**Answers of Organization conflict management – HRM 724**

**Answer of question 1**

**Antecedents of social motives:**

The motivational antecedents of organizational outcomes are differentiated into extrinsic and intrinsic motivations. The influences of intrinsic and extrinsic motivation on the job outcome variables, that are job satisfaction and job performance, are typified in our conceptual model.

Any motive acquired as a result of interaction with others. It may be universal (e.g., need for affiliation) or culture specific (e.g., need for achievement). See also psychological need.

The social motivation theory holds that motivation among people originates from the interrelationships of behavioral, biological, and evolutionary forces. Given that social motivation is an intrinsic factor, it determines human behaviors, and consequently, the level of motivation among individuals.

An antecedent is described as the “trigger” for the behavior that happens right after. If the trigger or antecedent does not happen, then the behavior does not occur. Antecedents come in three different forms: events, objects, and people.

Antecedents are used to clarify what or who a pronoun is referring to in a sentence, and without one, a sentence may be incomplete or meaningless. For example, in the phrase “He needs to go outside,” he could be a dog or a person who's been stuck in the house all day.

Here, we use the core social motives model to sort social psychological theories into five fundamental social motives: to Belong, Understand, Control, self-Enhance, and Trust.

Social movements may supply the opportunity to fulfill these motives and the better they do the more movement participation turns into a satisfying experience. In brief, the literature refers to these three motives as instrumentality, identity, and ideology.

Obedience and conformity are two kinds of social influences when people change attitude or behavior under the influence of the views of others.

Common antecedents include critical feedback from others, absence of attention, and specific tasks or activities. The consequence may be that the teacher sends the student to the office every time he curses and throws his pencil.

Antecedents are events or incidents that must occur prior to the occurrence of the concept and consequences are, on the contrary, events that occurs as a result of the occurrence of the concept.

To understand and modify behavior, it's important to analyze the antecedents and consequences. When we understand the antecedents of a behavior we have information on the circumstances in which the behavior was reinforced and was punished (Miltenberger, 2004).

Although many aspects of impression management on a social network site have been examined, there remain important but understudied aspects. One such aspect concerns the factors leading to the motivation to impress others. In this study, we examined how an individual’s psychological and contextual factors were associated with the degree to which he or she was motivated to impress others on Facebook. We also studied whether one’s motivation to impress others on Facebook was related to the degree to which he or she feels socially anxious on the site.

 Analyzing the survey responses of 708 South Koreans, we found that the level of motivation to impress others on Facebook was positively correlated with public self-consciousness, the perceived importance of others, and the fear of negative evaluations on Facebook. We also found that the motivation to impress others on Facebook was positively associated with social anxiety on Facebook.

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An antecedent is something that comes before a behavior and may trigger that behavior. A behavior is anything an individual does. A consequence is something that follows the behavior.

Antecedent strategies are preventative strategies implemented in the classroom to reduce the occurrence of challenging behaviors. These strategies focus on modifying the environment or removing elements in the environment that may be triggering or increasing the challenging behavior.

Antecedent-based interventions (ABI) is an evidence-based practice used to address both interfering and on-task behaviors. This practice is most often used after a functional behavior assessment (FBA) has been conducted to identify the function of the interfering behavior.

**Answer of question 2**

**Negotiation and conflict management strategies:**

Conflict negotiation is the process of resolving a dispute or a conflict permanently, by providing for each sides' needs, and adequately addressing their interests so that they are satisfied with the outcome.

Kenneth Thomas and Ralph Kilmann developed five conflict resolution strategies that people use to handle conflict, including avoiding, defeating, compromising, accommodating, and collaborating.

To mount a successful negotiation campaign, negotiators need to follow these negotiation strategies: Never take victory for granted in a complex, multiparty setting. Identify and nurture potential allies before you need their support. Identify all of your likely and potential opponents at the start of the process.

Negotiations allow the parties to agree to an outcome which is mutually satisfactory. The actual terms of the agreement must be concluded by the parties and can be as broad or as specific as the parties desire. A negotiated settlement can be recorded in the form of an agreement.

The importance of negotiation can't be overstated. Negotiation holds the key to getting ahead in the workplace, resolving conflicts, and creating value in contracts. When disputes arise in business and personal relationships, it's easy to avoid conflict in an effort to save the relationship.

Negotiation has been defined as any form of direct or indirect communication whereby parties who have opposing interests discuss the form of any joint action which they might take to manage and ultimately resolve the dispute between them.

