conflict. Competition is directs towards obtaining a goal and one group does not interfere with the effort of another group while conflict is directed against another group and actions are taken to frustrate the other group's towards goal achievement. (Amrik Singh Sudan and N. Kumar, 2003:304).

2.2.3. Types of Conflict

Conflict could be intrapersonal, interpersonal, inter group, inter organizational, or between and among nations and each of these could again be substantive or emotional in nature.

Intrapersonal conflict, arises when tension is experienced within the individual when he or she has to choose from two or more unpleasant choices (avoidance-avoidance conflict) or two equally attractive options (approach-approach conflict), or option for something that has both positive and negative consequences (approach-avoidance conflict).

Interpersonal conflict, which could be either substantive or emotional, or both, occurs because of incompatible goals or hurt feelings (Thomas1976) defines interpersonal conflict as a state in which the concerns of two or more parties appear to be incompatible and which originates when one party perceives the other as frustrating some concern of his or about to do so.

Intergroup conflict could occur between or among teams, groups or departments as when teams vie with one another for resources (substantive) or more recognition (emotional). Cross functional teams and task forces act as buffers and resolve such conflicts.

Inter organizational conflict, involves competition among firms in the same industry, operating in the same market, between suppliers and manufacturers or

between a company and a government regulatory agency. Union-management conflicts are more inter organizational in nature (UMA Sekaran,1989, :450-451).

2.3. Sources of Conflict in Organizations

There are different sources that lead to organizational conflict. According to (Steven L. and MC Shane and Marry Ann Von Glinow, 2000:404-408) the following are major sources of conflicts.

2.3.1. Goal Incompatibility

This one is a common Source of conflict; goal incompatibility occurs when people or work units have goals that interfere with each other. Financial rewards for goal accomplishment further entrench the perceived conflict because employees are more motivated to peruse their own goals (Ibid, 2000: 204).

2.3.2. Differentiation

Differentiation occurs when people hold divergent beliefs and attitudes due to their unique backgrounds, experience or training. Organizations unwittingly fuel conflict by hiring people for their technical knowledge and encouraging them to become even amore specialized. People from different cultural backgrounds may have difficulty in understanding or accepting each other's beliefs and values toward organizational decisions and events. More over, behaviors of people from different backgrounds are more easily misinterpreted. Differentiation explains why conflict is a common problem following mergers and acquisitions Employees in the merged organization often hold divergent corporate values, so they fight over the right way to do things (Ibid, 2000:405).

2.3.3. Task Interdependence

Task interdependence exist when team members must share common in inputs to there individual tasks, need to interact in the process of executing their work, or receive out comes. The higher the level of task interdependence, the greater the risk of conflict, because there is a grater chance that each side will disrupt or interfere with other side's goals (Ibid, 2000:406)

Pooled Interdependence

This is the lowest level of interdependence, in which work units operate independently except for reliance on a common resource or authority.

Sequential Interdependence

This occurs where the out put of one person or unit becomes the direct input for another person or unit.

Reciprocal Interdependence

This is the highest level of inter dependence, in which work output is exchange back and fourth among individuals or work units.

2.3.4. Scarce Resources

Scarce resources generate conflict because Scarcity motivates people to compete with others who also need those resources to achieve their objectives (Ibid, 2000:407).

2.3.5. Ambiguity

Ambiguity breeds Conflict because the uncertainty increases the risk that one party intends to interfere with the other part's goals. Ambiguity also encourages political tactics and, in some cases employees enter a free for –all battle to win decision in their favor (Ibid, 2000:408).

2.3.6. Communications Problems

Conflict often occurs due to the luck of opportunity, ability or motivation to communicate effectively. When two parties lack the opportunity to communicate, they tend to use stereotypes to explain past behaviors and anticipate future actions. When one party communicates its disagreement in an arrogant way, opponents are more likely to heighten their perception of the conflict. Arrogant behavior also sends a message that one side intends to be competitive rather than cooperative. In effective communication often leads to an escalation in the conflict cycle, and less motivation to communicate in the future (Ibid, 2000:408-409).

2.4. Task Related Versus Socio-emotional Conflict.

Task Related Conflict

When conflict is task related the parties view the conflict experience as something separate from them. It is an object "out there" that must be addressed. This conflict is potentially healthy and valuable. Because it makes people rethink their perspective of reality. As long as the conflict remains focused on the issue, new ideas may emerge and the conflict remains controlled (Ibid 2000:402).

Socio-emotional Conflict

With Socio emotional conflict, differences are viewed as personal attacks rather than attempts to resolve an issue. The discussion becomes emotionally charged, so that perceptual biases are introduced and information processing is impeded (Ibid2000:403).

2.5. Consequences of Organizational Conflict

There is a natural tendency to suppress Conflict. While suppression may be appropriate for socio emotional Conflict, tasks related conflict should be encouraged under some conditions. Thus conflict management refers to interventions that alter the level and form of conflict in ways that maximize its benefits and minimize its dysfunction consequences. Task related conflict helps people to recognize problems, identify a Variety of solutions, and understand the issues involved. Conflict is a catalyst for change and improved decision making. It occurs when people offer new perspectives and these emerging views are debated.

Conflict Between groups or organizations potentially improves team dynamics within those units. Teams increase their cohesiveness and task orientation when they face an external threat. Moderate Conflict motivates team members to work more efficiently towards their goals, by increasing the team's productivity.

There is of course darker side to conflict in organizations. When inter group conflict becomes emotionally charged, teams become so cohesive that they are no longer motivated to seek outside information. In other words a high level of socio emotional conflict may lead to group think, the tendency of highly cohesive groups to value consensus at the price of decision quality.

At an individual level, socio emotional conflict increases the level of frustration, job dissatisfaction, and stress. In the long term, this leads to higher turnover or absenteeism (Ibid, 2000:403-404)

2.6. Stages of Conflict

Conflict can be more readily understood it is considered as dynamic process" process" here indicates a series of events. Each conflict is made up of a sequence of interlocking conflict episodes.

According to (Amrik Singh Sudan and N, Kumar, 2003:304), the conflict stages are the following.

