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THE BEHAVIOUR OF A PROJECT MANAGER IN A CASE OF CONFLICT AT

THE NATIONAL AND KAPODISTRIAN UNIVERSITY OF ATHENS

By

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The behaviour of a project manager in a case of conflict at the National and Kapodistrian University of Athens

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Biography

Andreas Vortelinos

Andreas Vortelinos is a computer engineer. He graduated from the Department of Information technology of the Technological Institution of Lamia (TEI Lamias) in May 2005. From 2004 he was working at the National and Kapodistrian University of Athens. Initially, he worked in the e-Learning department at the University of Athens and his duties were the creation of web pages and the network security. From November 2006 he has been working at the University of Athens as an administrative employee in the department of Special Account for Research Grants (SARG) his duties being the control of European programs. At the same time, he enrolled at the City University, his aim being the follow-up and completion of a postgraduate program Master of Science in Project Management.

Abstract

One of the most important problems for the function of an organization is the conflicts. This thesis analyzes and describes the conflicts that appear at the National and Kapodistrian University of Athens. The author's main goal is to find out methods that will be useful for a project manager to employ in order to resolve the most common types of conflicts. The author examined existing data, results and an extended bibliography, made his personal research and drew several conclusions. At the first two chapters of this thesis is referred general information about the subject such as the nature of the study or what the real problem is. In chapter three there is the literature review which includes useful information about conflict and conflict resolution. The methodology that the author used in order to complete his study is in chapter four. At the last two chapters the author presents the results of his research, draw several conclusions and make proposals for the selection of conflict confrontation style.

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Chapter1 - Introduction

1.1 Nature of the Study

One of the most common reasons that an organization misses its objectives is conflict. Conflict is the interaction of interdependent people who perceive incompatible goals and interference from each other in achieving those goals. The project manager is responsible for finding a solution in order to eliminate the conflict and to protect the objectives of his organization. Conflicts can have negative consequences but some of the consequences can also be positive such as the development of stronger relationships, teamwork, new ideas and better communication between the stakeholders.

The objective of this study is to analyze the types of conflicts between the stakeholders and also to find out methods which a project manager can use in order to solve the conflicts and ensure his organization's objectives and more specifically at the National and Kapodistrian University of Athens. The sources of these methods would not only be from the bibliography but also from the author's personal research in the University of Athens. This research will be based on the opinion and the experience of senior managers about how they confront a conflict in order to not lose their objectives.

1.2. Needs Assessments

Stakeholders for this study include the project manager who is responsible for solving conflicts, the employees and the upper level management. This thesis could be very useful for a project manager because it can provide him with information such as methods to resolve conflicts, what the types of conflict occur at the National and Kapodistrian University of Athens and the methods that a project manager could use in a case of conflict. All the others stakeholders are a part of the problem because there are conflicts between them. But with this study they could be better informed about the negative results of disagreements and they

could also be informed about how they could solve their problems without the interference of a senior.

1.3 The Purpose of the Study

The purpose of this study is to find out methods that will be useful for a project manager to employ in order to resolve the most common types of conflicts that arise at the National and Kapodistrian University of Athens. As part of this study, the author will also define the types of conflicts that occur at the University of Athens, define some of the primary characteristics of conflict, present and analyze the ways of conflict confrontation, specify the negative and positive consequences that may arise and, finally, to suggest the most common reasons that conflict occurs at the University of Athens.

1.4 Employment Position

The author is working at the National and Kapodistrian University of Athens. His department is involved with PhD programs. They have about 150 students and the same number of professors. As a department they are responsible for organizing these programs and making sure they have the proper support in the form of money and technical equipment. The necessary equipment depends on the nature of the PhD. The author's job is to manage and control the financial part of the project. It is understandable that there are daily conflicts between the author's department and the stakeholders. For example if it is necessary to decrease the budget of PhD programs because they have problems or because they do not justify a big number of expenditures, this will usually result in a conflict between the two sides. In addition there are many arguments between the employees. There are some employees who do not help others because they are protecting their own position. Finally, as a department, there are frequently conflicts with the Ministry of Education because they must gain approvals in order to pay their PhD programs. This study could be very useful for a project manager as it will examine possible methods to reduce or eliminate these conflicts.

1.5 Relation with Your Program of Study

       PM503 (Project Communication Management) and PM506 (Managing Project with People and Teams) mentioned that the project manager is responsible for solving conflicts in order to protect his corporation's objectives. Based on these courses, the author will attempt to find out methods to resolve conflicts that will be useful for a project manager to help him know how to react in a case of conflict.

Chapter 2 – Problem Statement

2.1. Problem Statement

On of the most serious problems in the operation of an organization and particularly at National and Kapodistrian University of Athens are conflicts as define below between its members and the reaction of the project manager in order to find a solution.

2.2 Rationale

Conflict is the interaction of interdependent people who perceive incompatible goals and interference from each other in achieving those goals. Nowadays conflicts are very common. Every day in every stage of an organization we can find disagreements between people. For example in a big corporation we can find arguments between the employees, the executives, general managers or between the members of high level management. In addition it is very possible to find disagreements between two partners in a small shop.

The cause of conflict can be related to differences in values, attitudes, needs, expectations, perceptions, resources and responsibilities. The results of conflicts are sometimes a disaster for a corporation or a project. If there is a conflict between the members of a corporation it can be possible to lose a lot of money and waste valuable time. The existence of conflict in the working environment is not as healthy as it otherwise might be and as a result, performance can suffer and finally the staff can lose the basic goal of the corporation or a project.

With this study the author will try to analyze the types of conflicts between people generally and more specific at the National and Kapodistrian University of Athens. This study will also refer to methods which a project manager can use in order to solve the conflicts and protect his organization or his team from negative consequences. It would be a good opportunity for everybody who deals with conflicts, such as project managers and other

organization members, to handle and effectively resolve them which would lead to a more productive organization as a whole.

2.3 Expectations

This thesis will present the types, the sources and the problems that can be caused by the conflicts. It will also present the ideal reaction of a project manager in cases of disagreements at the National and Kappodistrian University of Athens. When this study is complete, the author will be in a position to analyze the types of conflicts, to present some models which will be very useful to a project manager in order to resolve them, analyze their sources and finally to refer to the ideal behaviour and reactions of a project manager. This study will be a useful guide for future project managers in order how to help them resolve a conflict because it will provide them with specific methods and solutions.

Chapter 3 - Literature

3.1 Theoretical approach of administrative conflicts

The modern operational reality is analyzed in innumerable factors, each of them has its importance. There are some operational phenomena that are very important and some other which are less important. Conflicts are an important issue and a phenomenon that is rarely given adequate attention in the analysis of organizational behaviour. Conflict is inevitable in the complex social systems we call organizations ((Arthur, Butler, 1973). It is a routine aspect of every project manager's job (Smith, 2007). According to Kerzner (2006) conflicts are a way of life in project structure and can generally occur at any level in an organization, usually as a result of conflicting objectives. "The project manager has often been described as a conflict manager". (Kerzner, 2006, p.289-290). "Successful conflict confrontation results in greater productivity and positive working relationships". (PMBOK, 2004, p.217)

3.2 Conflict

Conflict is the interaction of interdependent people who perceive incompatible goals and interference from each other in achieving those goals (Folger, Poole, Stutman 1997). "Conflict is a process that begins when someone perceives that someone else has negatively affected or is about to negatively affect, something that the first person cares about". (O'Rourke, 2004, p.254). Disagreements create contradictions and distress. Conflict is a state of mind characterized by indecision, uncertainty, dilemma, tension and anxiety (Harigopal, 1998). It can be considered either an incident or a process. As an incident, it occurs as a disagreement between two people or parties in which one perceives the act of the other detrimental to their interests and actions. As a process, conflict is manifested in a series of actions by two people or groups in which each person or group tries to thwart the other's purposes or prevent satisfaction of the other's interests. (Littlefield, 1995) Serious conflict is

often accompanied by feelings of fear, anxiety, or anger, and is often evidenced by intemperate or abusive language and overtly hostile actions (Littlefield, 1995).

The basic component of a conflict is the interaction and the predominance of the perception between the parties, the objectives of one part are completely different to the objectives of the other part. For this reason, there is always the tendency for collaboration or for competition.

There are two different levels. There are the personal disagreements which influence the individual. In this case, the individual should make a decision depending on the situation and weigh up the consequences and the different motives for these decisions. On the second level there are also interpersonal conflicts between individuals and others between groups of persons (inter group).

There are five basic stages in conflicting interests. In the first stage the conflict is latent. In the second stage it becomes perceived, in the third stage, it is felt by all the parties concerned, in the fourth stage, the conflict is expressed with proportional behaviour by all the parties and in the last stage, there are the results (aftermath). This analysis is important because it helps us to understand if disagreements are always perceptible by the people that influence and the outcome of these disagreements.

Figure 1. Stages of conflict process (Judith, 1999)
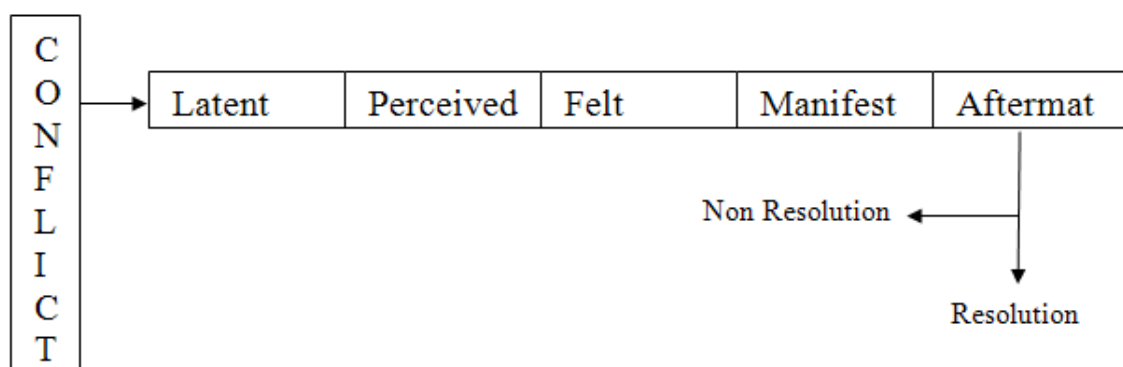
3.2.1 Reasons of conflicts. There are specific reasons that cause conflicts in enterprises and organizations. These reasons are mainly connected with the factors that develop by the human behaviour. The most important reasons of disagreements that are reported on the side of employees are:

- Managerial and Administrative procedures (Cheung, Chuah, 1999)

- Goal, priorities (Cheung, Chuah, 1999)

- Communication (Cheung, Chuah, 1999)

- Manpower resources

- One or more decision subjects (Eom, Lee, HoSuh 1990))

- Two or more available alternatives of choice (Eom, et. al., 1990)

- One or more objectives or criteria of choice (Eom, et. al., 1990)

- Equipment and facilities

- Responsibilities

- Unfair regulations

- Unhealthy workplace environment

From the side of administration:

- Wrong priorities

- Lack of administrative guidance

- Unsuccessful completion of operational objectives

- A bad environment created by employees

- Ineffective communication

These sources are indicative and they have the biggest frequency of appearance, but also they present us the various types of conflict that there are in the modern operational space.

3.2.2 Consequences. Apart from the reasons and the types of conflicts there are the consequences that they can have. The consequences have not only negative influence but also positive. The next table depicts the negative and the positive consequences of conflicts.