The term negotiation refers to a strategic discussion intended to resolve an issue in a way that both parties find acceptable. Negotiations involve give and take, which means one or both parties will usually need to make some concessions.

Anyone with a general idea regarding what conflict truly is could likely develop a basic understanding that conflict resolution endeavors to resolve the source of the conflict. However, this overly simplified view neglects to consider how conflict resolution takes place. Worse, this view often relies on the previously mentioned assumption that conflict is bad and places undue emphasis on avoiding conflict as a primary means of resolution.

Instead, true conflict resolution refers to the process by which two or more different parties reach a peaceful solution to a conflict. As mentioned, conflict resolution is a process, not an event, and is best approached utilizing conflict resolution and negotiation techniques. While avoidance generally fails to acknowledge that an issue—and its potential negative effects—exists, approved conflict resolution techniques attempt to reconcile the differences, incompatibilities, or violations that occurred with a resolution that allows all parties involved to move forward with a common goal.

Negotiation—a discussion chosen to resolve differences or disputes or reach an agreement between two or more parties—appears very similar to the broader concept of conflict resolution. However, the two concepts exist separately, and one may affect the other at any given time and during any given dispute. For example, parties may experience [conflict during the negotiation process](https://www.shapironegotiations.com/4-ways-to-negotiate-successfully-without-creating-conflict/) and seek conflict resolution so negotiations can continue.

Similarly, two or more parties experiencing a conflict may find that the primary conflict is a dispute that might best reach a resolution via negotiations. For example, individuals entering into conflict resolution due to workplace incompatibilities may ultimately uncover that the source of conflict is a difference of opinions regarding a timeline or budgetary concern. The individuals could then enter into negotiations to agree upon a finalized budget for the project.

As mentioned, it isn’t always possible—or desirable—to avoid conflict altogether. However, when conflict arises during the negotiation process, [conflict resolution and negotiation strategies](https://www.shapironegotiations.com/dont-let-conflict-derail-your-negotiations/) must be used in tandem to ensure those negotiating can meet the ultimate objective—an agreement that benefits both parties. If you do experience conflict during negotiations, employing one or more of these conflict resolution strategies should help all involved move past the roadblock.

While conflict can certainly stall negotiations, the end agreement remains in reach with the implementation of the above conflict resolution and negotiation strategies. Approaching negotiations and conflict resolution as part of a process instead of a one-time event allows both to work in tandem, enabling navigation of conflicts as they arise. Through continuous communication, active listening, and the development of a deep understanding of mutual needs, all parties involved can work together towards an integrative solution.

The conflicting interests of parties to a negotiation can be presented in a two-dimensional framework, known as a dual-concern model. The model provides a negotiators concerns for personal outcomes and the outcomes of others independently. It demonstrates how parties arrive at a disposition toward conflict resolution (competition, avoidance, collaboration, accommodation, or compromise) which will ultimately affect the strategy and tactics employed in the negotiation.

The strategy employed by a negotiator to resolve a conflict with vary depending upon the aforementioned characteristics or differences between negotiators. Further, a negotiators strategy will vary depending upon characteristics of the negotiation (level of dependence, integrative/distributive) and the negotiators alternatives.

When it comes to conflict, there is no one solution that will work in all situations. Each situation will be different, from the trigger of the conflict to the parties involved.

A manager skilled in conflict resolution should be able to take a birds-eye view of the conflict and apply the conflict management style that is called for in that specific situation.

In a marketing meeting, the colors for the new spring campaign are being discussed. Raymond is adamant that choice A is the best choice. Gina thinks that choice B is slightly better, but decides to let Raymond choose the colors, to avoid arguing about two choices that she thinks are both fine.

The term conflict refers to perceived incompatibilities resulting typically from some form of interference or opposition. Conflict management, then, is the employment of strategies to correct these perceived differences in a positive manner. For many decades, managers had been taught to view conflict as a negative force. However, conflict may actually be either functional or dysfunctional. Whereas dysfunctional conflict is destructive and leads to decreased productivity, functional conflict may actually encourage greater work effort and help task performance. Borisoff and Victor (1998) point out, "We have come to recognize and to acknowledge the benefits dealing with conflict affords. Because of our differences, we communicate, we are challenged, and we are driven to find creative solutions to problems."