2.6.1. Latent Conflict

Each episode of conflict begins with a "latent conflict" important source of organizational conflict such as competition for scarce resource of divergence of Subunit goals, competition for Sub unit Positions in the organizations, role conflicts are present, but the conflict has not yet emerged. Latent conflict provides the necessary antecedent conditions for conflict in organizations (Ibid2003:304).

2.6.2. Perceived Conflict

Under this the basic Source of Conflict like goals, competition for scarce recourses don not exist. Conflict results in due to the parties' misunderstanding of each other's true position. Such A conflict can be resolved by improving Communications between the parties (Ibid, 2003:305).

2.6.3. Felt Conflict

x and y working in a departmental store are in serious disagreement over the interpretation of the policy "Customer" is a king and are arguing for hours together. If this episode does not make a tense or anxious and has no effect on A's relation ship with B then it can be safely conclude that conflict is not 'felt' by the parities. Even though people perceived there is a basis for conflict, conflict will not arise unless the difference become personalized or internalized (Ibid, 2003:305).

2.6.4. Manifest Conflict

This is the stage for open Confrontation. It takes the form of conflict behavior, including open aggression, Sabotage, apathy, withdrawal, letter perfect obedience to rule etc… all of which reduce organizations effectiveness (Ibid, 2003:305).

2.6.5. Conflict Aftermath

The aftermath of a conflict may be either positive or negative for the organization depending on how the conflict is resolved. If the conflict is genuinely resolved, it can lead to a more enduring and cooperative relation ship between organizational participants, if the conflict is merely suppressed but not resolved, the latent conditions of conflict may be aggravated and explode in more violent and serious forms. This legacy of conflict is called "conflict aftermath" (Ibid, 2003:305).

2.7. A realistic Assessment of Conflict

The emerging view of conflict called as interactionist view, reverses many of the cozy nostrums of human relations management. The interactions view of conflict

has broader scope. It recognizes that in some cases conflict may be helpful, facilitative and functional.

- Conflict is not an organizational abnormality; it is a normal aspect of social intercourse. It is a fact of life that must be understood rather than fought.
- Conflict is inevitable. It is an inherent structural component in all social relations.
- Conflict is neither bad nor good for organizations. Perfect organization healthy is not free from conflict.
- Conflict is not always caused by trouble makers. It is rather determined by structural factors like the design of a career structure, the physical shape of a building etc
- Conflict is integral to the nature of change.
- Conflict is not only inevitable but some tire desirable. (Amrik Sing and Sudan, N. Kumar, 2003:306).

2.8. Positive and Negative Consequence of Conflict

2.8.1. Positive Consequence of Conflict

Major stimulate for change

Conflict Spotlights the problems that demand attention, forces clarification of their nature and channels organizational efforts toward finds better solution. It initiates a search for ways to polish and refine objectives method and activities. (Amrik sing and Sudan, N.kumar, 2003:307).

Group think is avoided

With out strong vocal disagreement, group think could over power a highly cohesive group, preventing it from making rational decisions based on fact (Ibid, 2003:307).

It fosters creativity and innovation

It prevents stagnation; it stimulates interest and curiosity. In an atmosphere of open confrontation people tend to put forward more imaginative solutions to problems. Conflict can help individuals to test their capacities to learn and develop (Ibid, 2003:307).

Cohesion and satisfaction

Inter group conflict and competition drives group closer together. Under conditions of mild inter group conflict; group membership can be very satisfying to members. The whole purpose and internal unity of athletic groups, for example, would disappear if there were no conflict. In the face of common, enemy, group members close ranks is put a side former disagreements (Ibid, 2003:307).

A minimum level of conflict is optimal

Conflict is necessary stability of organizational life. It is necessary for the internal stability of organizations. The occasional flare-up of inter-group conflict serves to balance power relationships between departments. A good fight clears the air (Ibid, 2003:307).

2.8.2. Negative Consequence of Conflict

Conflict create stress in people

Conflict exacts its fall on the physical and mental health of the combatants. Intense Conflicts generate feelings of anxiety, guilt, frustration and hostility. Winners try to insure the feelings of the defeated. Looser feel defeated. The distance between people increases. A climate of mistrust as suspicion develops. Discussion replaces cohesion (Ibid, 2003:307).

Diversion of energy

One of the most dread full consequences of conflict is diversion of the groups time and effort toward wining the conflict rather achieving organizational goals. Parties focus on their own narrow interests and tend to put their own aims above those of the organizations. Long term goals begin to suffer as short term problems become more important; too much energy is drained off in tying to put out the "fires" In extreme case, sabotage, Secrecy and even illegal activities occur. (Ibid, 2003:307).

Instability and Chaos

Under intense conflicts Collaboration from across individuals, groups and departments decreases or vanishes. Tension will continue to mount up and each new conflict will split organization sub units further apart leading to communication break downs. (Ibid, 2003:307).

2.9. Conflict Management Style Orientations

Parties engaged in a conflict usually have two main concerns getting what they want for themselves, and maintaining the kind of relation ship they want with the other party. When people are primarily concerned for themselves, they are assertive in trying to satisfy their own needs. When they care about the other party and want to maintain a positive relation ship, people are cooperative and

concerned about making sure the others needs are satisfied. The different degree emphasis that people place on these two basic concerns can be expanded in to five specific conflict management style orientations: competing, accommodating, avoiding, collaborating and compromising (Curtis W. Cook and Phillip L. Hunsaker, 2001:387-389].

2.9.1. Competing

Competing is assertive and uncooperative behavior; embodied in the parties' pursuit of their own concerns at others expense. Competing behavior is often used by power oriented people who will use every technique available to win their point or defend their position.

Competing can be beneficial when quick, decisive action is vital, as in emergencies. It is also usefully when unpopular actions such as discipline or cost cutting must be implemented. Finally competing is sometimes necessary to protect against people who take advantage of non competitive behavior (Ibid, 2001:387).

