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In the last class we have analysed what is value and what is ethics. We have also differentiated between the two. We have also classified the types of values. Today we shall discuss on the value based conflicts faced inside an organisation.

Value based conflict occurs when a disputant(a person facing such conflict) setting well his terminal value pursue a complete different or incompatible goals. It is mainly caused by the different perceptions acquired by the disputants

Examples of value based conflict

- 1) Conflict between loyalty and Honesty – Oppression to a colleague is suppressed showing loyalty to the employer
- 2) Conflict between Competition and Cooperation – When a person advance any invention for commercialization without cooperating his partner to develop it more.
- 3) Conflict between Security and Excitement – Lucrative offer for more glory with a risk of failure too is compared with a secured job
- 4) Rationality and spontaneity – Sometimes some activities are considered more apt or the need of the hour than to judge it rationally and use a prudent way to execute it. For example, expending a huge amount to purchase an asset based on his passion without considering the future consequence of it.
- 5) Conflict between Benevolence and material Success – A company dislodge the original inhabitants of a particular place for mining.

Features of Value Based Conflicts:

- a) Frequent and Consequential – It occurs frequently when there is a conflict whether the matter will be teated equally or differentially. Such conflict arises frequently the consequence of it also seen regularly.
- b) Misinterpretation – It occurs when a word is misinterpreted willfully by a person
- c) Distrust – When the distrust develop against the opposite party value based conflict arises.
- d) Non-negotiability – Normally the outcome of the value based conflict is either win or lose. There is no negotiability of such conflict

Types of Value based Conflicts

- i) Intrapersonal value conflict – When terminal value and instrumental value pulls an individual. For example, when one day salary to PM' Flood Relief Fund is paid without the inner wish of the donor. Gaining Social recognition is his terminal value whereas payment to the fund is the instrumental value.
- ii) Interpersonal value conflict – When the same terminal value is achieved by the two persons in two different instrumental values. Family welfare is the terminal value to both the persons where one gain it through responsibility (instrumental value) and the other gain it through love (Instrumental value).
- iii) Individual-Organisatioal value conflict – When the terminal value or instrumental value of an organization collides with an individual. For example, an individual does not want to work in an organisation where quality is compromised.

Resolution of Value based Conflicts

- A) Encouraging Dialogue – Sometimes it is faced both are trying to highlight the same thing with different perspectives. Opening conversation among the disputants may resolve the conflict.
- B) Altering the communication – The mode of communication sometimes draws extra edge for resolution.
- C) Reframing the Conflict – The whole story of the conflict can be reframed and placed before the disputants which may reduce the degree of conflict.
- D) Individual Priorities – The conflict with the order of priorities set by the individual is seemed important which can be reset to resolve the crisis.
- E) A Win-Win Situation – The conflict may be resolved if a part of both the party can sacrifice to get a win win situation where both can assume that they have not lost totally.

In the next class we shall deal with Ethics and Corporate Culture