**Answer of question 3**

Definitions of the dark side of workplace constructs:

In the workplace, Machiavellianism, narcissism, and psychopathy are the Dark Triad. These dark personality types are proven to increase costly, counterproductive work behaviors, such as sabotage, bullying, sexual harassment, fraud, employee theft, and absenteeism.

The Dark Side of Organizational Behavior aims to gather all the micro- and meso-level topics about the dark side of organizations that may guide management practitioners, researchers, and students. The history before the modern human civilization is full of multiple types of conflicts, wars, struggles and violence.

The 'dark side' is the part of the self that lies hidden in the shadows of our personality. We are often surprised to learn that it exists and it is usually a part of ourselves that we would rather deny – a sort of motived forgetting.

The dark side describes people's behavior when they are not paying attention and/or don't care about creating a good impression; this happens when they are emotionally upset, when they are stressed or ill, when they are under the influence of chemical substances, or when they are simply being themselves.

Egoism, Machiavellianism, narcissism, psychopathy, sadism, spitefulness, and others are among the traits that stand for the malevolent dark sides of human personality.

Dark Sides of Organizational Life Hostility, Rivalry, Gossip, Envy and other Difficult Behaviors. Exploring the darkest side of organizations may have a potential to change our previous assumptions about business life.

The dark side of interpersonal communication generally refers to communication that results in negative outcomes. Some types of communication that are considered to be on the “dark side” are: verbal aggression, deception, psychological abuse, bullying, and infidelity, to name a few.

The term “Dark Triad” refers to a trio of negative personality traits—narcissism, Machiavellianism, and psychopathy—which share some common malevolent features.

The Dark Side is a dramatic, riveting, and definitive narrative account of how the United States made terrible decisions in the pursuit of terrorists around the world-- decisions that not only violated the Constitution to which White House officials took an oath to uphold, but also hampered the pursuit of Al Qaeda.

Compared to the dark side, the light side was more difficult to use in battle as emotions such as hate, anger, and fear are all natural to sentient life in such contests. This allowed users of the dark side to advance in their mastery of combative aspects of the Force more quickly than their light side counterparts.

Failure is the dark side of success, it is undeniable, innevitable or, better said, inescapable. Leaving home every morning with a mind set on winning no matter what and avoiding failure like the plague is like getting out of the house and expecting the sun not to set.

“This is a universal trait,” businessman and philanthropist David Novak said in an interview. “﻿One of the things that I’ve learned building a global company is that people all around the world are craving recognition. They want to be recognized for what they do. They want to know they count; they want to know they’re appreciated.”

But as is so often the case, these psychological highs can be double-edged. Our innate drive to acquire recognition makes it as powerful a manipulator as a motivator. That reality can lead us to unhealthy personal choices, and on a large enough scale, injurious workplace cultures.

Recognition can encompass a sense of appreciation (note how Novak tied them together in his interview quote above). But when supervisors and workplace cultures don’t recognize the distinction and allocate both, they can fall prey to bottom-line thinking and focus their efforts on praising results alone.

This formula leads workplace relations to the dark side because it sees recognition as a tool of extrapolation. People become a means to an end — that end being sales, performance, and so on — rather than an end themselves.

Appreciation alone can’t erase these problems and blind spots as they are often entrenched in deep-seated cultural issues. But it may help alleviate them.

Appreciation more holistically travels throughout the org chart as anyone can provide it. It builds [morale and motivation](https://www.greatplacetowork.com/resources/blog/creating-a-culture-of-recognition) by being intrinsically rewarding. And it shows people that the value they bring can be just as, if not more, important than measurable metrics such as hours or output.

How can we better promote recognition and appreciation in our workplaces and ensure it builds more human, and humane, workplaces? We recognize its significance to relationships and promote both toward that end.

The first step is simply listening. [Genuine listening](https://www.psychologytoday.com/us/blog/the-empowerment-diary/201708/deep-listening-in-personal-relationships%27) cultivates relationships by understanding the other person and applying that understanding toward cooperation. It also makes people more open, less defensive, and more willing to work toward shared goals.

Psychologists have identified three traits that make up the sinister-sounding "Dark Triad": narcissism, Machiavellianism and psychopathy.

t turns out there's a darker side to using strengths that rarely gets addressed. It's called the shadow side. Like most things, when taken to the extreme, strengths shift from being positively self-serving to painfully self-defeating.

Whereas those on the light side use the Force for the means of knowledge and defense, the dark side focused on controlling it for their own personal gain. That explains why the Sith are able to master powers like Force lightning and deadly chokeholds.