2.9.2. Accommodating

It is the opposite of competing. It consists of unassertive and cooperative behavior. Accommodating people   frequently neglect their own concerns to satisfy the needs of others in order to maintain a positive relationship. Accommodating is an appropriate strategy when the issue at stake is much more important to the other person. Satisfying another's needs as a good will gesture will help to maintain a cooperative relationship, building up social credits for use later conflicts. Accommodating is also appropriate when a manager wishes to develop subordinates by allowing them to experiment and learn from their own

mistakes. Too much accommodation, however, can drive others of your personal contributions and view point (Ibid, 2001:388).

2.9.3. Avoiding

Avoiding is unassertive and uncooperative behaviors. People with this conflict management style pursue neither their own concerns nor those of others. To avoid conflict all together, a person might diplomatically sidesteps an issue, post pone it, or withdraw from the threatening situation.

Avoiding is appropriate when the issue involved is relatively unimportant to you. Also, if you have little power or are in situation that is very difficult to change, avoiding may be the best choice. Similarly avoidance may be wise if the potential damage from confronting a conflict out weighs its benefit your you need to let people cool off a little in order to bring tension back down to a reasonable level. On the other hand you should not let important decisions be made by default or spend a lot of energy avoiding issues that eventually must be confronted (Ibid, 2001:388).

2.9.4. Collaborating

Collaborating is the opposite of avoiding; it consists of both assertive and cooperative behavior. It involves working with the other person to find a solution that fully satisfies both parities. This is a joint problem solving mode involving communication and creativity on part of each party to find a mutually beneficial solution.

Collaborating is necessary when the concerns of both parties are too important to be compromised. Collaborating merges the insights of people with different

perspectives. It allows you to test your assumptions as understand others. To gain commitment by incorporating others concerns, and to work through hard feelings. Not all conflict situations how ever, deserve this amount of time and energy. Trivial problems often do not require optima solutions, and not al personal differences need to be worked through. It also does little good to behave in a collaborative manner if other will not (Ibid, 2001:388).

2.9.5. Compromising

It falls some where between assertive and cooperative behaviors. The objective is to find a mutually acceptable middle ground that partially satisfies both parties. This expedient conflict management style splits the deference and makes concessions.

Compromising is appropriate when goals are moderately important but not worth the effort of collaboration or the possible disruption of competition (Ibid, 2001:388-389).

2.10. Negotiating

Negotiating or barraging is the practical application of the collaborating and compromising approaches to conflict management.

Negotiation occurs when two or more conflicting parties enter in to a discussion in an attempt to determine a mutually acceptable exchange rate of their respective goods, or services. We know that lawyers and car salesman spend a lot of time negotiating, but so, too, do managers. They have to negotiate salaries for incoming employees, cut deals with superiors, bargain over budgets, work out differences with associates, and resolve conflicts with subordinates. Negotiating is actually some thing that just about every one engages in almost

every day, and most of the time with out even realizing it. (Curtis W. Cook and Phllip L. Hunsaker 2001:391-395).

2.10.1. Bargaining Strategies

The Success of any negotiations depends on the bargaining strategies that we choose to apply. There are two general approaches to negotiate: disruptive bargaining and integrative bargaining. (Ibid, 2001:391).

Disruptive Bargaining

The essence of disruptive bargaining is negotiating over who gets what share of a fixed pie. Appropriate conflict style orientations for disruptive bargaining starts with compromise, followed by competition and accommodation depending up on the relative importance to you of getting more of what you want versus main staining a positive relationship with the other party.

When engaged in disruptive bargaining the tactics should tying to get our opponent to agree to our specific target point or to get as close to it as possible. Such tactics are persuading our opponent of the impossibility of getting to his or her target point and the advisability of accepting a settlement near ours, arguing that our target is fair, while our opponents isn't, and attempting to get our opponent to feel emotionally generous to wards our and thus accept an out come close to our together point (Ibid, 2001:392).

Integrative Bargaining

The collaborative conflict style orientation results in integrative bargaining, where the parties assume that it is possible to create a win-win solution. If successful, the result is satisfaction and positive long tem relationships. Integrative bargaining is generally preferable to distributive bargaining. This is because the former builds positive long term relationships and facilitates working together in the future. It bonds negotiators and allows each to leave the bargaining table feeling table feeling that he or she achieved a victory. Distributive bargaining, on the other hand Leaves one party a loser. (Ibid, 2001:392).

2.10.2. Guideline for Effective Negotiation

The most essential behaviors for effective negotiation are the following.

Consider the other party's situation

Acquire as much information as you can about your opponent's interests and goals. What are his or his real needs versus wants? What Constituencies must he or she appease? This information will help us to understand our opponent's behavior, predict his or her response our offers, and frame solution interims of his or her interests (Ibid, 2001:393).

Have a plan and concrete strategy

Our chances of obtaining a favorable negotiation outcome increase if we plan and set goals before the action starts. Treat negotiation like a chess match. Expert chess players have a plan and strategy. They know a head of time how important is the issue (Ibid, 2001:393).

Begin with a positive overture

Establish a rapport and mutual interests before starting the negotiation. Then begin with positive overture perhaps a small concession. Concession tends to be reciprocated and lead to agreements (Ibid, 2001:394).

Address problems not personalities

Concentrate on the Negotiation issues not on the personal characteristics of your opponent. When negotiations get touch, avoid the tendency to attack your opponents. If other people feel threatened, they concentrate on defending their self-esteem, as opposed to solving the problem (Ibid, 2001:394).

Maintain a rational goal oriented frame of mind

Use the pervious guide line in reverse if your opponents' attacks or get emotional with you. Let other person blow off steam with out taking it personally while you try to understand the problem or strategy behind the aggression (Ibid, 2001:394).

Pay little attention to initial offers

Threat an initial to have an offer as merely a point of departure. Every one has to have an initial position. These initial offers tend to be extreme and idealistic, Focus on the other person's interests and your own goals and principles, while you generate other possibilities (Ibid, 2001:394).

Emphasize WIN-WIN solutions

Bargainers often assume that their gain must come at the expense of the other party. As noted with integrative bargaining, that needn't be the case. There are WIN-WIN solutions but assuming a zero sum game with missed opportunities for trade –offs that could benefit both sides. So if Conditions are Supportive, Look for an integrative solution (Ibid, 2001:394).