Table 1

Negative and positive consequences of conflict

CONSEQUENCES	
NEGATIVE	**POSITIVE**
- Interpersonal communication decreases and cynicism increases (Flannes, Levin, 2001, p.235) - Initiative and the willingness to risk suffer (Flannes, Levin, 2001, p.235) - Negative influence of performance - Consumption of precious time - Domination of specific objectives and interests - Mental and emotional tiredness - stress - Labor dissatisfaction - Low moral - Weakness to achieve the objectives	- Productively challenges the existing beliefs or paradigms (Flannes, Levin, 2001, p.235) - Reduces the risk of intellectual compliance within the teams (Flannes, Levin, 2001, p.235) - May become an opportunity to forge more effective team relationships and revitalize team energy and bondedness (Flannes, Levin, 2001, p.235) - Motivate for better performance - Satisfaction of specific mental needs - Sometimes leads to new and innovative ideas - Contributes to the change - Dissuasion of creation rendered and inaction - Better communication - Constitutes a way of internal control

Conflict can constitute a positive phenomenon under specific conditions. It is equal with the consumption of energy that is able to create effective results. The resolving of a conflict leads to better communication, comprehension and to the examination of new ways for the achievement of objectives. As a result a conflict acts positively when after its resolving, it allows the individuals to communicate and to have better collaboration, to feel

satisfaction for the end of the conflict and the capability of handling the same types of situations in the future.

The main goal of Administration Conflict Management is to suitably exploit the disagreements in an organization and to achieve the best positive results. In order to have a successful Administration Conflict Management it is necessary to distinguish two basic situations. In the first situation there is a conflict which causes problems in the operation of an organization. In this case the manager should take the appropriate actions in order to achieve the best results. In the other situation there is the absence of any disharmony in an organization. In this case, the manager should take advantage of this situation to create changes and progress.

In Administration Conflict Management there is a thing that always remains constant. This is the application of power. The effort to achieve our objectives or the effort of dissuasion the objectives of the other side is realized by the power. The terms power and conflict are unbreakably connected between them. The result by the use of power is the conflict, but the opposite happens in many cases (Nikolopoulos, 2002).

3.3 The term of Power

Power is analyzed extensively by modern bibliography. There are many definitions. A simple definition of power is given by Cobb: the disposal of means for the achievement of results. Power is the capability of an individual or team to control another individual or team. It is important to understand that this possibility of control could constitute a kind of influence even though it does not exist. Each party allocates a specific reserve of power which could be used depending on the conditions. A protagonist will not choose to use it when there are bad conditions that deter or limit its or when the use of power does not lead to the expected results.

The different content of the definitions of power reveals the different orientations that have followed the researchers. There are three basic orientations of the content of power (Nikolopoulos, 2002):

- Power as a reserve of capabilities ~ this case leads to the bases of the power.
- The power as a real faculty of influence ~ this case goes beyond the bases of power and focus in the results that could have the use of bases of power.
- The power as an episode ~ this orientation points out the difference between the possession of it and its use.

These different orientations have led to different confrontation of Administration Conflict Management with the development of models that are focused in the analysis of conflict as a phenomenon or to propose ways of negotiation.

3.3.1 Sources - bases of power

This comes from four sources - bases.

1. From the position of protagonist
2. Personal characteristics
3. From the means and the information
4. The interconnections that it could create.

The authority of the position comes from the protagonist's place in the organization, the importance of this position in the organization and the authority this position provide in the case of reward or penalties.

The power that arises from the personal characteristics based on the capabilities of each party, talents and the faculty of domination. Someone who has the appropriate knowledge and manages to apply it efficiently has a greater opportunity to influence their colleagues and subordinates. This also happens in the case of power that comes from the information and the means. Executives with a lot of information and means could have a

more extensive and effective control. The power of interconnections, the alliances that

develop, the exchange of knowledge and information are also very important. Furthermore,

contact with other individuals leads to more power.

Figure 2. Sources – Bases of power (Judith, 1999)
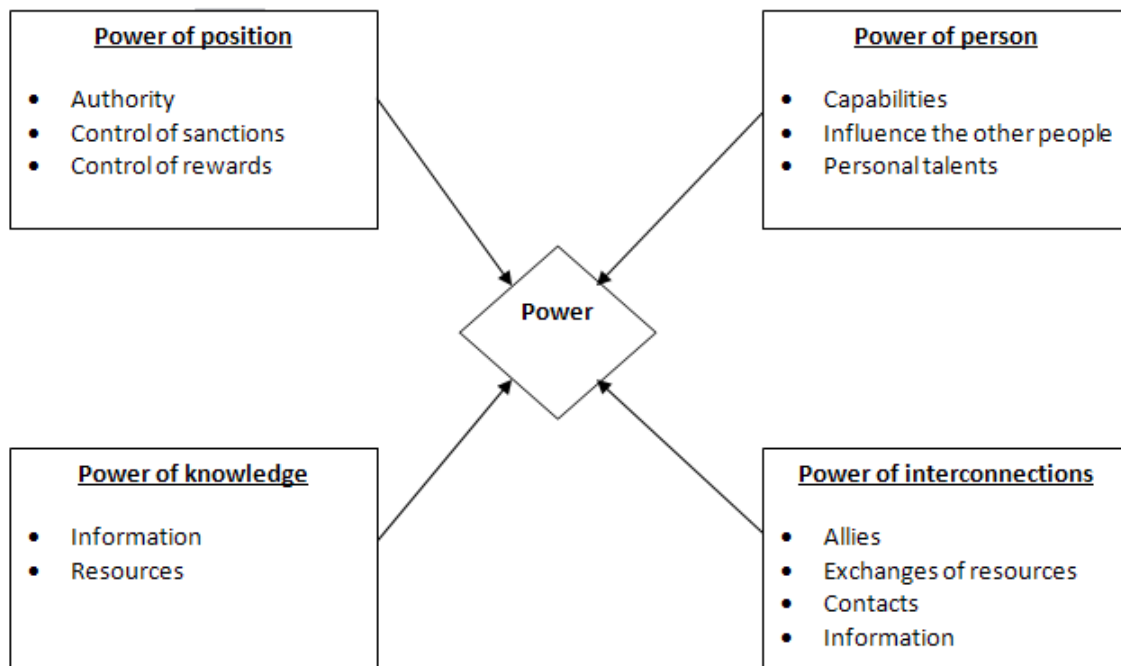
There are five types of power which are: legislation, the reward, domination, the

special knowledge and identification.

POWER OF DOMINATION: Coercive power is the extent to which a person has the ability

to punish or harm someone else **(**Moorhead, Griffin, 1995). The importance of coercion by

executives allows them to impose specific tactics and behaviours in the employees in order to

achieve the objectives of the organization. If it is used wrongly then it could lead to feelings

of unfairness and hostility from the employees and it increases the intensity of conflicts.

There should be certain limits in the use of coercion as not to create immoral practices and to

decrease the will of the subordinates.

POWER OF REWARD: In an organization executives reward the employees who achieve high objectives and demonstrate increased efficiency. It derives from the individual's capacity reward others (Greenberg, Baron, 1997). The reward could take various forms such as an increase of salary, payment bonus, promotion, entrusting of special duties. Apart from these forms, the reward could be moral. This happens when the offer of an employee is recognized by his boss in the form of praise.

POWER OF LEGISLATION (legitimate): This authority could influence or guide the activity of subordinates. Legitimate power equals the individual's ability the direct the activities of others (Moorhead, Griffin, 1995). But it depends on the recognition and acceptance of this power by others.

POWER OF SPECIAL KNOWLEDGE: the power of special knowledge is proportional to the knowledge and information that each individual has. Expert power is based on superior knowledge of a certain field. People, whose expertise is highly regarded, you raise among the most powerful people in organizations (Greenberg, Baron, 1997). In order to be valuable these knowledge and information should be useful and important. The people who already have this knowledge are in a better position than people who do not have it or those who try to gain it. The power of knowledge has positive results in all levels of an organization. For example employees with special knowledge are essential for the growth of the organization. In this way, they could influence the decisions and practices of their bosses.

POWER OF REFERENT: the people who have the respect of others could influence them depending on their behaviour. The possibility of this influence is also the basis of this power. Everybody has a person they admire and respect and sometimes the goal is to behave like this person. For this reason many times we follow their example. Referent power is power through identification (Moorhead, Griffin, 1995). In organizational environment executives

who are experienced, with many skills and good a reputation are the best example for the newer executives

3.4 Models of administrative conflicts

Through the modern bibliography we distinguish two basic categories of models. In the first category, those models that analyze each conflict as an episodic phenomenon of disturbance and in the second category, those models that propose effective ways of negotiation. As for the first category, the author will report the three most important models that have been developed by Andrea G. Nikolopoulos, Anthony T. Cobb and Afzalur M. Rahim. In the second category, we will present the most important negotiation model that has been formulated by Roger Fisher and William Ury.

3.4.1 Andrea G. Nikolopoulos' model. This model focuses on the important motive of a protagonist, which is nothing else but the achievement of his objectives. In order to achieve his objectives, he could use the bases of powers that he has at his disposal.

This model is separated into five stages. These stages are as follows:

1. Apothem - bases of power

 2. The will for utilization of power

3. The budget of power

 4. Conditions

 5. The determination of consequences

Figure 3. Stages of Andrea G. Nikolopoulos' model (Nikolopoulos, 2002)
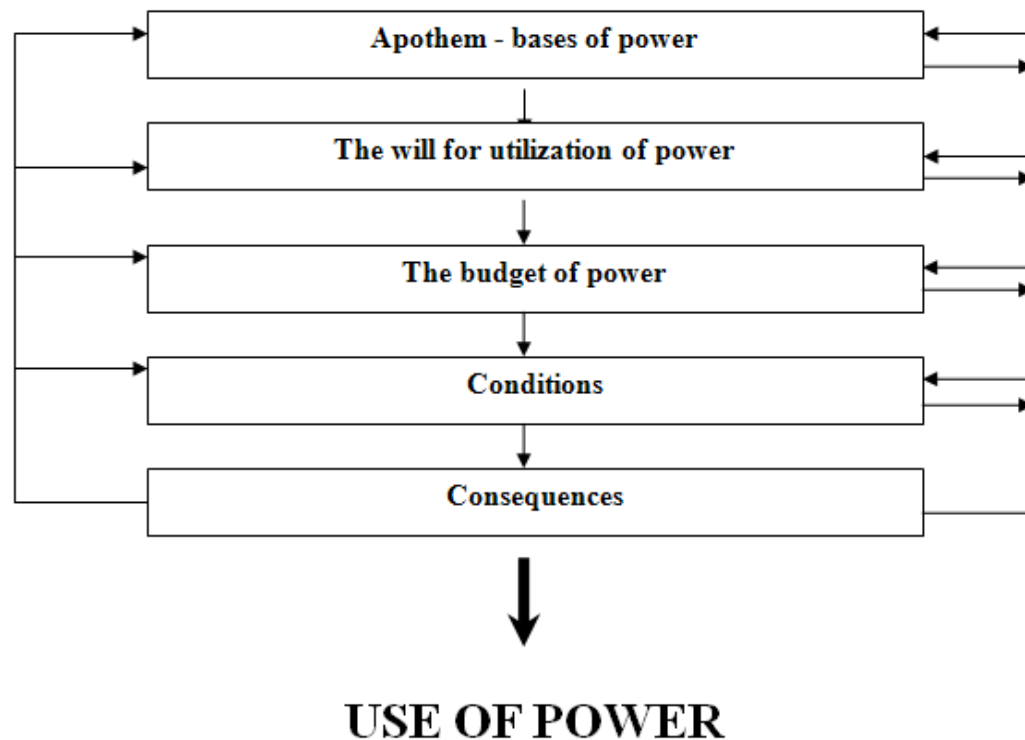
As is show in the diagram the planning of distribution of power is created by the calculation of size, or the intensity of conflict. Each protagonist participates in different fields of relations, with different priorities for each of them. The importance of each field affects the distribution of available power. The protagonist makes a budget of power for the distribution of his power in the various fields. The budget of power depends on the conflict intensity and the comparative importance of relations between these difference fields. The correspondence of the protagonist reveals his conflict faculty. Any decision that is taken in the various stages is able to be revised.

