FROM CONFLICT TO SOLUTIONS BY NEGOCIATION

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Abstract
Last minute research in the field shows that, psychologically, the conflict can be beneficial, starting from the desire of two or more members with different ideas and their own interests to understand the other’s point of view, this type of conflict can be strengthen human relationships as members feel more confident that future conflicts can also be solved, or competitive, starting from the desire to win, to be “right” in a contest of opinions and values, being seen as a test of status, power, and reliability and tends to be harmful to human relationships, especially long term.

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JEL Classification: D74, D83, M10

1. What is the problem? Define conflict

In terms of management, conflict means disagreement on matters of substance and / or form. Emotional conflict is the result of feelings of anger, mistrust, dislike, fear, resentment and personality clashes.

In terms of the effects they produce, functional or dysfunctional conflict can be. Functional conflict (constructive) helps to achieve pregnancy stimulates people to work more effort, cooperation and creativity. This helps groups achieve their goals. The conflict can be dysfunctional (destructive) but seeks only hinder the success of the task group. Not all conflicts are bad and absence of conflict is not always good. To determine whether the conflict is beneficial, should consider: 1. The intensity conflict. 2. How well is managed conflict.(fig. 1)

Fig. 1. Types of conflicts

2. Resolve of situation

Thus, G. Johns maintains that managers to resolve various conflict situations, must adopt the most appropriate organizational conflict resolution strategies such as (next image – fig. 2): • avoidance-oriented strategy; • oriented strategy adaptation (adaptation); • competition oriented strategy; • compromise-oriented strategy; • Strategy-oriented collaboration.
Management strategies for resolving conflicts are considering two main dimensions, namely:

- Each party to the conflict wish to impose their own point of view and their interests;
- the degree of cooperation of each Party to the conflict in needs or interests of the other party.

Roxane Lulofs and Dudley Cahn describes in "Conflict. From Theory to Action" 5 styles approach to interpersonal conflicts like this Compromise Barter, exchange, negotiation loss and gain / loss and gain (for each) (win & lose / lose & win) Dealer, professional negotiator (table1).

<table>
<thead>
<tr>
<th>STYLE</th>
<th>CHARACTERISTIC Behavioral</th>
<th>OBJECTIVES</th>
<th>BEHAVIOUR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avoidance</td>
<td>Withdrawal or removal</td>
<td>loss / loss (Lose / lose)</td>
<td>Absent or silent</td>
</tr>
<tr>
<td>Accommodation</td>
<td>Acceptance or acquiescence</td>
<td>loss / gain (Lose / win)</td>
<td>Waiver; &quot;Do not make waves&quot; that directive</td>
</tr>
<tr>
<td>Competition</td>
<td>Aggressiveness</td>
<td>gain / loss (Win / lose)</td>
<td>Egoist; argumentative justification</td>
</tr>
<tr>
<td>Trade Off</td>
<td>Barter, exchange, negotiation</td>
<td>loss and gain / loss and gain (for each) (Win &amp; lose / lose &amp; win)</td>
<td>Dealer, professional negotiator</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Mutual satisfaction</td>
<td>win / win (Win / win)</td>
<td>Supporter of their interests and of other / other party</td>
</tr>
</tbody>
</table>

Oriented strategy assumes no desire to avoid confrontation given that the warring parties recognize its existence. Therefore this strategy is characteristic of people who do not trust them and would not be put in a position to deal with a manifest conflict because not possess the skills needed to solve it.

Avoidance (bypass) conflicts can be a wise answer, especially if the opponent is strong and hostile and may result in the removal of a topic diplomatic or a problem until a better opportunity, or changing the subject, ignoring the information or "bird" responsibilities to others.

However the effectiveness of this strategy is limited because even help reduce stress generated by the conflict, in reality the situation does not change much, the conflict remains dormant.

Oriented strategy adaptation involves maintaining interpersonal relationships at all costs, without considering much of their objectives of stakeholders. Renunciation, contentment and avoiding conflict are seen as ways to protect the relationship between the parties. In other words, the parties involved in a conflict overstate the value of maintaining interpersonal relationships and understates the importance of achieving personal goals.
Although short-term strategy is effective, especially when goals are not very important or when the opponent is stronger and less willing to yield, long-term strategy is not good to be used because people are not always willing to sacrifice their own targets only the desire to maintain certain interpersonal relationships and collaboration.

Competition oriented strategy is particularly appropriate in cases where it has more power, the situation is really a win-lose. This strategy aims to maximize self-interest and minimize taxation cooperation.

Given such a type of conflict management is evident that the parties are cooperating and committed to making their own interests, regardless of price. Compromise-oriented strategy is the kind of conflict management that combines the medium dose, imposing self-interest or satisfaction with the cooperation of others. The main objective of this strategy is to identify a mutually beneficial solutions that satisfy both parties to the conflict. Since both parties to the conflict take a position "minimum-gain minimum loss", which means that both sides have unmet interests in the same proportion, the compromise is a smart solution to achieve a certain balance. Oriented collaboration strategy is the approach that maximizes both imposing conflicts of interest, or own viewpoint and cooperation or other needs in order to meet the interests of all parties to the conflict.