Create a climate of trust

Avoid words and phrases that may irritate the other party or cause mistrust. Skilled negotiators don't make exaggerated statements; make absurb opening offers focus on commitments (Ibid, 2001:394).

Insist on using objective criteria:-

Make your negotiated decisions based on principles and results, not emotions or pressure. Agree up on objective criteria that can be aid both parties in assessing, the reasonableness of the alternatives (Ibid, 2001:393).

Be open to accepting third party Assistance

When stalemates are reached, consider, using a neutral third party. The two most common forms of third-party assistance are mediation and arbitration. *Mediation* can help parties come to an agreement, but they don't impose settlement.

Arbitrators hear both sides of the dispute and they impose a binding solution. Which approach is best depends up on the specific conflict situation. Mediation provides the greatest potential for employee satisfaction when dealing with minor conflicts because it allows the parties more responsibility in determining the outcome. When the parities at a definite stalemate, however, arbitration is usually most appropriate because it is structured rules and processes provide the best sense of fairness (Ibid, 2001:395).

Adapt cultural Differences

As with conflict style orientations, negotiation practices are heavily influenced by national culture. So if we are negotiating with people from a different cultural background, take into consideration on how cultural influences are likely to shape their goals and negotiation tactics.

It is also imp0rtant to take in to consideration how cultural influences are likely to shape your own goals and negotiating tactics and how these come across to negotiators from different cultures (Ibid, 2001:395).

2.11. Conflict Management Strategies and Resolution Techniques

The critical issue in conflict management is not how to eliminate conflict but how to manage it productively to obtain positive change and avoid negative consequences. Organizations with inter group coordination strategies can often manage conflict productively with out it becoming destructive.

According to (Curtis W. Cook and Phillip L. Hunsaker, 2001:397-398) Coordination strategies for avoiding inter group conflict are the following:-

2.11.1. Rules and Procedures

One of the Simplest and least costly ways of avoiding inter group conflict is to spell out in advance the required activities and behaviors in the form of rules and procedures written standards tell interacting parties what to do in specific situations to ensure adequate performance and avoid having to work things through each time.

The problem with rules and procedures is that they only help when activities are recurring and can be anticipated In advance. (Ibid, 2001:397).

2.11.2. Hierarchy

When rules and procedure are not sufficient for coping with   inter group problems, conflict can be passed up the hierarchy to a common superior for a resolution (Ibid, 2001:398).

2.11.3. Planning

In more complex situations, coordinating inter group activities requires more than rules, procedures or hierarchies.   Planning can be essential to task accomplishment when it is necessary determine in advance the goals, and responsibilities of all groups that need to cooperate. A classic example of the needed for panning is in building construction most interactions can be anticipated and the behaviors of various groups controlled in programmed fashion (Ibid, 2001:398).

2.11.4. Liaison Roles

When the number of interactions between several groups becomes more frequent or complex, organizations often establish coordinating personnel to handle these ongoing interaction requirements. Liaison expedites lateral communication much more effectively than cumbersome formal information system alone (Ibid, 2001:398).

2.11.5. Task Forces

When several groups interacts over time in the complex situation, another way of facilitating cooperation is to establishes a temporarily task force made up of one or more individuals, form each of the interacting units. This group investigates problems, suggests   solution,   and facilitates communication among all groups involved (Ibid, 2001:398).

2.11.6. Teams

When several groups must interact in complex situation over along period of time, more permanent teams can be formed to manage inter group activities. Team members maintain their organizational roles in their functional department in addition to their new ones as coordinating team members. Task teams are established at universities to function as standing committees that periodically make decisions about such things as granting tenure to faculty members or allocating annual budgets. (Ibid, 2001:398).

2.11.7. Integrating Department

When the complexity of information flows between several interacting groups is beyond the capacity of plans, temporarily task forces or permanent teams, an entire integrating department can be established.   These are permanent departments with full time individuals whose only responsibility is the effective coordination of inter group activities. (Ibid, 2001:398).

2.11.8. Resolution Techniques

Conflict is resolved through conflict management which includes conflict resolution techniques and conflict stimulation techniques.

Conflict Resolution Techniques

Conflict resolution techniques involve problem-solving, fixing up of   super ordinate goals, expansion of resources, avoidance, smoothing compromise authoritative command, alternative human variables and altering structural variables. Problems should be identified and resolved through open discussion by the conflicting parties. The conflicting parties are told that their cooperation can help achieve the goals. Without their cooperation, no goal or purpose can be

achieved. If Parties are conflicting on resources, efforts should be made to expand the resources. It suggests a win-win solution. Both the Parties are told that they can achieve success if resources are expanded. In case the resources are not expandable, the parties with draw the conflicting issues. Common interests are emphasized to reduce the differences. A management should exercise its authority to resolve the conflict. Parties should openly communicate their desire to resolve the Problem. Behavioral change is essential to develop the employees towards solving the problem. Job design, redesign, enrichment, rotation and other structural motivations are essential to resolve the conflict (MN Mishra, 2001: 246).

Conflict Stimulation Techniques

Conflict may be harmful to an organization, but there are times when it is useful. It is for this reason that mangers must learn to recognize the difference between constructive and destructive conflict situations. The way conflict is managed rather than suppressed ignored or avoided contributes significantly to organizations effectiveness. Since conflict has constructive and destructive consequences, it must be analyzed and managed carefully. The manger should seek a level of conflict appropriate to the existing conditions. There are approaches to deal with conflict in an effective way: to create and stimulate constructive conflict and to resolve destructive conflict.

Conflict is not always negative. Conflict, like fire, can be a useful force when properly handled. Stimulating competitions and conflict, sometimes, can have a galvanizing effect on the progress of organizations. An environment devoid of novelty, challenge can be unbearable to human beings.

As such there seems to be an optimal level of uncertainty, an optimum level of disruption, intellectual conflict or challenge for effective functioning of an organization. Rather than always trying to minimize conflict, the effective manager must determine the most effective level of conflict stimulation for the organization. The conflict stimulation technique involves communication, mediators, restructuring of the organization and confronting techniques. (V.S.P. RAO and P.S.NARAYANY, 2000:417-418).