PRESENTATION OF STAGES OF THIS MODEL

1st STAGE: in this stage the protagonist makes an assessment of the bases of power that he has. In the previous subunit the author reported the five bases of power. It is an internal process that the protagonist understands in each conflict and estimates the way to confront the conflicts.

2nd STAGE: in the second stage the protagonist decides for the use of his power. This happen in every field of relations with the measurement of conflict intensities. The relations constituted by conflicts and collaborations. In order to become the measurement of conflicts intensities in each fields should be make simultaneous calculation of intensities of conflict and collaboration (Nikolopoulos, 2002). The intensities of conflict and collaboration depend on the systems of the objectives of the protagonists. When the objectives of a protagonist are contrary to the objectives of the other protagonist, then there is the phenomenon of low overlap. On the contrary, when the objectives of a protagonist keep pace with the objectives of the other protagonist, then there is the phenomenon of overlap. The achievement of the objectives of one party contributes to the achievement of the objectives of the other. There are four types of conflicts and collaborations.

1. Topical conflicts – they are reported as low overlap objectives

2. Topical collaborations – they are reported as overlaps of objectives.

3. Collaborations not related with the problem - they are reported in overlaps relative with past decisions or forecasts of future benefits.

4. Conflicts not related with the problem - they are reported in low overlap relative with old makes or forecasts of future losses.

Each protagonist, after he has calculated the overlaps and low overlap that result through conflicts and collaborations, can then proceed to determine the conflict intensity of each field. A field of relations that is characterized by overlaps of objectives creates the

conditions for collaboration and it has low conflict intensity. The opposite happens when there are low overlaps objectives. The result of the conflict intensity of each field gives the participated protagonist the opportunity to use his determination and his use of power. Also there is the case of absence of will for the use of power. This is likely to happen when the protagonist believes that the conflict intensity of specific fields is very low.

3rd STAGE: Apart from the estimation of conflict intensities, it is common that there is the existence of different interest in the fields of relations for the protagonist. As a result, the conflict intensity of each field that has been calculated in the previous stage should be modified based on the interest of the protagonist for each field. As long as the conflict intensity of each field does not influence the process of planning of power of the protagonist, then this particular field has no interest for the protagonist.

The first three stages of this model have a quantitative regard for the problem of the planning of power. The protagonist allocates all his power, in the fields that interest him then distributes it. The next two and last stages of this model have a qualitative aspect of this problem. They are reported in the terms that encumber or encourage, in different degrees, the use of available means of power. In addition, these stages aim to estimate the potential consequences of the power and give answers to the question: what bases of power of each fields, should be used to the various receptors, and in what extent (Nikolopoulos, 2002).

4th STAGE: in this stage the author will report the conditions that influence the use of power. There are many cases in which a protagonist with bigger an apothem of power cannot impose on another with smaller reserves. This is revealed by the presentation of terms in the bibliography of object effects, insufficiency and immaturity. The term "effect of object" means that the less powerful faces the problem equally effectively with more. The effect of insufficiency is reported in the case that the power of most powerful should be stronger in

order to dominate the less powerful. Finally the term "effect of immaturity" means, the less powerful should be stronger in order to impose on the more powerful.

These cases show the existence of factors that positively and negatively affects in the use of power. These factors are distinguished in the exterior conditions, in the participating characteristics and in the characteristics of relations of all the participants. This model is focused mainly on the exterior conditions. The exterior conditions are constituted by the economic, political, legislative, traditional, technological, the time conditions and the additional data. The following clarifications for the conditions give a picture for the role that these can play as "filters" in the use of power (Nikolopoulos, 2002).

Economic conditions: the economic data are related with corresponding needs, requirements, and expectations. The size of economic needs of each protagonist determinate the negative or positive results of the achievement of their objectives.

Political conditions: the political information is reported in organizational structures, ways of decision-making, ideological orientations, values, faculties, informal relations, collaborations, alliances and dependences. All these contribute to the better comprehension of reactions and distribution of the power of each protagonist.

Legislative conditions: the legislative data offer information on formal possibilities of actions. They present the ways in which the use of power is permissible.

Traditional: this parameter examines the philosophy of more commonly used alternative solutions by a protagonist. In this case, is facilitated the export of conclusions with regard to the forecasted reactions of receptor and his degree of acceptance.

Technological conditions: the technological data (knowledge, information) affect positively or negatively in the configuration and in the expression of all mentioned conditions.

Time conditions: the relation between the time and the use of power is answered in two basic questions: (a) appropriateness of available means of power in different time periods (b) time limits or time resistibility of the power used.

Additional conditions: include those that encumber the use of power as for example, when the expert cannot influence conditions because of the environmental factors (noise).

These conditions are connected with specific degrees of difficulty, for example the available bases of power. Through this, the protagonist facilitates the evaluation of his faculties to exploit his power.

5th STAGE: in the last stage there is the determination of consequences. The final step of this model concerns the growth of general principals for the determination of the consequences in the available bases of power, in intensities of conflict or collaboration. The use of power involves a behaviour that changes the bases of power, the conflict intensity of each field and the amount of power used.

The development of this particular model was based on specific affairs which are necessary to report in order to have a complete analysis. First of all, it is believed that the apothem of power is valuable because it is limited and the basic objective is the rational distribution in order to achieve the best results. Since there is a two-way relationship between the conflict and use of power, depending on the seriousness of the conflict it must be decided how much power should be used. Each protagonist is activated in more than one field of relations. Depending on his interesting in the field, this will help decide the amount of power he will need to use. Different terms exist in each field. In each field, the less problems there are, the more activated would be the protagonist. Before the use of the power apothem that has been decided to apply, the consequences are evaluated by the application of power. Finally, the more positive the consequences by the use of power are, the more likely the activation of the protagonist.

3.4.2 Anthony T. Cobb model. Anthony T. Cobb, developed a model which was presented in the Academy of Management Review in 1984. It was developed in order to unify all the previous researches about the power, to offer the analytic possibility for work and to help the research of power in combination with other social and psychological phenomena.

This model focuses its analysis on conflicts between individuals and not between teams in an organization. The focalization on an individual level comes from the effort of extensive research. The conflicts between teams are also equally important but have different conditions. But the application of this model in these conflicts is not excluded.

This model has one initial stage, three middle stages and one final stage. In the initial stage there are the fundamental factors which cause the beginning of the fact and in the final stage there are the consequences which come from the fact. The middle stages focus their attention on changes in the process of decision-making, in the behaviour and in the general situation from the use of power.

Antecedent conditions are those conditions relevant to the future exercise of power but that exist prior to its actual use (Cobb, 1984). The antecedent conditions place the setting, the roles and influence on a big scale the results.

There are two basic roles in this model, the "active" protagonist and the "objective" protagonist. These roles are not predetermined for each individual, as a result everybody could change their role. In regard to the "active" protagonist, there are three important characteristics as for the use of power. These are the psychological orientation as for the use of power, the political faculties and the personal bases of power. The psychological orientation concerns the following characteristics: needs, values, convictions that determine the will of the protagonist to exert power in order to satisfy his needs and to achieve his objectives. The political faculties are those that help in the determination of the best use, the way that will have the most desirable results. The political faculties are separated in

diagnostic and regular skills. The regular skills help in the planning of effective strategies and the use of power. The diagnostic skills offer the essential information about the regular process of decision-making. Finally the personal bases are the personal characteristics where the power comes from.

On the side of the protagonist who is the target there are two basic points as for exerting power, the readiness and the capability for reaction. Readiness is the tendency of the protagonist-target to react or not. It depends on the psychological situation and how the target understands the general situation. The protagonist –target is influenced by his needs, his values and his convictions.

The situational context refers to the structure, processes and resources within the situation as they are relevant to subsequent exercise of power (Cobb, 1984). These characteristics shape the possibilities and the restrictions for the use of power and the final result.

The demarcation of the situation in formal and informal organization is essential because it reveals the different bases of power that come from the formal and informal fields of relations. Also it is important to examine the degree of overlapping that exists between the objectives of the protagonists. These constitute the first stage of this model

The second stage is the decision-making. This stage begins with the challenge of the "target". The protagonist-target conceives the actions of the other party that influence his interests. The protagonist-target depends on the process of decision-making then determines his attitude. The main goal is the achievement of an agreement between the "active" protagonist and the "target" protagonist. But it is not always possible. When the protagonist–target decides on his reaction, the second stage is completed.

In the third stage the behaviour of protagonist -target is expressed. In order to function effectively the protagonist–target should demonstrate behaviours that would satisfy the

expectations of the active protagonist. This is the goal of the third stage, the achievement of agreement between the parties.

The stage of situation concerns the changes that are relative with the goals of the "active" protagonist. The agent's objective here is situational congruence, or the production of intended effects (Cobb, 1984). The situational agreement is achieved in three ways. The first is the influence of the protagonist-target's behaviour. The second way is the exclusion of the undesirable behaviours by the protagonist-target and finally the third way is with the bypass of protagonist-target behaviours from relevant beliefs. If the "active" protagonist does not manage to influence the behaviour of the protagonist-target, he should resort to the situational conditions.

The last stage of this model focuses on the changes that the active protagonist seeks. These changes influence the wider environment, which are activated by the protagonists and produce not only positive but also negative consequences. Sometimes these consequences are not expected. Agents would do well to consider the aftermath of their actions if they are to operate within the broader system in the future (Cobb, 1984).