Force Storm, also known as Wormhole, is a devastating dark side ability used only by the most powerful Force-users. Its usage could tear apart a planet's surface and completely decimate all those unfortunate enough to be in the firing zone.

The dark side of motivation is about using your darkest emotions to motivate. Those are high energy emotions that are usually perceived as negative. They can be anger, fear, frustration, and even disgust.

Organizations differ in the extent to which they emphasize the importance of status, yet most extant research on the role of status at work has utilized a limited view of status as merely a matter of a person’s status rank.

 In contrast, we examine people’s perceptions of the extent to which having status matters in their work context and explore the behavioral implications of such perceptions. We offer a new construct, perceived status importance, defined as employees’ subjective assessment of the degree to which people within their organization are preoccupied with status.

 Relying on social comparison theory, we propose that higher perceived status importance triggers envy, which leads to interpersonal deviance. Across three studies, using multiwave survey and experimental designs, we find support for these relationships. We also find support for the mitigating influence of core self-evaluations on the perceived status importance—envy relationship.

Regression and mediation analyses were performed to analyze whether the Dark Triad level of leaders predicts their employees’ work-related basic need satisfaction and whether the direct path would be mediated by employees’ psychological capital. We found that the Dark Triad of leaders and employees’ psychological capital operate as predictors of basic need satisfaction in the workplace.

Moreover, the relationship between the Dark Triad of managers and employees’ basic need satisfaction is partially mediated by employees’ psychological capital.

To sum up, the present examination has provided information of great value on the effects of the Dark Triad and the role of psychological capital in the context of coping strategies and well-being in the workplace.

Not only did it replicate existing findings on the detrimental effect of dark traits, but also research approaches considering the states of employees, and their added value for organizations were revealed.

The 'dark side' is the part of the self that lies hidden in the shadows of our personality. We are often surprised to learn that it exists and it is usually a part of ourselves that we would rather deny – a sort of motived forgetting.

**Answer of question 4**

Examples with types of workplace escalation:

Risk owner to immediately report to executive team and risk manager. Put in place a treatment plan to immediately bring it within the organisation's risk appetite. Seek approval from the executive team to proceed with any activity associated with a risk with this risk score.

Suppose a consumer calls with a question about a payment failure and the representative they're speaking with doesn't know the answer. In that case, the agent will escalate the inquiry to someone in the finance team. It's a functional escalation.

Escalating an issue in the workplace is the process of bypassing those involved by contacting upper management. It involves raising awareness of the context to the right people in order to resolve a challenging situation.

Functional escalation is when an incident is passed to a team or person best equipped to resolve it based on their skills or systems knowledge, not their seniority. For example, the first responder on-call may be a junior developer from a team that focuses on the back end of product X.

A common example of Escalation of Commitment in business is constantly increasing investment in a previous project that is not going as planned. When a team or company is set on a project or goal, they often direct increasing amounts of time, energy, and money into it, even if it is destined for failure.

In our driving a car on a busy motorway example, an escalation factor would be the driver lacking the knowledge of how to counteract the tyre blow out, therefore the driver not appreciating the need to steer into the skid to keep control.

There are four escalating stages to aggression: early warning signs, hostile, threatening, and assaultive. Recognizing the early warning signs, “gives us an opportunity to act immediately to de-escalate,” before they progress to other stages, says Esther.

The escalation manager implements a company's escalation plans. Their job description also involves maintaining and improving existing escalation procedures. These agents ensure every customer request is assigned to the appropriate team and at the proper authority level.

A Treatment Escalation Plan (TEP) is a tool which records and communicates the personalised and realistic goals of treatment. It should reflect the values and preferences that are important to the person receiving care if their condition should deteriorate.

An escalation process flow is a set of procedures set in place to deal with potential problems in a variety of contexts.

There are three main types of escalation systems: functional escalation, automatic escalation, and hierarchical escalation.

Nobody plans their mistakes, they just happen. And, they often happen at the worst possible time. While no one wants to anticipate failure, it's important that your business is ready to [handle multiple types of crises](https://blog.hubspot.com/service/crisis-communication-plan?hubs_content=blog.hubspot.com/service/types-of-crisis&hubs_content-cta=handle%20multiple%20types%20of%20crises) should they ever occur.

There are eight types of workplace escalation.

Financial Crisis

Personnel Crisis

Organizational Crisis

Technological Crisis

Natural Crisis

Confrontation Crisis

Workplace Violence Crisis

Crisis of Malevolence.