CHAPTER THREE

3.1 DATA ANALYSIS AND PRESENTATION

3.1.1 Methods of study

The study tries to reveal about conflict and handling management practice in St. Mary's University College with a special reference to College of open and learning Distance office. This chapter mainly concerned about analyzing and presenting data that is collected through questioner and interview.

The interview was conducted with HRM, Distance dean and departments the questioner was distributed to randomly selected employees of the company.

The total number of questionnaire distributed were 45 that is 10% of the total number of employees out of 45 questionnaires distributed to employees 42 (93%) questioners were properly completed and returned

The data obtained have been tabulated, analyzed and interpreted. All the data analyzed and interpreted were obtained through questioners and interview

Table 3.1.1 General Characteristics of the Respondents

S. No	Item	Respondents	
		Number	%age
1	Sex		
	Male	26	62%
	Female	16	38%
	Total	42	100%
2	Age	9	
	18-24		21%
	25-34	12	29%
	35-44	16	38%
	Above 44	5	12%
	Total	42	100%
3	Educational Level		
	High School Student	5	12%
	College Certificate	12	29%
	College diploma	14	33%
	College /university degree	28	19%
	Above degree	3	7%
	Total	**42**	**100%**

As it is indicted in Item 1 of table 3.1, out of 42 employee respondents 62% of them are males while the rest 38% of them are females, it shows that the number of male employees are greater than female employees. In terms of the age range of the sample majority of the employees are between the age of 25-44. This range indicated that there is a good composite of both young and experienced employees in the company; as a result this range is the acceptable and effective worker age, which is important to maximize the quality and service delivery.

With Regarding the Educational level of the respondents concerned, as show in item 3 of the same Table 5(12%) of employees are high school graduates, 12(29%) of the respondents have college Certificate, however 14(33%) and 8(19%) of the employees are diploma and degree graduates respectively. The rest 3(7%) of the respondents are MA and above.

The degree of Conflict

Conflicts can be a common phenomenon in the organization but what matters is its frequency and functionality.

Table 3.1.2 The degree of Conflict

S.No	Item	Respondents	
		Number	**%age**
1	Is conflict a common phenomena in your company?		
	Yes	28	62
	No	8	19
	Do not know	6	19
	No Answer	0	0
	Total	**42**	**100**

The survey of this research shows from the table 3:2 that 28 (62%) of respondents confirms conflict has been occurring frequently. And 8(19%) of the staff responds that conflict is not a common phenomena. The other 6(19%) of the staff reply as they have no idea about the degree of conflict. From the survey one can conclude, majority of the respondents indicted that they experiences conflict during their stay in the institution.

Types of Conflict

There are different types of conflict which occur in the organization but the types of conflict arise in one organization is different from other organization. The researcher tries to asses the type of conflict that arises in St. Mary's university college in distance education Division.

Table 3.1.3 Types of Conflict

S.No	Item	Respondents	
		Number	**%age**
1	What are the main types of conflicts in the institution?		
	Inter personal	12	29
	Inter group	19	45
	Intra personal	7	17
	Organizational	4	9
	Total	**42**	**100**

Table 3.3 demonstrate that 12 (29%) of the sample population responded that there is interpersonal conflict with in the institution. But 19(45%) of the sample groups convinced that there is inter group conflict in the institution, the rest of the sample groups i.e. 7 (17%), 4(9%) of the population respectively believe that there is intrapersonal and organizational conflict in the company. So one can conclude from the data there is a domination of inter group conflict in the company and management has to give maximum attention in integrating the functional departments.

Source of Conflict

The source of conflicts is different and mutational in nature i.e. it arises from different reasons. The researcher tries to reveal about the main source of conflict in the institution.

Table 3.1.4 Sources of conflict

S.No	Item	Respondents	
		Number	**%age**
1	Which factors are the sources of conflict, in your organization?		
	Goal different	6	14
	Scarcity of resources	8	19
	self absorb of work	10	24
	Authority/relationship	18	43
	Total	**42**	**100**

As can be observed from Table 3.4 majority of the respondents 18(43%) said that the major source of conflict is the problem of authority relationship. But some of them i.e. 10(24%) and 8 (19%) confirms that is a problem of self absorb of work and scarcity relationship respectively the rest 6(14%) ascertained that there is a goal different between groups, that create another source of conflict in the institution.

Table 3.5: Other Sources of Conflicts

The respondents were given the chance to specify if there are other sources of conflicts which are not mentioned to the given category.

Table 3.1.5 Other Sources of Conflicts.

S.No	Item	Respondents
		%age
1	If there are other sources of conflicts please specify them?	
	Discipliner actions	57
	Companies policy and regulation	38
	Cultural difference	5
	Total	**100**

From the Table 3.5 one can easily understand the disciplinary action is the major source of conflict which is shared by 24(57%) of the sampled population groups the other factor which is confirmed by 16(38%) of the population is polices and regulations of the company. Cultural difference is pointed out by only small group of the sample population i.e. 2(5%).

Personal Source of Conflict.

Different personal Factors might be responsible for the emergency of conflict, because organizations are a combination of different individuals, those individuals will have different personalities and backgrounds. For this study individuals were requested, to indicate the personal factors that lead to conflict. Their responses are depicted below.

Table 3.1.6 Personal Sources of Conflict

S.No	Item	Respondents %age
1	What personal factors are responsible for conflicts in the organization?	
2	Personalities	17%
	Emotions	17%
	Luck of knowledge	7%
	Unshared perceptions	26%
	Autocratic behavior	33%
	Total	**100**

As one can see from Table 3.6 majority of the respondents i.e. 14(33%) 11(26%) agrees that the major personal factors that leads to conflict in the institution are autocratic behaviors and unshared perception respectively. But 7(17%) of them give equal degree for personalities and emotions as a factor for the emergence of conflict. In addition the rest 3(7%) of the respondent perceive lack of knowledge is the reason for the emergence of conflict.