Figure 4. Anthony T. Cobb model: An Episodic Model of Power (Cobb, 1984)

An Episodic Model of Power
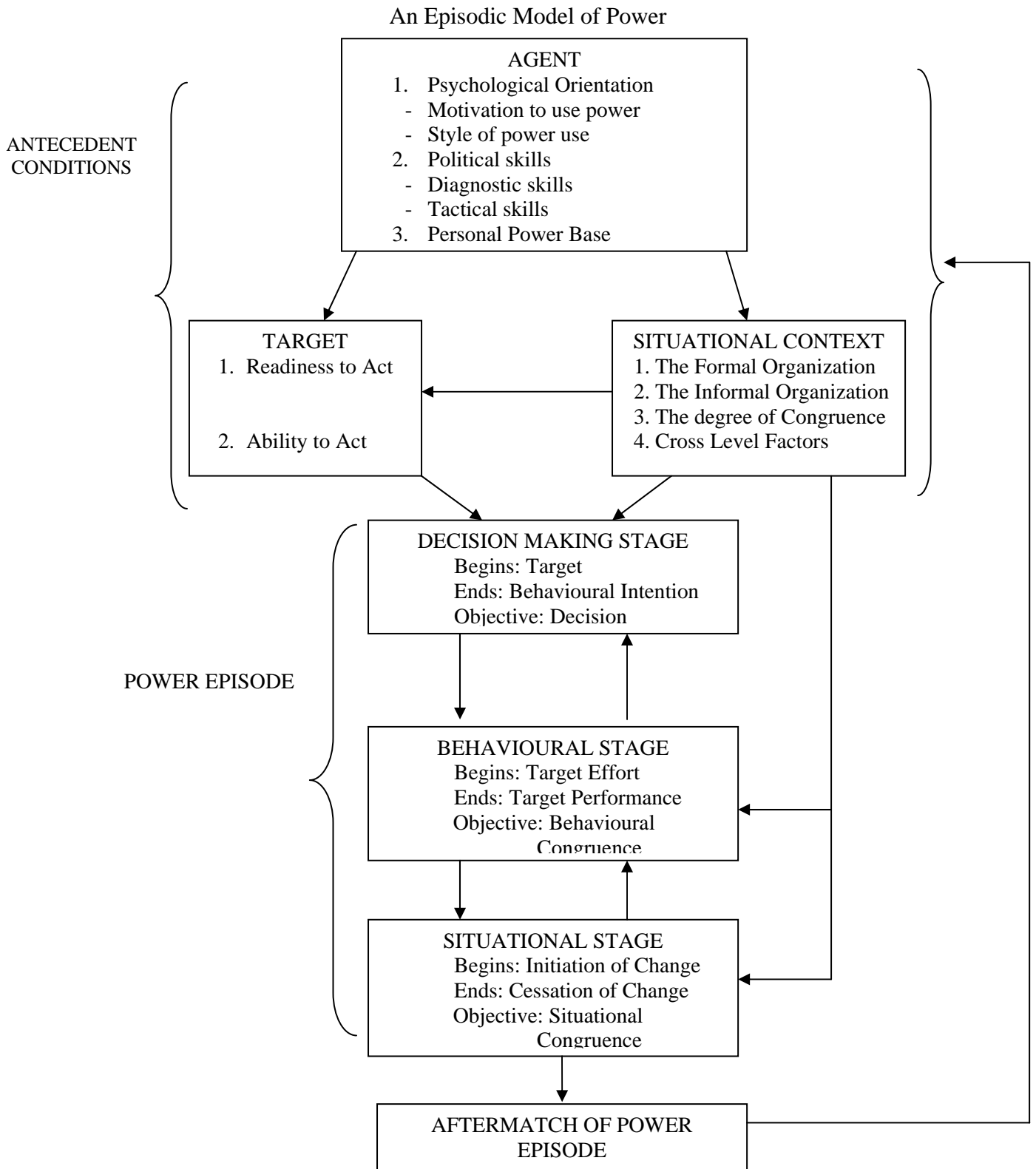
3.4.3 Afzalur M. Rahim's model. The model that was developed by Afzalur M. Rahim is one of the most important later approaches of Conflicts Administration. Through this study a model of standardization about the progress of a conflict was shaped. This model even if it presents resemblances with the previous model has a wider application and it is emphasized in the organizational conflicts.

ORGANIZATIONAL CONFLICTS

The organizational conflicts are caused by various factors. The most important factors are:

1. Competition for resources. Each organization allocates a specific quantity of means and resources. In each organization there are teams that compete for these resources that are limited. The competition leads to conflicts.

2. Interdependence of duties. There are teams in an organization that are interdependent, as a result this can develop the tendency for conflict.

3. Ambiguity of authority. When the duties and the obligations of work are not clear, explicit and distinguishable then there are phenomena of conflicts for the responsibilities.

4. Disagreements of rank. A team that seeks to improve its ranks with negative consequences on the other team then there will probably be is a conflict between them. Depending on the causes, there are the corresponding types of organizational conflicts. There are conflicts of hierarchy that happen between the hierarchical levels of the organization, functional, that take place between the various operations of the organization, linear conflicts between workers and informal – formal function of the organization.

PRESENTATION OF MODEL A.M. RAHIM

This model includes four phases of organizational conflict development. Initially there are the conditions that separate the processes in demographic and structural characteristics. Afterwards follows the conflict, therefore the next stage has been reached with the changes of behaviour of the protagonists and the standardization of structures. Existing conditions: they come from the processes, the demographic data and structures. The processes include conflict styles from the side of each protagonist and the way of communication. The demographic data concern the sex, the age and the education. The characteristics of the structures include the organizational faculties for the regulation of conflicts, for example the existence of a moderator.

Changes of behaviour: the conflict usually affects the behaviour and the opinions of the protagonists. Depending on the various conditions and the course of confrontation, the parties choose the appropriate style of conflict confrontation.

Standardization Structures: this restricts free communication and interactions between the parties. Because of this, the parties often decide to communicate in writing. Under these circumstances, the parties could interpret the rules and the facts depending on their benefits.

Decision-making Process: it is very possible the opposite sides are not capable of resolving the problem due to high conflict intensities. For this reason they begin negotiations. The existence of conflict intensity is equal to a negative environment and a lack of creativity that is essential for resolution of the problem. When the parties are unable to find a final solution then a negotiator is necessary.

Conflict Consequences: the regulation of a conflict creates negative or positive results in the relations of the two sides which affect their future relations.

3.5 Negotiation and conflicts regulation

Administrative Conflicts Management not only deals with the models that study the conflict development but also with methods of negotiation for the resolution of conflicts.

3.5.1 The process of negotiation. Negotiation is the process of bargaining between two or more parties the reach a solution that is mutually accepted (Francesco, Gold, 1998).It is beneficial to separate in advance the significance of negotiation from those of mediation and arbitration. The mediation takes place when the negotiation cannot progress in order to achieve an acceptable solution. Then a mediator is necessary who is acceptable by all the parties. The mediator's role is clearly advisory and not to make any decisions. In arbitration, the individual that is assigned as an arbitrator has the power of decision-making. When the arbitrator listens to the involved parties he makes a decision which is binding for the opposite parties. The negotiation precedes the mediation and the arbitration and exclusively includes only the protagonists. As a process it is divided into five basic stages.

Figure 5. Negotiation Process (Francesco A. Marie, 1998)
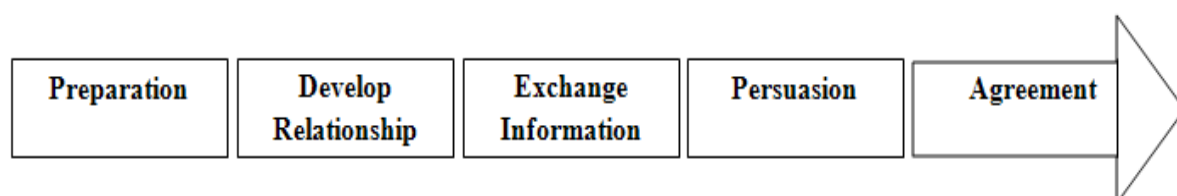
PREPARATION: in the first stage the parties develop the strategies of approach and try to learn more and more information about the rival parties. Each side states its objectives and the ways that they will uses in order to achieve them.

DEVELOPMENT OF RELATIONS: the second stage begins when the parties first come in contact. In this stage each party tries to know the other.

EXCHANGE OF INFORMATION: in the third stage each side usually reveals their position with a presentation followed by questions and begins a discussion.

PERSUASION: in the fourth stage each party tries to convince the other party to accept its ideas. This will happen with the achievement of a common solution, or with the influence between the teams.

AGREEMENT: in the final stage there is the agreement between the parties so as to achieve an acceptable solution.

The process of negotiation in most cases resembles the process that the author has already described. Changes are caused by the particular conditions that prevail each time and in the tactics of the parties. Factors that influence the result of a negotiation are for example the place of negotiations, the choice of people that represents each side, the time restrictions, the form of discussion and the behaviour of the parties. There are three ways of negotiation.

COMPETITIVE: it is used mainly in the collective bargaining. Its basic goal is to satisfy one part by the achievement of its goals. As a result, there is dissatisfaction from the other party because of the failure to fulfill its objectives.

COOPERATIVE: it focuses on finding a common solution so as to satisfy both parties. Each side should inform the other about its objectives in order to have a successful way of negotiation. Communication is very important for the success of negotiation. The most important thing in this case s to find a solution that would satisfy all parties.

SUBMISSION: in this case a part could sacrifice its objectives for the satisfaction of the other team.

3.5.2 Getting to yes. The negotiation model "Getting their yes" has been developed by Roger Fisher and William Ury. The basic goal of this model is to answer the question: What is the best way to confront the differences between people? According to the creators of the model there are two ways of negotiation: soft and hard. The soft way is a method to avoid personal disagreements and make the appropriate concessions in order to find a solution. The hard way is a fight for domination and the most important thing is victory.

The model "Getting to yes" follows a medium road which is the method of negotiation through principles. This method proposes the search of common benefits and in cases of conflict bases on the solution on fair rules, independent from the objectives of each party. The principles of this model are:

1ˢᵗ principle "You do not negotiate over positions"

A negotiation in order to be judged as successful should lead to a solution, which would be effective and improve or at least not damage the relationship between the parties. A solution that satisfies all the parties, as much as possible, resolves the conflict with justice and takes into consideration common interest. On the other hand, the negotiation on specific positions leads to negative results. The parties defend their ideas and they do not change their opinion. Each side adheres to its opinion and the probabilities of finding a solution decrease. The negotiation which is based on positions has a high cost in time and effort in order to convince the parties to change their initial positions.

2ⁿᵈ principle: "Separate the people from the problem"

The confrontation of a problem is very difficult without misunderstandings among people. In a negotiation it is necessary to have in mind that the people who belong to opposite side have their values, feelings and convictions. The separation of the people from the problem leads to the creation of functional relations and to the respect and understanding

between the parties. If the rival parties are not treated with sensitivity and understanding, then the result would cause negative reactions for the process.

The achievement of a solution involves a good relationship between the parties. Therefore, it is necessary to the parties to become closer. In this way, we put ourselves in the other's position in order to understand them better. It is all too easy to fall into the habit of putting the interpretation on what the other side says or does (Fisher, Ury, 1999). In addition it is not necessary to blame the other side for the existence of a problem.

In order to separate people from the problem discussion is necessary on the perceptions of each team. The confrontation of the different perceptions is possible only when they are expressed and discussed with politeness and honesty. In this way all the parties participate in the process of negotiation and receive a share of the responsibility for the positive achievement of the final result. Another goal is to eliminate the feeling of defeat in the other parties as this may play an important role in a negotiation. Each party should recognize and to understand not only its feelings but also those of other parties. In some cases there is also the possibility of for sentimental "explosions". In this case each party shouldn't react under panic because they wouldn't be in position to take the right decisions.

Without the right communication negotiation does not exist. Negotiation is a process of communication back and forth for the purpose of reaching a joint agreement (Fisher, Ury, 1999)**.** The existence of bad communication makes the parties feel hostile and suspect each other. In a negotiation there are almost always misunderstandings between the parties. There are three basic problems of communication that are presented in a negotiation. Firstly the sides could communicate but no direct way (direct discussion) or to communicate in way that would prevent the reciprocal understanding. Even when they communicate directly there is a possibility that some of the parties would not listen. This is the second problem of communication. Many times the parties do not give the appropriate attention to the other part.

The third problem is misunderstanding. It could be caused by many factors, for example the rival parties could speak different languages. For the existence of real communication it is necessary for both sides to listen. Also it is necessary for each side to only express their positions and to always speak about a specific subject and goal.

Finally, the best method to separate the people from the problem is prevention. Simply the confrontation of people before the problem arises. In order to achieve this, it is necessary to create a functional relationship not only on the individual level but also on the team level.