Business crises can manifest in many forms, so your team will need to be prepared to handle a variety of unique situations. Team should ready a range of responses that are each tailored to address a different type of crisis. To help your team get started, we went ahead and compiled a list of the different types of crisis that any business could face.

**1.Delta Air Lines**: Delta Air Lines filed for bankruptcy in 2005. Customer demand had decreased due to the September 11 attacks, and this trend continued into the mid-2000s. The company overcame bankruptcy in 2007 and invested in its workforce to improve the customer experience. In 2020, it created a profit-sharing program and paid out nearly $1.6 billion in profit shares to its employees.

**2.Tyson Foods**: The pandemic put a strain on just about everything — including our food supply chain. Workers at a Tyson Foods pork plant in Iowa found themselves working longer hours to keep up with demand, and in close quarters. As a result, COVID-19 quickly spread and [several workers died](https://www.desmoinesregister.com/story/news/crime-and-courts/2021/03/15/tyson-foods-coronavirus-meatpacking-covid-deaths-lawsuits-appeals/4646508001/) after contracting the virus.

3. **Google**: In late 2020, Google faced allegations of [spying on employees and discouraging unionized organizations](https://www.cnbc.com/2020/12/02/google-spied-on-employees-illegally-terminated-them-nlrb-alleges.html). The firm “illegally surveilled” employees’ discussions when they aired their workplace grievances.

4. **Google**: In December 2020, a [major product outage](https://www.bloomberg.com/news/articles/2020-12-14/google-services-outage-hits-gmail-youtube-in-multiple-countries) affected most of Google’s offerings and services, including Gmail, YouTube, and other Google Workspace products. Google offers an up-to-date [public dashboard](https://www.google.com/appsstatus) with its systems’ status, and it used this tool to keep users up-to-date during the outage.

5. **COVID-19**: The COVID-19 pandemic impacted not only businesses but organizations and families alike. While it took the world by surprise, many businesses built [remote work](https://blog.hubspot.com/topic-learning-path/remote-work?hubs_content=blog.hubspot.com/service/types-of-crisis&hubs_content-cta=remote%20work) and/or health protocols into their operating model to keep employees and customers as safe as possible.

6. **Hollywood Foreign Press Association**: In 2021, the Hollywood Foreign Press Association [faced a boycott](https://apnews.com/article/entertainment-boycotts-golden-globe-awards-d8d0bc76fc84832aa29842261af7687e) because of the lack of diversity and inclusion in the organization. More than 100 of Hollywood’s publicity firms said that they’ll tell their clients, most of whom are famous stars, to not attend the Golden Globes or other HFPA events unless the organization is reformed.

7. **Molson Coors**: In February 2020, a Molson Coors brewery employee brought a gun to the workplace and opened fire, [killing five people](https://www.nytimes.com/2020/02/27/us/molson-coors-milwaukee-shooting.html). Gavin Hattersley, Molson Coors’ chief executive, [said](https://www.nytimes.com/2020/02/27/us/molson-coors-milwaukee-shooting.html) in a statement, “I am devastated to share that we lost five other members of our family in this tragic incident. There are no words to express the deep sadness many of us are feeling right now.”

8. **Cow & Gate and Tesco**: In 2020, the food manufacturer Cow & Gate experienced a crisis of malevolence after its baby food jars were subject to tampering. In response, it immediately recalled the [affected products](https://www.food.gov.uk/news-alerts/alert/fsa-prin-03-2020), and in late 2020, a man was [apprehended and charged](https://www.foodsafetynews.com/2020/10/man-jailed-for-blackmail-and-contaminating-baby-food/) with the crime.

Most of us want to fix things as soon as possible, but when your business messes up, it's not always easy to notice or resolve. Little mistakes can quickly snowball into a costly endeavor that your team didn't see coming. Whether it was your fault or not, small issues can quickly get out of hand until they've escalated to a [full-on crisis](https://blog.hubspot.com/service/crisis-management?hubs_content=blog.hubspot.com/service/types-of-crisis&hubs_content-cta=full-on%20crisis).

A business crisis occurs when an unexpected problem puts the stability of a company or organization at risk. These dilemmas can either originate internally or they can be brought on by external influences. The problem affecting the business escalates to the point where it's out of the company's control and they can't resolve it. If left unaddressed, this issue may permanently damage the business or cause it to fail.