Contribution of the management

It there is any conflict with in the organization management plays a vital role to bring arbitrative solution and settle the problem. Regarding this respondent were asked about the management contribution.

Table 3.1.7 Contribution of the management

S.No	Item	Respondents	
		Number	**%age**
1	What is your felling towards the management decisions when conflict arises?		
	Encouraging the employees	9	21
	Discourage the employees	24	57
	Do not know	7	17
	No answer	2	5
	Total	**42**	**100**

As depicted in the above Table 3.7 24(57%) of the respondents claimed that the involvement of the management is not encouraging. The employees on the other hand about 9(21%) of them said that management contribution is encouraging. The other 7(17%) responds do not have the idea and the rest 2(5%) are choose to abstain. This shows that contribution of the management is not satisfactory.

Discussing about problems

Free discussion is one of the immediate and major solutions for any disagreement. Concerning these issue respondents were asked if there is free discussion or not.

Table 3.1.8 Discussing about problem

S.No	Item	Response	
		Number	**%age**
1	Is there any possible or chance of discussions about your problems freely?		
	Yes	11	26
	No	25	59
	Don't know	4	5
	No answer	4	10
	Total	**24**	**100**

As it is show above, in Table 3.8 25(59%) of them claimed that there is no free discussion at all. The other 11(26%) replied that there is ample discussion among employees. 2(5%) of respondents don't know about the issue.

This implies that employees are not freely interacting to each other and express their entire feelings.

Mutual effort between management and employees

Joint effort is one of the strategies which can stimulate the success of an organization. Joint relationship between management and employees is a mandatory. The researcher tries to asses if there is a joint relation between the management and employees of the institution.

Table 3.1.9 Mutual effort between management and employees

S.N	Item	Reposes	
		Number	**%age**
	Does the management work with the employees to resolve the conflict?		
	Yes	14	33
	No	21	50
	Do not know	5	12
	No answer	2	5
	Total	**42**	**100**

As we can infer from Table 3.9, 21(50%) of the respondents claims that joint work relation between the management and employees is not viable. On the other hand 14 (33%) of them arrive that there is a mutual work relation between the management and employees.

From the finding we can infer that there is a lesser degree of work relations between the management and employees.

Getting Proper solution

As far as there is task interdependence among individuals or group conflict will arise. But what makes it difficult is if the problem is not solved properly and timely. The researcher asked the respondents whether or no proper and timely solution for the chaos.

Table 3.1.10 Getting Proper Solution

S.N	Item	Reposes	
		Number	**%age**
1	Do you get proper solution for conflict at the right time?		
	Yes	13	31
	No	26	62
	Do not know	3	7
	No answer	0	0
	Total	**42**	**100**

The information in the above data (Table 3.10) reveals that majority of the respondents 26(62%) advocate the management is not working to come up with proper and timely solution. While 13 (31%) of them confirms that there is a timely action by the management.

Training on conflict management

Training is one method that helps both employees and management to be aware about conflict. Regarding this respondents were asked whether or nor they were taking training on conflict management. They replied as shown below.

Table 3.1.11 Training on conflict management

| S.N | Item | Reposes | |
		Number	%age
	Have you ever taken any formal training on conflict management		
	Yes	5	36
	No	32	52
	No Answer	6	12
	Total	**42**	**100**

As it is observed from Table 3.11 32(76%) of the respondents argue that they have not taken any formal training on the issue of conflict management. On the contrary 5 (12%) of them confirmed as they took training on such issues. From the above information one can conclude that the institution doesn't gives sufficient emphasis for training on conflict management.

Consequences of conflict

Conflicts have both negative and positive impact towards the organization and employees performance. Thus conflict management refers to interventions that alter the level and form of conflict in ways that maximize its benefits and minimize its dysfunctional consequences. Regarding this issue researcher tries to asses the negative out come of conflict in the institution.

Table 3.1.12 Consequences of Conflict

S.N	Item	Reposes	
		Number	**%age**
1	What are the consequences of conflict in your institution?		
	Conflict creates poor performance of employees	15	36
	Conflict create job dissatisfaction and absentees	22	52
	It creates stress	5	12
	Total	**42**	**100**

The obtained data in Table 3.12 indicates that 22 (52%) of the respondents confirmed that conflict create job dissatisfaction and absentees towards employees. While 15(36%) of them clamed that conflict creates poor performance of employees. The rest 5(12%) of them said it creates stress.

3.2 Structured Interview

Reason for the conflict in the institution

This interview was conducted with the top management and discipline Committee which is organized by the intuition. They pointed out the following reasons.

- Conflict arises in the organization because of disagreement between groups and individuals.
- One group wants to achieve his own objectives and force the other department to accept his views.
- There is a problem of coordination between the functional department i.e. one department act as priorities has to give for his department by claiming that other functional department have indirect contribution to the organization.
- The perception of un equal degree of status
- The achievement of different department may interfere with the finance and administration department goal.

- There is a gradual growth of both superiority and inferiority complex.

Functional and dysfunctional conflicts in the institution

The interview was forwarded to the Different department head.

They put the functionality of the conflicts in different aspects.

- Conflicts help the institution and group to develop the problem awareness, or to recognize the major problems.

- Help the institution to revise its policy

- Recognize the employee's attitudes towards their job and the institution.

- Tension might be decrease when the disagreements are solved through negotiation.

- institution will be beneficial to establish a mechanism of obtaining feed back from the employees.

- Help the institution to assign task and responsibility.

The head of different department suggests about the dysfunctionality of conflict in the institution.

- Develop negative perception to other groups and developed hostile Behavior.

- High group division.

- Some times there is communication break down between the conflicting parties.

- Problem of mutual understanding and less trust between the groups.

- Discrimination of qualification also one of the major problem. Those are some of the negative impacts or dysfunctions conflict in the institution.

Responsible body to deal with conflict

According to the response of administration department head, there is an involvement of third party which is organized by the institution for conflict resolution process in the name of discipline committee. Firstly this committee is

involved if the misunderstanding between the individual or groups getting harsh.