3rd principle "Focus on interests not positions"

Each problem of a negotiation is determined by the interests. The interests involve needs, wishes, fears and concerns. The basic problem in a negotiation lies not in the conflicting positions, but in the conflict between each side's needs, desires, concerns and fears (Fisher, Ury, 1999). The people make their decisions based on their interests. The focus on interests makes the finding of a solution easier. Behind each disagreement there are hidden goals and interests of each team and for negotiations to work better there must be compromise on all sides. In this way could be solved. It is necessary for the interests of each side to be recognized. Each side should ask itself: (a) why the other sides support their particular positions and (b) why they do not support the others. To answer the above questions, the result is the recognition and recording of the deepest interests of protagonists in a negotiation.

4th principle "Invent options for common profit"

After the recognition and the recording of the interests it is necessary to find new ways that would simultaneously satisfy the interests of all sides. This process is not something "natural". Usually in a negotiation, the goal is a unique solution without searching

for others alternative solutions. In addition, some sides only look after for their own interests and leave the other sides to find alternative solutions.

The process of invention includes four fundamental points: (1) separation of the invention process from the evaluation of possible cases, (2) the enlargement of the cases beyond the focalization in a unique solution, (3) the search for common profits and (4) finding ways of better application of alternative solutions that arises from the process.

Figure 6. The Four Basic Steps in Inventing Options (Fisher, Ury, 1999)
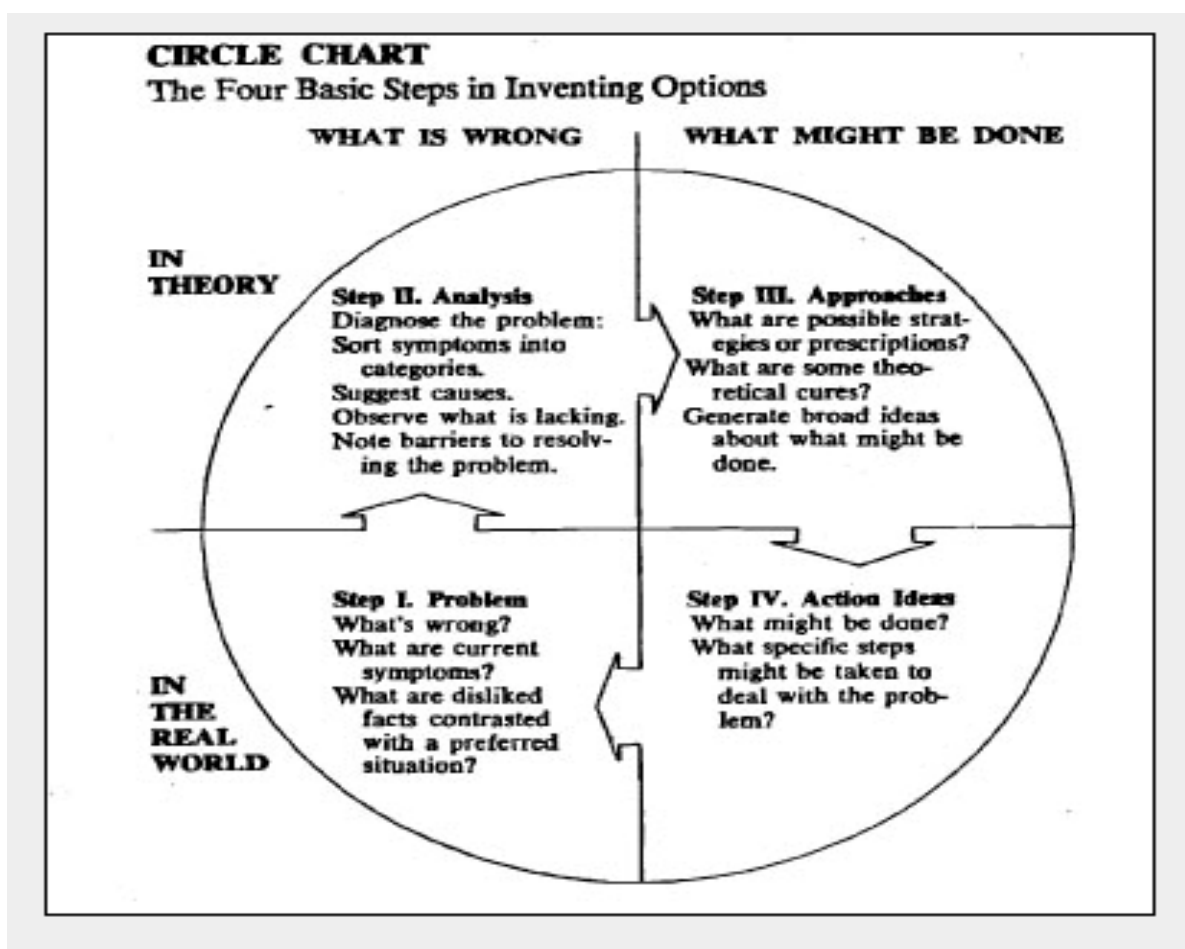
5th *principle: "Insist on using objective criteria"*

Apart from the recognition and the comprehension of interests the negotiation always focuses on the opposing sides and in these cases the use of fair rules that are required. When

there are no fair rules in the negotiation process, the winner is the most determined protagonist.

Each subject should begin with the definition of objective criteria of the reconciliation. Each side should have the appropriate arguments in order to support its positions and be open in the arguments of the other sides. In case of an impasse it is necessary to return to the basic rules of negotiation and never to pressure the other sides.

3.6 Styles of conflict confrontation

In the frames of this thesis the author will deal with the ways of confrontation of conflicts. These are found in the center of interest of Administration Conflicts with a lot of researches who are focused on this particular subject.

Today the basic categories of ways of confrontation of conflicts are five: Dominating, Avoiding, Compromising, Smoothing and Collaborating. The division of conflicts confrontation is based on two basic dimensions.

- Individual interests
- Concern for other.

Managers or executives are not obliged to maintain one style to confront a conflict. Each side should be flexible and changes their methods depending on the conditions that prevail each time. Each side enters into a conflict with a strategy and it takes actions which to a large extent it has planned in advance. Due to the fact that a conflict includes interactions between two or more sides, it is very difficult for each side to adhere to the initial plan. It is comprehensible that each team can select a specific way of conflict confrontation but it could always change, depending on the faculties, the conditions and the reactions of the other sides.

The choice of style depends on a lot of factors. The two most important is the interest for the individual and concern for others. Before we select the way that initially will face a

conflict we have to make the priorities clear between our interests and the objectives of the others. If we only care to reach our goals we will select the style of domination.

Other factors are the amount of information that we possess. If we have a lot of information then we try to follow a style that contributes to an open communication situation. Moreover, we should decide to what extent we will grant the initiative of movements by the other teams and in what extent we are prepared to fight for the resolution of the problem. All these choices influence the specific way of the confrontation of the conflict and its application can have proportional consequences.

Figure 7. Conflict resolution styles (retrieved on 05/12/2008 by http://www.mftrou.com/workplace-conflict-management-strategy.html)

3.6.1. Collaborating / Integrating. This way of conflict confrontation has received a lot of attention by the researchers and its objective is, to develop a solution that would satisfy the important needs of all parties and does not lead to serious disadvantages. It can be achieved theoretically, provided that all the parties re-define their objectives, and concentrate on those that satisfy all the parties. The sides, who want to follow the method of collaborating, actively participate in the resolution of a conflict. They feel successful when

the solution satisfies everybody and is also easy to apply. The first rule for obtaining integration is the put your cards being the table face the real issue, uncover the conflict, and bring the whole thing into the open (Rahim, Blum, 1994).

The characteristics of collaborating are that all the parties contribute to a resolution, convinced that a common solution is possible, focus on the relations between them, recognizes the objectives of each team, places objective rules and practices and gives importance to the substance of a problem. There is no concern about who is responsible and finally tries to eliminate the feeling of defeat to the other teams.

In that situation, all sides have increased interest not only for their goals, but also for the objectives of the others. They have flexible positions but they do not remain "stuck" on them. However it does not mean that anyone will recede. Once again they try to achieve their personal objectives as well as they can. Collaborating functions better when the parties have high expectations for the resolution of a problem, they insist on the satisfaction of their basic needs and present flexibility in their initial positions. All the parties are responsible for finding the best solution for their problems

The use of integration as a way of conflict confrontation also involves certain problems. It requires a lot of time and means. The creativity that is needed for the discovery of an acceptable solution is not easy. The sides will spend a lot of time and effort in order to find the most comfortable solution which will satisfy all of them. Closing our analysis for the integration we could say that it functions better when

- The subjects are complicated
- In order to find better solutions it is essential for the composition of more ideas
- The contribution of others is useful for the successful application

- There is time to regulate the problem

- A side cannot resolve the problem alone

On the other hand, the integration does not function when there are the following conditions

- The subject or the problem is simple

- A direct decision is required

- The final result does not concern the other parties

- The other parties do not have the appropriate capabilities for the resolution of the problem.

3.6.2 Smoothing/Accommodating/Obliging. Obliging as a way of conflict confrontation gives the opportunity to the other teams to achieve their objectives, against the objectives of the team that has applied this method. A team that uses "obliging" shows little interest for its objectives and a lot for the objectives of the other teams. A team that participates in a conflict makes concessions in order for the other teams to impose their interests. There are many times that it happen so as to improve a bad or precarious relation or to maintain good, specifically when the subject for the team is not so important as the relationship with the other team.

The people who apply the style of "obliging" have flexibility. They are allocated to change their positions so as to pass the objectives of the other parties. They present a form of passive behaviour because they do not participate actively in the resolution of the problem. For them the quality of relations is more important. They do not contribute in the communication focusing only on the targets of the teams. They give the authority of problem resolution to the other parties. They go with the flow of the other parties' agendas (Folger, et. al, 1997).

The style of "obliging" has two variants. The first variant can be named as yielding. In this case the side that applies this variant is presented as apathetic. It does not show interest or try to satisfy its objectives. It simply accepts the objectives of the others. It leaves up to the other parties to control the situation and the influence of final results. When one team is passive and backs down, the other team has nothing to discuss.

The second variant of concession can be named conceding. It is a more decisive approach. The side that applies concession adopts the objectives of the other, but this time it has more active role in the conflict. It keeps in touch with the developments and it also tries because of the acceptance of the others objectives, to build better future relation with them.

Generally concession is characterized by apathy for interests. The most important thing in this style is the quality of relations. However there is always the danger that they will take the behaviour of concession as a mark of weakness. If this happen then the side that concedes will be under attack from the others. As a result, the effort for the inversion of the situation would be more powerful than ever before.

Concession is applied more successfully when:

- A side believes that it could make an error

- The subject is more important for the other side

- The negotiation if from weaker side

- The maintenance of good relations is important.

On the other hand, concession has negative results when

- The subject is important for one side

- This side believes that it is right

- The other sides make errors or are immoral.

3.6.3 Dominating/Competing. In this way of conflict resolution the most important thing is our objectives than the others' objectives. It is a "closed" style of behaviour. Each side makes their objectives known but they do not reveal any additional information that could undermine their position. Teams that use the style of domination, continuously and aggressively seek, the achievement of their objectives, undertaking any initiative that would contribute to this. They are not flexible and remain constant in their opinion. They are not allocated to sacrifice their goals, but they try to influence the others so as to accept their opinions. They attempt control the situation and deny others power or control (Folger, et. al, 1997).

Domination is usually presented with two variants. The first variant is called "forcing". In a case of forcing, the parties are very circumspect in the exchange of opinions, they do not change their positions and they try to impose their opinions by the use of more power and influence. There is no interest or attention paid to the others' positions and they also do not take any steps in order to develop a better future relation.

