

ORGANIZATIONAL BEHAVIOUR, MB 201, MBA –II Semester, Topic:
Types of Conflict.

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CONFLICT: The term conflict mean different things to different persons. It may be regarded as the disagreement or hostility between individuals or groups in an organization.

Thus, conflict is a situation in which a person deliberately tries to offset the effort of another person by blocking in some form that will result in frustrating the goal achievement of the latter.

The conflict has been classified in different ways. Following are some of the classifications:

1. **Intra-personal Conflict:** it involves frustration, goal conflict, and role conflict and ambiguity. Frustration occurs when goal-directed behavior is blocked. Goal conflicts occurs when a goal has both positive and negative features or when an individual has two or more competing goals, thus blocking one another.

Three types of goals conflict are generally identified:

- a) Approach-approach Conflict: Where the individual is motivated to approach two or more positive but mutually exclusive goals.
- b) Approach-avoidance Conflict: Where a single goal has both positive and negative characteristics and individual is motivated to approach

and avoid it at the same time. This has relevance to the analysis of organizational behavior.

- c) Avoidance- avoidance Conflict: Where the individual is motivated to avoid two or more negative but mutually exclusive goals.
2. Interpersonal Conflict: Interpersonal conflict arises from personal differences, information deficiency, role incompatibility and environmental stress.
 3. Organisational Conflict: Intra-individual, interpersonal and inter-group conflicts are all inherent in organizational conflict the very nature of structure of organization also give rise to conflict. In classical organization there are four types of structural conflict.
 - a) Hierarchical conflict: Hierarchical conflict exists between various levels in the hierarchy of the organization like boards of director with top managements, middle management with supervising personnel, and management vs. workers.
 - b) Functional conflict: Functional conflict exists between various functional departments like marketing, personnel, financial, etc.
 - c) Line staff conflict: formal-informal conflict exists between formal and informal organizations. In modern organizations also the structural conflict exists, example may be project and matrix organizations. In projects, managers are given responsibility but no authority, leading to conflict while a manager in matrix organization may have a project boss and a functional boss leading to conflict.
 - d) Inter-organisational conflict arises from the macro business environment when organizations compete for market share.