The main concern of this committee is to bring the conflicting groups for negotiation and mediation.

The committee includes board of department representatives and those who assigned from labor unions and there are representatives from both workers and employer. These are the units who involve in the negotiation practice.

The process of negotiation practice in the institution

As the response forward from the administration department head. The negotiation practice for conflict resolution is as follows.

From the beginning the problems are clearly projected by the committee, next the rules and regulations will briefly demonstrated by the management, it may consider the interest of the conflicting parties, the next and important process followed is conflicting parties deal about their problem i.e. the case of way of getting solution. It will be put openly and discussed clearly. It is mandatory that the conflicting parties need to make healthy and calm discussion during the process. Then the agreed ideas will release, in order to make collective decisions. The negotiation will come to an end after they discussed and decide about the implementation of the decision. The implementation process will be followed by the assigned committee.

Conflict handling and resolution methods

As the general replied Managing conflict is a tiresome task, and the committee highlights some of the methods used during and after the emergence of conflict.

If there is a minor conflict the committees are organized and solve the problem. But if the management believes that the disagreement between groups or individuals is distinctive, summit meeting will be held by the head of the

committee member. The employee board of directors and management delegates also present on the meeting. Next transparent discussion will be carried out by the parties.

The member of Committee manager also put some of the principles that intuition follows during conflict.

- Identify the distractive conflict and take immediate action.
- Be aware of the resource of conflicts, whether it is role ambiguity, scarcity of resource, power and value difference, personality factor goal difference, after the reasons are identified a summit meeting will be held.
- Brining the group towards common goals.
- Inter group conflicts could be dealt with by taking in integrative problem solving approach. Making organization design change and through mediation.
- The staff line conflict could be minimized by clearly defining the function of each.

Chapter four

Summary, conclusion and Recommendation

This chapter summarizes and concludes the major findings of the study, and recommendation is given based on the conclusions.

Summary

This chapter summarizes and concludes the major findings of the study, and recommendation is given based on the conclusions.

The core objective of the study was assessing and analyzing of departmental conflict and handling management practice in St. Mary's University College. To accomplish this objective, related literature reviewed, questionnaires were distributed to randomly selected employees and structured interviews were conducted with the selected management units. In addition the Study focuses on Distance education division. Based on the collected data the study has come up with the following findings.

- The study reveal that majority of the employees experience conflict during their stay in the company
- The research findings shows that there is a high degree of inter-group conflict in the company
- To see the sources of conflict majority of the employees confirmed that authority relationship, disciplinary action and institution' policy and regulation are among the major source of conflicts in St. Mary's University College. From those personal sources of conflicts, autocratic behaviors and unshared perceptions takes the line share of factors.
- There is a less contribution by the management during and after math conflict.

- There is poor communication and discussion between the management and employees

- The joint work between the management and employees also unsatisfactory.

- According to the employees response they have the problem of getting ample solution during chaos.

- As study shows employees Claimed that less emphasis is given to training on conflict management

- From the respondents view the conflict at St. Mary's University College Creates job dissatisfaction, absentees and poor performance of employees.

- Superiority and inferiority complex and less coordination are among the main reason for the emergence of inter group conflict in the intuition.

- Regarding the functional departments there is poor perception on responsibility of tasks.

- Management heads of the intuition confirmed that conflict have both functional and dysfunctional impact towards the intuition.

- From the interview respond, when there is discipline committee involved and make negotiation and mediation

- From the conducted interview confronting and negotiation are the types of conflict resolution techniques that primarily used in St.Mary's University College. From the experience of intuition administration head he claimed that managing conflict is a difficult task.

- In St. Mary's University College minor conflicts are resolved by discipline committees. But if the disagreement is harsh; and

- Destructives a summit meeting will called by the committee manager.

Conclusion

Based on the findings in the analysis part the following conclusions are made.

- Majority of the respondents confirm that there is a viability of inter group disagreement.
- From the study one can easily compromise that authority relationship is one of the dominate reason for the sources of conflict.
- Most respondents which (14)(33%) a greed on, the major personal sources of conflicts are autocratic behaviors of individuals and groups.
- Study reveals that management contribution during conflict is not ample enough.
- Respondents claimed that less emphasis is given for resolving the problems.
- From the given data training on conflict management get little attention by the intuition' management.
- Because less emphasis is given to conflict handling practices in the intuition, it is likely to say that conflict in St. Mary's university College highly affect the performance of employees and organization and increase the absentees rate.
- Negative perception between deportments are the main and immediate reason for the immergence of conflict in the intuition.
- From the given data there is good practice of medication and negotiation practice in the intuition.
- As from the interview conducted, management has negative perception towards conflict handling practice.

Recommendation

On the basis of the study and conclusion drawn the researcher suggests the following recommendations.

  - ➤ St. Mary's University College has the aim and objective of to be competitive and profitable in education sector. To accomplish the given objective management has to give proper attention for resolving disagreements, because if the level of conflict goes beyond its limit the following obstacles may arise; the normal working environment will disturb, emergence of poor coordination between employees, rough relationship among employees, low motivation and poor performance of employees are some of the negative consequence, these results in wastage of resources, defect on the quality of work. There fore, managers need to maximize their efforts to conflict resolution.

  - ➤ In addition institution management units need to give due attention for conflict management as part of its effort to achieve their vision.

  - ➤ The institution can improve employees and organization performance by minimizing destructive conflict or giving attention to conflict management.

  - ➤ To know the feedback of its employees St. Mary's University College need to give more emphasis for open discussion, through seminars, meetings and workshops, this will be possible solution for resolving inter group conflicts.

  - ➤ Institution's functional units should also recognize their tasks and responsibilities and avoid interference with other tasks. In addition give respect to other professions.

  - ➤ There is an old perception that conflict is always destructive, but this is not true because conflicts have both negative and positive consequence to the intuition performance. But conflict will be functional if it is properly

handled and timely resolved. So company should understand the destructive and constructive nature of conflicts.

➢ As from the study drawn St. Mary's University College gives little emphasis to conflict resolution. These results to high level of inter group conflict; to minimize the obstacle the following measures are recommended.