The second variant is named "competition". This variant is not as hard as the previous. In this variant, the side presents some flexibility so that the achievements of its objectives are not threatened. Domination should only be used under the suitable conditions because it causes antipathy between the parties and complicates the process of resolution of future problems. The use of domination is essential when the subject is trite, when we need quick decision and if the decisions from the other side could create serious problems. In addition the domination is essential when the other sides do not have the appropriate knowledge in order to contribute to the quality of decisions and finally when the decision is important for a team. Domination is useless when the following conditions prevail:

- The subject is complicated.
- The subject is not important for a side

- There is a balance of powers between the sides.

- There is no need for fast decision.

- The other sides have the appropriate knowledge.

3.6.4 Avoiding. This way of conflicts confrontation is characterized by a low interest not only for their own benefits but for the other sides as well. Teams who adopt that style usually avoid expressing their interests. This can happen when a team believes that in a case of conflict they will be defeated. In this way, the problems remain unsolved and are presented again in the future time. This style has some variants. The first variant is the "guarantee" that includes the behaviour of avoiding at any cost. The effort is focused on the dissuasion of conflict. There is little flexibility and action in order to bring the problem to the surface. The sides do not exchange any information and their objectives are unknown to the other side.

The second variant is the "withdrawing" which is not as hard as the previous variant. Here the sides try to keep the subjects that cause conflict under the table but they are more flexible. In the situation where the sides they are presented apologetic, they inform certain parties about the problem and avoid others but in any case they do not want to enter into a conflict. Finally a side could apply this style changing the subject continuously or withdrawing from the discussion.

The third variant is the "regularization". A side that use this variant shows very little interest in the subjects which cause discords between the sides and it tries to turn the attention of the participants to those subjects that join them. Subjects that can cause negative feelings and vexation are avoided.

3.6.5 Compromise. Compromise means roughly the same degree of interest for the objectives of all sides. It requires collaboration between them because compromise needs the sacrifice of some objectives from of all the parties' targets, in order to satisfy them all. The

main goal of this style is to find a common solution that will be capable to satisfy all the sides.

Often a compromise needs a lot of time and means in order to reach a solution and sometimes there is less effort needed. It always depends on the conditions. In addition, all sides are flexible with their positions. Otherwise it is impossible to find a solution. It needs communication between the parties and attendance of everyone. The compromise needs the activation of all parties. They have the same responsibilities to resolve the conflict.

The compromise can be compact or flexible. In the first case, the parties could change their positions, up to certain point. They follow a harder approach and desire a better follow up in the process of the conflict resolution. When the compromise is flexible the parties are more willing to change their initial positions. They intend to negotiate to a larger extent however they do not intend to solve the conflict.

The compromise will not perplex with integration. The integration aims to satisfy all the objectives of the parties. On the contrary in the case of the compromise, the parties sacrifice some of their objectives in order to obtain some other.

We have compromise when:

- The objectives of a side do not cover the objectives of the other side

- The sides have the same power.

- Consent cannot be achieved.

- Integration or domination cannot be applied

- It needs a fast and not permanent solution to a complex problem

The compromise should be avoided when:

- A side is more powerful than the other.

- The problem is so complex that.

3.6.6 The Appropriate way of conflict confrontation. The parties that participate in a conflict should select a specific way in order to solve it and take some factors into consideration. The first factor is the effectiveness of the style that they select in any case of conflict. The effectiveness of styles depends on the characteristics of each situation. The parties should also consider the consequences of each style in the relations between them. Conflict confrontation could improve or harm a relationship and have positive or negative consequences in future situations.

The permanent use of a specific style characterizes the behaviour of a party. On the other hand, if a party frequently changes its methods frequently, it may cause negative comments. A party should also have in mind the moral aspects and the result of this behaviour. Each team should compare its values and its convictions in relation with the practices that each style proposes.

Finally, when we select style of conflict confrontation we would not overlook the reactions of the other parties. Our entry into a conflict with certain behaviour causes the reaction of the other parties. Based on their objectives and our behaviour will decide the strategy that they will follow in order to solve the conflict. When we behaved in negative way we cause bad reactions and we lead to a nefarious circle.

3.7 Faculties of conflicts administration

For the individuals that deal with the Conflict Administration Management, it is necessary to allocate and develop some capabilities such as communication, comprehension, collaboration and incitement. Apart from these capabilities they should have some other special capabilities that help in the resolution of problems. These capabilities are:

Reflecting: the faculty of reflecting allows the study of deeper points and reasons of conflict. Reflecting means searching for the inner essentials of the conflict (Fritchie, Leary, 1998). It consists of the careful control of facts. The attention is focused on each of the fact

separately and the various connections in order to reveal the total picture. With reflecting it is easier to understand situations better, motives, feelings and take the right steps to find solutions.

Supporting: in order to resolve a conflict, the parties should obtain the interest and the support of the others specifically, when they are based on the intervention of a third party. In this situation support is openness and listening carefully of the problems.

Challenge and Confrontation: those who deal with the conflicts resolution should be active. They should encourage the attendance of all involved sides and then face all the situations. Avoidance and positive solution of conflict do not coordinate. The challenge should not be confused with the attack. Individuals that challenge the attendance of the others should be forthright and determined. Finally, challenge and confrontation mean the recognition and exploitation of all chances for the resolution of the problem.

Inspiring: the faculty of inspiring is very important in cases of conflicts where the parts cannot find a positive direction in order to resolve it. Inspiring is essential when people you raise unable the find a positive way forward (Fritchie, Leary, 1998). Inspiring is achieved by the examination of all possible cases and the creation of a common vision for the resolution, the creation of new alternative solutions that present common benefits, confrontation of the conflict with objective criteria and the creation of appropriate relations between the parts.

Internal Control: sentimental explosions are a common phenomenon the in every conflict. Managers should control their emotions in order to control the situation. In this way they will not lose the control and they will make right judgments.

3.8 The effect of work experience and the opponents' power

The main goal of research that was carried out by Drory Amos, Ritov Ilana (2001) was the examination of the effects of work experience and the power of the opponent concerning the choice of a specific way about conflict confrontation.

Work experience is a personal attribute while the power of an opponent is a situational variable. Apart from the distributive effect, the research looks for a combination between these two variables in the ways of conflicts confrontation.

300 men and 180 women in this research participated. All of them were university students. From those, 223 were part time university students that had been working for at least two years while the remainder 257 did not have any specific work experience. They were given six cases of conflict in order to answer which of the five styles of conflict confrontation they would choose.

From the results of this research these are the following conclusions. The choice of smoothing was more frequent when the other side was more powerful. On the contrary, the choice of domination or integrating was chosen in cases with less powerful opponents. The power of the opponent does not appear to influence the choice of compromise or avoiding. With regard to work experience from the results it was obvious that the individuals with more experience prefer the style of collaboration rather than smoothing and least the domination than the individuals with less work experience. Work experience does not appear to influence the choice avoiding or compromise.

From the combination of the two variables, results between less and more experienced employees showed that there are differences in the choice of the style conflict confrontation only in the cases when the opponents had a lot of power. The difference in the choice of avoiding, collaboration, domination or smoothing grows bigger between more and less

experienced employees when the power of the opponent changes. Compromise is not influenced.

Finally the individuals prefer a more aggressive style of conflict confrontation when the opponent's power is less. The employees with little experience have the same behaviour. Experienced executives adopt a more lenient style because of their ability to contemplate the consequences of conflict better.

3.9 The relation between the five factors of personality and the ways of conflicts confrontation

The personality of each executive influences the way they face the conflicts in the work environment. The goal of David Antonioni's (1998) research was to record the relation between the five factors of personality and the choice of conflict confrontation.

The five factors of personality are extraversion, openness, conscientiousness, agreeableness and neuroticism. Extraversion entails the attribute of individual to be social, positive, sure and friendly. The receptivity is entails the collaboration and the comprehension. Conscientiousness entails hard work, responsibility and being able to rely on somebody. Agreeableness entails the creativity. The neuroticism entails the mental stability, calm and the self-confidence of person.

In the research 351 university students and 110 managers participated. The participants filled in a questionnaire in order to record their personality. Then they filled in a list with 28 questions relative with conflict phenomena. The main goal was to understand their reactions in cases of conflict.

Generally the executives more commonly choose domination, avoiding and smoothing in contract to the students. Beginning with collaborating, the results of the research depicted that the collaborating connected positively with high degree extraversion, high degree openness and high degree conscientiousness. Avoiding is connected positively

with low degree extraversion, high degree agreeableness low degree openness and low mental stability. The domination is connected positively with big extraversion big conscientiousness and small openness. The smoothing is positively connected with big agreeableness and low mental balance. Compromise is positively connected only with high degree agreeableness.

When a conflict begins with an extrovert, open and responsible opponent with mental stability then it is likely this person will use collaboration or domination. In a case that of an opponent who is an introvert with low mental stability then it is very possible they will use smoothing or compromise or completely avoid the conflict.

3.10 Effectiveness and combinations of conflicts confrontation

Up to now the author supposed that a party that participates in a conflict selects and uses only one way of confrontation. But in reality it is not necessary. A party could change the style that it uses in a regulation, depending on its objectives and the conditions.

Lourdes Munduate, Juan Ganaza, Jose M. Peiro, Martin Euwema(1999) carried out a research in Spain and Holland and it was published in the International Journal of Conflict Management . The goal of this research was to record the most important combinations about the ways of conflicts confrontation and their effectiveness. The participants in this research were 258 managers. They separated into five teams and various simulations of conflicts were reported with executives and subordinates.

From the results it was obvious that the first team used combinations of five ways of conflict confrontation. The second team used domination in combination with the other four styles. The third team used mainly domination, collaborating and compromise. The fourth team used a combination between domination and collaborating while the fifth team observed the use of collaborating in combination with the other four styles.

After, the further analysis of data, the research was led to four ascertainments. Firstly, the most frequent combinations were: compromise - smoothing, compromise - collaborating, avoiding - smoothing. Secondly, there was incompatibility between the collaborating and the avoiding. Individuals with strong tendency of collaborating do not avoid conflicts. When they cannot achieve a common acceptable solution, they prefer to compromise. Thirdly, there is incompatibility between domination and avoiding. Individuals who are aggressive try to force their opinions on others and with difficulty abandon their beliefs. Fourthly, for the rest of the five combinations of conflict confrontation close relation do not exist between them. In regard to effectiveness, it is obvious from the results that the most effective way of conflict confrontation should include a lot of styles.

3.11 The role of sex and operational rank in administration of conflicts

The faculties of Conflict Administration Management are essential for every person that functions on any level in an organization. With the increasing attendance of women in upper management, decision-making, there is an intense interest about the differences between the behaviours of the two sexes at the organizational conflicts confrontation.

One of the most important researches in the particular subject was presented by Neil Brewer, Patricia Mitchell and Nathan Weber (2002) aimed at finding the relation between the role of sex (gender role) and hierarchical rank and in the behaviour of conflict confrontation.

The gender role is shaped by independent dimensions of masculinity and femininity in individuals of both sexes. Individuals with high levels of these two dimensions are characterized as "androgynous". Individuals with low levels of these two dimensions are characterized as "undifferentiated". The role of sex is something different from biological gender of each person.

The participants of this research were 184 executives, men and women that possessed high and low organizational positions. These executives were sent special questionnaires in

order to determine the behaviour and the style of conflict confrontation and to determine the role of gender of each executive

The executives with masculine characteristics of behaviour use more often style the domination. Executives with feminine characteristics tend to use avoiding while the style of collaborating is used more by androgynous characteristics. The ways of conflicts confrontation that are used by male managers have a low degree of concern for the objectives of others. On the other hand, female managers use ways of conflicts confrontation with consideration for the objectives of others.