This strategy envisages maintaining interpersonal conflict resolution between the parties and ensuring that both parties will achieve their objectives. Therefore this strategy calls for the parties to the conflict to adopt a win-win solution, namely to share certain beliefs, such as:

- Differences of opinion can and should be, because it stimulates creativity; in this respect the opinions of others should be cherished and minimized interference hierarchical status;
- In any conflict should be a mutually acceptable solution; - Cooperation is preferred to competition, and differences of opinion are an important part of cooperation;
- Should we trust partner conflict, because trust entails trust.

In conclusion, collaboration-oriented strategy, although it requires time, energy, creativity, through its advantages, provides improved organizational effectiveness.

3. Mediation – a new modern form of negotiation

Another way to arrive at a solution to a conflict is mediation. Mediation is the involvement of a third party, neutral, which only serves to facilitate reaching an agreement. Mediator in such a situation is placed in a very difficult role because he has a buffer function between the two sides applications. However, a mediator rot is quite limited because it can not dictate solutions but can only indicate the parties' views, to thereby reach a consensus. Arbitration is the most drastic form of negotiation because once you reach this stage the two parties shall abide by the policy: "all or nothing". At this intensity, the referee has all the power conflict, its decisions the last word. As a result, anyone can win it all and one can lose everything, and because Aces last argument the parties that are in conflict prefer to resort to other solutions.

A good manager decides whether or not a conflict is indicated for the organization, in some cases a conflict may lead to solving internal problems. This principle is known as ancient aphorism: "Divide et impera" (divide and lead).

Mediation is an assisted negotiation. Because people are in dispute often lack adequate skills to resolve conflict or are unable to use them because of emotional states, mediation, as a way to solve a conflict, can be extremely important. The mediator must be neutral. In most circumstances, the mediator is neutral, not decisions, does not advise, the channel emotions in conflict in a manner in which they are to relate constructively. Mediation is interpersonal conflict resolution method based on needs and interests. In this situation, discussions, information that parties put them in discussions, questions mediator and all dialogue structure converge to surveying the needs and interests of all parties involved in the conflict. Once known - the needs and interests of each party - treapa next climb mediation as a process, namely light and negotiating solutions in the light of the needs and interests of people. The mediation process begins by discussing the problem / situation, discussing the conflict as it happened, and how it is perceived by each person involved. Meanwhile, the mediator and the listening, note the essential elements for the person who narrates the conflict. The second step is to discuss the needs and interests, personal issues in this case. Next generation options. After each side has shown its proposals, proceed to step negotiating mode options / proposals. After the negotiation, one or more persons agrees the proposed solutions. In all cases, as a solution or a proposal to be accepted by one hand, it must satisfy a degree satisfying the needs and interests of the person to whom it is addressed, otherwise it will not be approved. Time is divergent conflict itself, which differs in duration / intensity / type, but has the same structure of relationship between people. Since its divergence, there is need for a new converted re-settlement of people in a state of normalcy. If not in the least bit status before the conflict, even a new relationship with new coordinates. Convergence and divergence occur based on the needs and interests of persons who interact.

In mediation, the mediator of all discussions people, it must follow fund needs and interests of the parties. This is possible only if the person has built trust relationship of conflict - mediator. Without this relationship, mediation is not viable. People who resort to mediation can be, on the one hand people free, open, who talk and talk without fear, people with a high degree of confidence in them, with a grand opening to dialogue about their problem, or, on the other
hand, may be reserved, closed, suspicious, skeptical. Art of the mediator is to open a dialogue on them, their benefit. No person may not be open, no matter how dark it is. Another aspect of discussions with people is that often, the harder it is to trigger when opening through something, through an idea that would fall right through gesture, through which to dispense trust discussion person and open to constructive dialogue. In all cases, in all mediations, open discussions, building and maintaining trust in the mediator-person relationship conflict, is the perfect environment for probing and highlighting real needs and interests of each person. Without finding these determinants of conflict, negotiated solutions are shaky, and mediation was more trade than mediation. Not always worth a negotiator you are dealing directly with difficult, because it is possible that his conduct to stop you reach your goals.

Another recommendation of the experts is to negotiate rules to change the course of the discussion. An effective way to change attitudes party in a negotiation is to say directly what displeases you and suggest a new course of the discussion. Display behavior you expect to see the person you wear negotiation.

When you are attacked, listen, recognize her point of view and the right to disagree and then rephrases what he said in a more agreeable; avoid them directly reject the bargaining position; ask instead questions "saving": "And how can we solve this problem?" when you expose your views in negotiating offers all the reasons and concrete data, not just conclusions - explains the benefits they would have both parties if they accept your proposals. The final version is to leave the negotiating table. Meet People who are able to resist any attempt to modify attitudes in a negotiation. Practice your right to cancel the ongoing discussion and find the best options to achieve goals. Instead of threatening the immediate exit door, warn your partner that you will have to end negotiations and find a more productive way to solve your problems. Difficult People can not always be avoided. When we are dealing with them is not recommended to leave their attitudes affect our goals in negotiation.

4. Conclusions

In most conflict situations there are solutions acceptable to both sides, the basic condition is recognizing the views of others. We all want to win an argument but we all know that a war does not come out victorious one full even when declaring a winner.

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