➢ Problems should be identified and resolved through open discussion by the conflicting parties.

➢ The conflicting groups should tell that their cooperation can help to achieve their goals.

➢ If parties are conflicting on resources, efforts should be made to expand the resource.

➢ Common interests are emphasized to reduce the differences.

➢ A management should exercise its authority to resolve the conflict.

➢ Behavioral change is essential to develop the employees towards the problem.

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APPENDIX

Appendix A: Structured Questionnaire for Use with Employee

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ST. MARY'S UNIVERSITY COLLEGE

FACULTY OF BUSINESS

DEPARTMENT OF MANAGEMENT

DEPARTMENTAL CONFLICT AND HANDLING MNAGEMENT PRACTICE:

THE CASE OF St.MARY'S UNIVERSITY COLLEGE.

FOR USE WITH EMPLOYEE OF ST.MARY'S UNIVERSITY COLLEGE.

ADDIS ABABA, 2012

</div>

<u>INFORMED CONFIDENTIALITY AND CONSENT</u>

I am a graduating Class student at the Department of Management., St. Mary's University College. I am interviewing people here in order to find out about people's experience towards the departmental conflict and the handling management in St. Mary's university college. The purpose of the study is to generate information necessary for the planning of appropriate interventions and to track the trend on the practice. Therefore your honest and genuine participation by responding to the questions is highly appreciated.

Your answers are completely confidential. Your name will not be written on this form, and will never be used in connection with any of the information you tell

me. This survey will take 20 minutes to answer the questions. Give your responses by putting a tick mark in the box or write your ideas if necessary. Would you be willing to participate?

Elizabeth Workneh

The questioner has the following section

Section 1:   Back ground characteristics of the respondent   5 questions

Section 2:   General Question   12 questions

Section 3:   Free Response Question   2 questions

Total number of questioner   19 questions

PART ONE: BACKGROUND CHARACTERISTICS OF THE RESPONDENTS

1. Sex of the respondent   Male   ☐

                                         Female   ☐

2. Age of the respondent   15 – 24 years   ☐

                                         25 – 34 years   ☐

                                         35 – 44 years   ☐

                                         Above 44   ☐

3. Educational Level   High school student   ☐

                              College Certificate   ☐

                              College Diploma   ☐

                              College/ University Degree   ☐

                              Any other, Please specify _____

4. Duration of Stay in the company |＿|＿| years
    [Please, put |0|0| if your stay is less than a year]

5. Position acquired during your stay [Please, begin with your resent position]

_____

_____

_____

PART TOW: GENERAL QUESTION

1. Is conflict a common phenomena in your company?

   Yes ☐

   No ☐

   Do not know ☐

   No Answer ☐

2. What are the main types of conflict in the company?

   Inter personal ☐

   Inter group ☐

   Intra personal ☐

   Organizational ☐

3. Which factors are the sources of conflict in your organization?

   [It is permissible to tick more than one]

   Goal difference ☐

   Scarcity of resources ☐

   Self absorb of work ☐

   If other, please specify

   _____

4. What personal factors are responsible for conflict in the organization?

   Luck of knowledge ☐

   Emotion ☐

   Personalities ☐

   Unshared perceptions ☐

   If other, please specify

   _____

5. What is your feeling towards the management decisions when conflict arises?

Encouraging the employee ☐

Discouraging the employee ☐

Do not know ☐

No Answer ☐

6. Is there any possible or chance of discussing about your problems freely?

Yes ☐

No ☐

Do not know ☐

No answer ☐

7. Does the management work with the employees to resolve the conflict?

Yes ☐

No ☐

Do not know ☐

No answer ☐

8. Do you get proper solution for conflict at the right time?

Yes ☐

No ☐

Do not know ☐

No answer ☐

9. Have you ever taken any formal training on conflict management?

Yes ☐

No ☐

No answer ☐

10. What are the consequences of conflict in St. Mary's University College? [It is permissible to tick more than one]

Conflict creates poor performance of employees ☐
Conflict create job dissatisfaction and absenteeism ☐
It create stress ☐

11. Do you think that the management is working towards reconciliation when problem arises and protect the benefit of employees?

Yes ☐
No ☐
Do not know ☐
No answer ☐

12. Does the action taken by the management to resolve the conflict consider the feeling of employees?

Yes ☐
No ☐
Do not know ☐
No answer ☐

PART THREE: FREE RESPONSE QUESTION

301. How do you comment on the effort of the management to develop a closer relationship with the employees?

_____

_____

_____

302. What is your attitude towards conflict?

Appendix B: Interview Questionnaire for Use with Employee

ST. MARY'S UNIVERSITY COLLEGE

FACULTY OF BUSINESS

DEPARTMENT OF MANAGEMENT

AN ASSESMENT OF CONFLICT MANAGEMENT PRACTICE:

THE CASE OF ST.MARY'S UNIVERSITY COLLEGE

FOR USE WITH EMPLOYEE OF ST.MARY'S UNIVERSITY COLLEGE

ADDIS ABABA, 2012

Interview conducted with the management.

  1. What are the main reasons for conflict arise with in the institution?

  2. Do you think managing conflict is difficult?

  3. How do manage when conflict arise in your institution?

  4. What are the techniques that are used to resolve the institution?

Interview conducted with finance and administrative department

  1. Is there a perception or actual power in balance between the finance and administration with the department ?

  2. What are the major source of conflict in your Institution?

  3. Who is responsible to deal with conflict?

  4. What look like the negotiation process in St. Mary's University College.?

Interview conducted with the department.

  1. What is the major responsibility of department?

  2. Are functional and dysfunctional conflicts exist in your institution?

  3. What is the impact of dysfunctional conflict on the performance of the organization?

DECLARATION

I, the under signed, declare that this senior essay/project is my original work, prepared under the guidance of Ato Biruk G/Michael. All sources of materials used for the manuscript have been duly acknowledged.

Name: Elizabeth workneh

Signature: _____

Place of Submission: St Mary's University College
                        Department of Management
                        Addis Ababa

Date of Submission: February 14, 2012