With regard to the role of hierarchical rank, from the research it was proved that executives in low hierarchical levels use more the style of smoothing. Executives on upper hierarchical levels prefer the style of collaborating.

3.12 A global aspect of conflicts administrative management

This research was carried out simultaneously in several countries by Afzalur M. Rahim in 1994. In this study the author represents a part of this research in order to show the ways of conflict confrontation that the project managers in other countries use.

FRANCE

The limits between personal and team conflicts are not always clear in the French organizations. There is the tendency for conflicts to be on a personal level. The style of collaborating was not used a lot in the past. But now it seems to be used more, in cases with opposite parties have very extreme objectives. The executives use the style of collaborating but they also have in mind the style of compromise. The style of smoothing is presented as a more popular practice even if the French do not like to give up or to admit their mistakes. They use smoothing in cases that they want to improve the quality of their relations with the other parts. When a subject is less important for them, then they have the tendency to use the style of smoothing.

The most usual style in France is domination. It is used in conflicts between seniors and subordinates. French managers resort to certain tactics in order to achieve this domination. For example, they assign a difficult job to a subordinate in order to fail, he then loses his self-confidence and to gives up easier. In addition, when an executive has a conflict with two subordinates, he could try to make the subordinates start a conflict between them.

Avoiding enjoys a more positive confrontation in France than in other countries. This happens because the French project managers tend to spend more time in the approach of the problem. They will avoid a problem until it becomes very serious. French project managers are perfectionists and they do not want to make mistakes. They prefer to wait until the elimination of the conflict than to risk an erroneous intervention. On the other hand, the style of compromise is not judged positively by the French project managers. It is considered by most of them as a sign of weakness and is applied as a second solution.

In conclusion French managers use collaborating and domination more rather than avoiding and collaboration. Compromise is a secondary solution and is often not applied.

JAPAN

The most popular way of conflict confrontation in Japan is avoiding. Japanese managers do their best in order to avoid conflicts. They have developed a triune system. In cases of conflicts they use a third party, as intermediary that communicates the problem in an indirect way. Sometimes the third party could undertake the role of arbitrator. Something like that happens with compromise. The third person always takes the appropriate actions in order to compromise the parties.

Because of the unwillingness of Japanese managers to face directly a conflict sometimes they use the style of smoothing. They prefer to abandon some of their objectives in order to avoid a conflict. Collaborating and domination is two styles of conflict confrontation that Japanese managers rarely use in a case of conflict.

TURKEY

In Turkey there is a serious problem about the direct confrontation of conflicts. For this reason there is continuously government intervention. Generally they frequently use of mediation and arbitration. Another reason for this is the close relationship between the big Turkish organizations and Turkish government.

In Turkey the conflict is a negative phenomenon. They usually avoid a direct conflict. However now they are changing and they are trying to develop ways of conflict confrontation inside Turkish organizations.

The most popular style in Turkey is collaboration but not in conflicts between seniors and subordinates. In this case the adoption of this style is considered as a threat to the upper management. On the other hand, smoothing is the less common style of conflict confrontation

After collaboration the domination style is the most frequently use. This happen for Turks managers to maintain their power, they should maintain control and be constant, when they disagree with their subordinates. The style of avoiding is not used anymore. The perpetuation of a conflict is not beneficial and now there is the desire for a solution. The third most common way of confrontation in Turkey is compromise. It is used when it is impossible to achieve collaboration or domination.

SPAIN

In Spain with the transition from a dictatorship to democracy and then the entry into the European Union the practices of administration in Spanish organizations changed and the conflicts confrontation. With the creation of the common European market and the increase of competition, the Spanish organizations had to find more efficient ways of administration and better ways of conflict resolutions.

Spanish managers prefer the style of collaborating and the compromise, with the avoidance of mediation and arbitration. Generally, the style of Spanish executives has

changed in the last decade with the focalization on long-term objectives, flexibility as a reaction to the constant changes of the market, to motivate teams and employees and the acquisition of know-how. These factors have influenced the way of conflict confrontation in Spain.

The most popular style in Spain is the collaborating. There is a change in communication, the open confrontation of problems and collaboration. The research showed that the use of domination has increased when the education level of rival parties decreased.

The smoothing is used but to a much smaller degree. It is only used in cases of conflicts between teams that belong to different levels or have big differences in the available sources of power. Domination was the most common practice but now it is used in minimal cases. In addition the use of avoiding is rare. From research results that the style of avoiding is more frequent in conflict between parties with equal power. Compromise is the second most popular style in Spain. This style is common in conflicts between teams with a low education level.

3.13 Summary of the literature review

In this literature review, the author's objective was to describe the term "conflict" through the modern bibliography. Initially the author gives a definition about it and he refers the most important reasons which cause this phenomenon and its consequences. The next goal was to present some methods of conflict confrontation. In order to accomplish this goal the author presents three models of administrative conflicts and the five styles of conflict confrontation. Also he analyzes the procedure of negotiation as a method of conflict confrontation. Finally he gives some example about how the project managers react in cases of conflicts in other countries (Turkey, Spain, Japan and France).

Chapter 4 – Methodology used in the study

The main objective of the author is to present some methods of conflict resolutions in order to help new future project managers to face and resolve cases of conflicts at the National and Kapodistrian University of Athens.

The methodology that the author used in order to collects the appropriate information for the completion of his study divided into two parts. In the first part he presents information which based on the bibliography and in the second part presents information which comes from the author's personal research.

In the first part the information collected come from books from a postgraduate program, with the findings and the use of scientific articles, research on the internet and from bibliography relative with operational conflicts. This information is very helpful in order to understand the phenomenon of conflict. For he gives a definition of conflict, the reasons for conflict in an organization, its basic characteristics, positive and negative results of conflicts that are presented in an organization such as the National and Kapodistrian University of Athens and lastly various models of conflict resolutions.

The second stage of methodology is the author's personal research and base on interviews. In that stage the author will ask senior project managers some questions to collect all useful data for the research. For example, how they react when they have to face a conflict or what are the reasons of conflicts and the consequences. The goal of the research is to record and present, not only the managers' behaviour, but also the ways that they use in order to face and solve a conflict between individuals, departments or teams. This research is based on the use of a questionnaire (Appendix) that includes 28 questions. From these questions the 26 are multiple choice and 2 are essay. The questionnaire has a very simply function. The last three questions give the author the opportunity to understand what are the reasons and consequences of conflict at the National and Kapodistian University of Athens and if

managers consider the power of the other side in order to react in the appropriate way. The other 25 questions determine the style of conflict confrontation that the managers use. They are divided into 5 categories depending on the style. For example, questions 3,4,17,19,23 belong to the style of avoiding, questions 2,7,12,18,22 belong to the style of accommodating, questions 1,5,9,14,21 belong to the style of dominating, the numbers 6,13,16,24,25 belong to the style of compromising and finally the questions 8,10,11,15,20 belong to the style of collaborating. Each question gives the participants four different possible answers: Always, Frequently, Rarely and Never. Each answer receives 4 to 1 points. At the end of the procedure the category which will gather the highest number of points will be the style of conflict confrontation.   Through the managers' answers the author will be in the position to record the methods they have to resolve conflicts and also their reaction (chapter 5).

To continue the presentation of results, the author compares and combines the results of his personal research with the bibliography. He will make some useful conclusions for his study and support the result of his research.

Following this way of research, the author managed to finish his study and to present the analysis of conflict phenomenon presenting information such as, the advantages and disadvantages of conflict, reasons and models of conflict confrontation. The most important thing is that this study could help new project managers that work at the Athens University to face conflicts, learning ways and behaviour not only from modern bibliography but also from the actions, decisions and the experiences of senior project managers who work at the National and Kapodistrian University of Athens.

Chapter 5- Results

In this chapter the author presents the results of his personal research. As it has been already reported the main objective of research is to record and to present, not only the way, but also the behaviour of seniors and more experienced project managers that use to successfully confront cases of conflict which appear at the National and Kapodistrian University of Athens. Furthermore, via the research presents the most important reasons that cause conflicts and the positive or negative consequences of them.

In chapter 3 of this study the author based on the bibliography presents the five styles of conflict confrontation which could be used by a project manager in order to resolve conflicts. According to these five styles of conflicts confrontation would be the results of the research which come from the answers that the managers gave in the questionnaire (Appendix). These are:

- Domination

- Avoiding

- Smoothing

- Compromising

- Collaboration

In this research 30 female and 30 male managers from various departments of the University of Athens participated. The presentation of results will be separated into two parts. The first part will be reported in the choice of confrontation style and the second part in the reasons and the consequences of conflicts. The first part of the results will be divided into three sub-sections. Initially the results from all the managers (total results) will be presented and their preferences. In the second and third sub-section the author will present the results of

the men and women separately, in order to show if there are differences between men and women in the way of conflict confrontation.

5.1 1ST Part - Conflict Confrontation Styles

    5.1.1 General Results. In this research 60 managers from various departments of the University of Athens participated. Filling the questionnaire, the results showed that the way that most of the managers prefer to confront cases of conflicts is collaboration. This choice was more concretely supported by twenty eight managers. The next choice for the managers is the style of smoothing. Thirteen managers prefer this style of conflict confrontation. For eleven managers at the University of Athens the better way of conflicts confrontation is the style of compromise. The less popular styles are the style of domination and the style of avoiding. Only six managers who work at the University of Athens prefer to use this style of domination in order to solve their conflicts and only four managers prefer to avoid them. The following diagram depicts the percentage proportion of results.

Figure 8. The percentage proportion of the total results
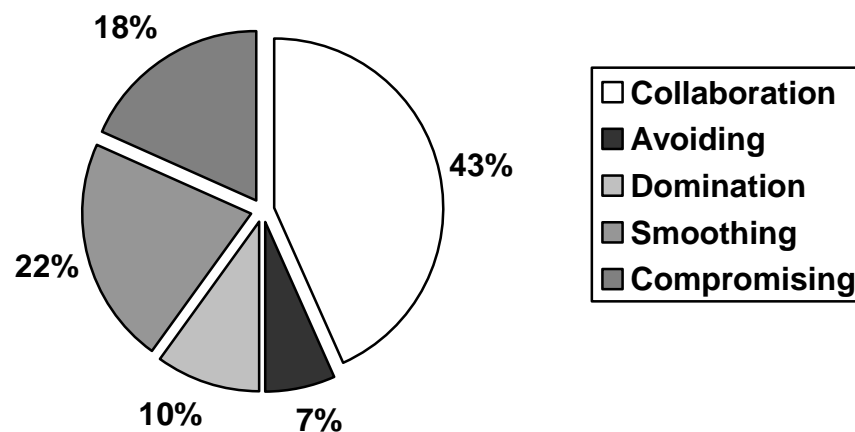
Another piece of research shows to what extent managers get influenced or not by the power of the other side so as to approach the suitable way of reaction. In the question "Do you consider the power of the other side in order to react with the appropriate way" most of them irrespective of their sex answered that the power of other side plays a vital role in the choice of their way of reaction. A small percentage answered that they are seldom influenced by the force of the other side while a smaller percentage of the participants answered that they are not at all influenced. The following diagram indicates the results of the specific research.

