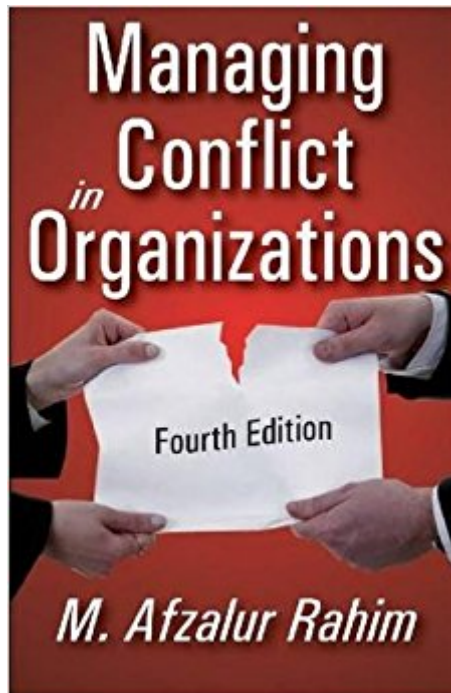




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# Managing Conflict In Organizations



## Synopsis

After much debate by business professionals, organizational conflict is now considered normal and legitimate; it may even be a positive indicator of effective organizational management. Within certain limits, conflict can be essential to productivity. This book contributes to the investigation of organizational conflict by analyzing its origins, forms, benefits, and consequences. Conflict has benefits: it may lead to solutions to problems, creativity, and innovation. In contrast, little or no conflict in organizations may lead to stagnation, poor decisions, and ineffectiveness. Managing Conflict in Organizations is a vigorous analysis of the rational application of conflict theory in organizations. Conflict is inevitable among humans. It is a natural outcome of human interaction that begins when two or more social entities engage one another while striving to attain their own objectives. Relationships among people or organizations become incompatible or inconsistent when two or more of them desire a similar resource that is in short supply; when they do not share behavioral preferences regarding their joint action; or when they have different attitudes, values, beliefs, and skills. This book examines these root causes of organizational conflict and offers constructive perspectives on its consequences.

## Book Information

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## Customer Reviews

“I recommend this work for every serious management library, personal and institutional, for those teaching in the area of conflict management, and for anyone who wants to learn conflict management well enough to do consulting work in this important field.”  
• The

International Journal of Conflict Management "Rahim combines an impressive literature review, several empirical studies unique to this work, and textbook-style exercises." "This book is a useful resource for business managers as well as undergraduate and graduate students of organizational behavior, organizational and industrial psychology, or organizational communication." Recommended "G.E. Kaupins, Choice "Many books on negotiation and conflict resolution suffer because they do not link the topic to the broader literature on organizational behavior. In contrast, Rahim's book does a nice job of linking conflict to other important organizational activities such as organizational learning, leadership, and organizational effectiveness. The book has value to researchers and practitioners alike." Donald E. Conlon, Eli Broad Professor of Management, Michigan State University

M. Afzalur Rahim is a university distinguished professor of management and Hays Watkins Research Fellow at Western Kentucky University. He is the founder of International Journal of Organizational Analysis and International Journal of Conflict Management, editor of Transaction's annual Current Topics in Management, and author/editor of twenty-three books and numerous journal articles.

Managing Conflict in Organizations should be the go-to book on conflict management. It is not only a well constructed book but it is thorough and very well connected to relevant topics of today. As a student using this as study material, it is simple enough for a beginner yet can lead a seasoned educator/researcher of conflict to ponder. Rahim has included case studies in the book that further propagate discussion and provide great real-world situations. What really makes this book an all-around great tool for teaching as well as learning is the exercises, located in the appendix, for managers within organizations. These exercises are well crafted and touch on everything from contract and team building to organizational mirroring. Along with the intriguing text and concepts within this book there are summaries provided at the end of each chapter as well as numerous charts and graphs to further assist understanding. A cutting edge book on the topic of conflict management!

Managing Conflict in Organizations by Dr. Rahim is a very beneficial book for understanding the conflict and conflict resolution of organizations. This book shows the components of different aspects of many organizations. It breaks down why different problems occurs and explains different solutions for dealing with the problems. Along with extensive explanations, the book also gives real

world examples so it is easier for the reader to visualize and interpret how this can relate to our own situations.

This book is a wonderful tool to understanding conflict and the ideal ways to manage it. I use this book for class and it is very easy to understand. The text is presented in an organized format and is great for people of all educational levels. The book is concise with no "fluff" so it gets straight to the point and explains each aspect of conflict management thoroughly. It is an easy read that doesn't go over your head with business jargon so you can really grasp each concept. I would definitely recommend this book to anyone interested in learning about conflict management!

The book *Managing Conflict in Organizations* written by M. Afzalur Rahim is very beneficial when studying to be a manager one day. The different cases he presents within the book gives real world examples of how to effectively use conflict in an organization. This book has proper headings and sub-headings to make looking up certain information very easy within the text. It is also an easy read and I would recommend it to anyone who is studying to be a manager of some sort one day. It will give you experience and further your knowledge within the field.

I am very disappointed in this edition. It is a well recognized book in the field, and a staple for organizational conflict management. However, this fourth addition does not appear to be at all up to date. Throughout the book, most references date pre-2000 or earlier, and so much of the material appears to be out of date. Many references refer to recent reports that are actually 10-20 years old. For example, p. 64: "One of the recent *Business Week* reports by Byrne (1993..." - 1993 is not recent for a book published in 2011...

This book is written very well -- both informative and easily understood. With its detailed analysis of the multiple conflicts that may take place in organizations, I feel as if I now understand each concept in a way that will allow me to be a more effective leader. There is a great use of scenarios that are used through-out the book, making the concepts more easily understood, as well as helping to bring relevance to the importance of knowing such content.

This book has been very helpful in understanding conflict. Very well written with a lot of insight on how conflict comes about and how to deal with it. There are also great examples and cases of real life situations that apply well with the theories learned. Overall it is well written and will aid you in the

process of understanding conflict.

Every serious student of workplace conflict resolution should read this book. Rahim pulls everything together in an organized way that will help organizations recognize that all conflict is not necessarily bad but must be managed skillfully.

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