Figure 9. The influence of the other side's power
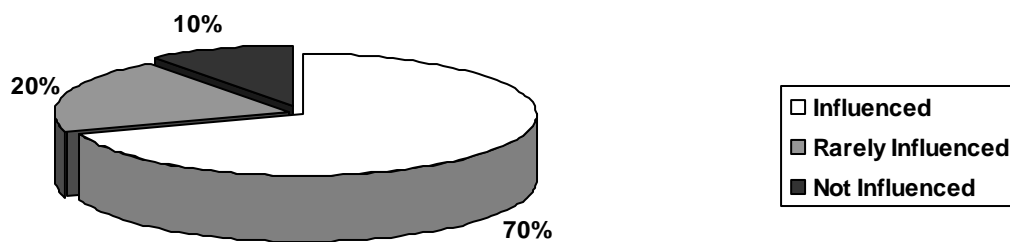
5.1.2 The results of the males. The results of the men's answers are the following: from the 30 male managers 14 selected the style of collaboration. Their next choice for was the style of smoothing which was preferred by seven people. As in the total results the third choice for the managers was compromise that was supported by five managers. Finally for the men the less popular ways of conflict confrontation were domination and avoiding. According to the research only two managers preferred each of these styles of conflict confrontation. The following diagram depicts the percentage proportion of results of the research

Figure 10. The percentage proportion men results
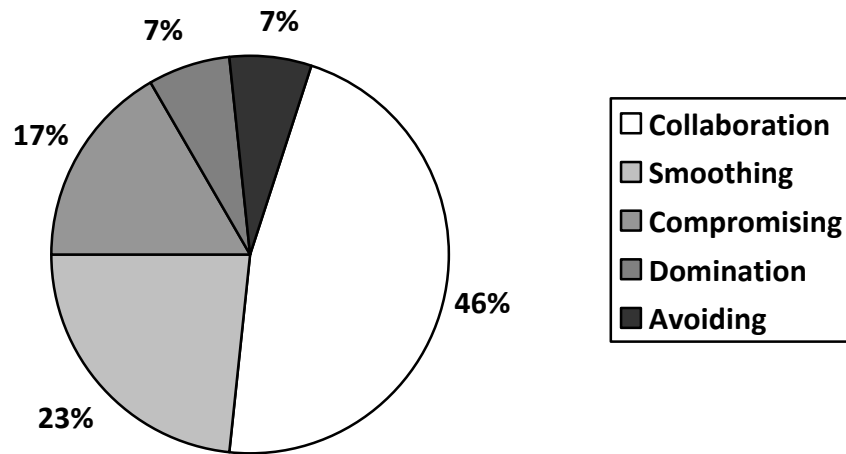
5.1.3 The results of the females. From the answers of the women it is obvious that the first choice for them is the style of collaboration. Twelve out of thirty women managers prefer this style in order to confront their conflicts in their work environment. The next preference there was an equal balance between compromise and smoothing. Six women preferred to use compromise in order to solve cases of conflicts and six women the style of smoothing. Based on the answers of the questionnaires the less popular styles of conflicts confrontation are the style of domination and avoiding. Four women believe that the style of domination is the best way to confront the conflict and only two women support the style of avoiding. The next diagram depicts the percentage proportion of these results.

Figure 11. The percentage proportion women results
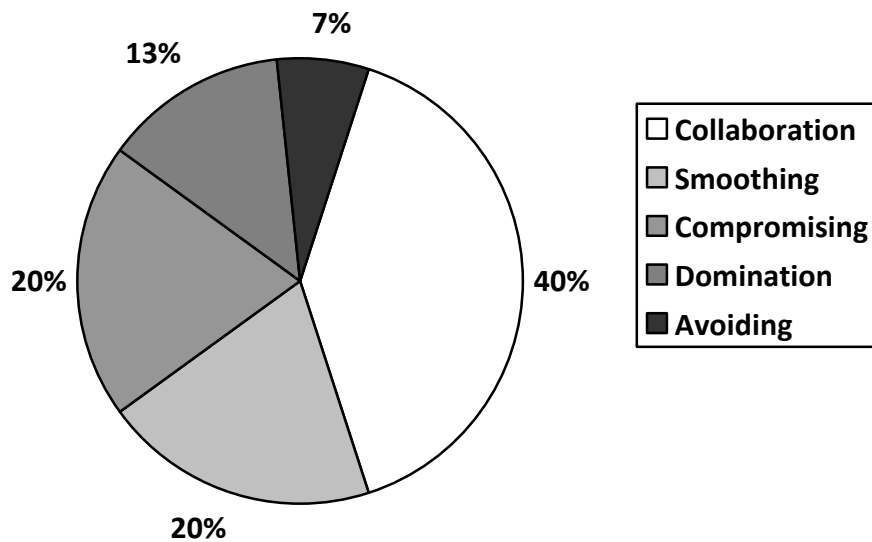
5.2 2ND Part - Causes and consequences of conflicts

The second very important objective of this research is to record and present the most important causes of conflicts and what the positive and negative consequences are.

According to the research the most important reasons that create the phenomena of conflict are the following:

- The personal ambitions of various parties because of the prospects of development and progress through the diversity of their proposals and final predominance

- Initial inefficient planning

- The wrong information or incomplete briefing for the existence legal environment or for the various stages of productive work process

- The possibility of interactions and interdependences of various actions in the frames of project completion.

- Administrative changes

- Unfair behaviour

- Personal problems involved in the process, or those concerned in their personal life or in their bad financial situation caused by low wages or a lot of debts

- Bad work conditions (building - mechanical equipment, unfair behaviours)

Apart from the more important causes of conflicts the results of this research showed that the consequences of conflicts are the following:

POSITIVE CONSEQUENCES

- Expression of different opinions through the conflict procedure

- Find new solutions for the resolution of problems and the project completion

- Improve the communication between the rival sides

- Better relation and collaboration between the involved parties if there are result that are acceptable by both sides

- Increase the productivity

NEGATIVE CONSEQUENCES

- Weakness to achieve their objectives

- Bad working environment

- Bad relations between the rival sides

- Creation of teams in the working place

- Changes in the personnel

- Change of the juxtaposition from professional level to personal level

- The more powerful side impose its opinions and the other party is coerced into submission

- Use of not legitimate methods for the achievement of objectives

- Reduction of productivity

- Dissatisfaction from the upper level management

- Lost time

Chapter 6 – Discussions, Conclusions, Recommendations

In this chapter the author based on the results (chapter 5) and on bibliography presents the conclusions of his research, compares the reaction between men and women and finally he proposes a method which can be used by the managers at the National and Kapodistrian University of Athens in order to choose the most appropriate style of conflict confrontation depending on the situation.

Conflicts which appear in all the hierarchical levels in an organization are usually between employees and between teams who have some goals. Sometimes employees who face a specific problem have to choose a suitable way of reaction, through different alternatives.

Conflicts are usually due to different reasons such as disagreements about the objectives, for the desirable result, different values, convictions and finally the way of thought. Because of the various reasons, there are different types of juxtapositions.

A conflict consists of a procedure which contains different stages. The first stage is to realize its existence, the second is how the conflict evolved and finally the consequences. The consequences may be negative such as the loss of precious time, bad working environment, low morale and productivity.

On the other hand, conflict could have positive effects. This happens when the resolving of the problem leads to better communication between the opposite sides, creates efficient and innovative methods, contributes to the change and finally leads to better results.

Whatever the consequences they must be faced. The solutions are usually connected to the exertion of the power. The executives have five bases of power at their disposal which comes from their reserve. As a result they should understand the bases of power that they possess, they have to try to develop them and specially those which are related with individual characteristics. In addition they should use them with care and attention.

Concerning the managers at the University of Athens, the conclusion of the research is that not only the men but also the women have the same strategies in order to face potential problems. If we try to make a comparison between the two teams, we will realize that both sides use the same ways of conflict confrontation. For example, the results of the research showed that both the men and women's first choice for is the style of collaboration. At the same time the less popular style of conflict confrontation is the avoiding.

Practically this means that they do not avoid entering in a process of conflict. The style that they prefer reveals that they are willing to find the best solution to solve the problems which cause a bad working environment and a variety of arguments. They do not only care about the achievements of their own goals but they also think about the other side. They try to find a solution which satisfies the necessities of all parties and does not lead to disadvantages. However, this does not mean that they withdraw but they are conciliatory trying to find the best method in order to achieve their objectives.

As reported in chapter 3 the most important characteristics of the style which is acceptable and applied in various conflicts by the managers of the University of Athens are:

- All the parties contribute to the resolution

- A common solution is possible

- They consider the objectives of each team

- Fair objective rules and methods

- The importance of the problem and not the individual that causes it

- Eliminate the feeling of defeat in the other parties

One of the most important results in the author's research is that regardless of gender, the highest percentage of the participants answered that they estimate the power of the other side, to have the appropriate solution to the problem. For example in a case of a conflict with

the general manager, their behaviour and their reactions, are totally different than their reaction when they have to face a subordinate or someone with the same power.

This perspective that managers adopt have both positive and negative results. Positively the manager may enter into some agreements with a view to avoiding the conflict and to reach a solution faster. This behaviour has positive effects, not only for them but also for their departments and generally for the University even if the conflict is between a public service or another organization. Concerning their own benefits, if managers are diplomatic towards their superiors and those who have the same power as them, they could solve the problems easily, he will be respected and esteemed by the others and he could have more interconnections for their future development.

However, there are negative results. For example, a manager may avoid a conflict because of the power of his opponents and the result will be the problem is not overcome, it gets bigger and finally it cannot be solved. Because of the manager's inaction dissatisfaction and a bad atmosphere between the staff may develop. The same results happen when the managers try to impose their opinions on the subordinates. Another disadvantage is that sometimes the conflict could be so intense that it is impossible to find a solution which will satisfy all the parties.

The best way in order to solve a disagreement is by approaching it with objectivity, analyzing the real incident and always following the main goals and rules that have been planned from the beginning. If it is understood that the conflicts initially come from wrong planning, it is necessary to take the appropriate corrective actions regardless of the personal cost. If the conflicts are not faced promptly from the beginning with the appropriate actions, then the problem will increase and it would be impossible to find an efficient solution. The result of this could be the delay or the withdrawal of the project. It is obvious that instant

confrontation of the conflicts, can have only positive results not only for the organization's goals but also for the personnel.

The improvement of communication methods is an effective way for the conflict confrontation. This goal will be achieved by the development of a communication plan. The Communications Planning process determines the information and communications needs of the stakeholders; for example, who needs what information, when they will need it, how it will be given to them, and by whom. (PMBOK, 2004 p.225) Every manager aiming to eliminate the differences t in his department or with other departments could develop a communication plan or make the necessary changes to improve the previous one. The advantage of this method it provides:

- Stakeholder communication requirements

- Information to be communicated, including format, content, and level of detail

- Person responsible for communicating the information

- Person or groups who will receive the information

- Methods or technologies used to convey the information, such as memoranda,

- e-mail, and/or press releases

- Frequency of the communication, for example, weekly or daily

- Escalation process-identifying time frames and the management chain for escalation of issues that cannot be resolved at a lower staff level

- Method for updating and refining the communications management plan as the project progresses and develops

- Glossary of common terminology.

In this way, when there is an important problem which can cause serious conflict between the stakeholders, the existence of an efficient communication plan will give the opportunity to the manager to be informed about the situation constantly and quickly. As a result he would be in position to take the appropriate action at the right time in order to eliminate the conflict from the beginning. The following table depicts how the format of a communication plan could be.

Table 2

Communication Plan

No	Stakeholder's Name	Phone	E-mail	Communication Item	Purpose	Responsibilities	Receivers	Frequency Time frame	Medium	Format
1										
2										
3										
4										

In addition, another very effective method in order to eliminate conflicts, especially between the members of a department or an organization is to develop team spirit. According to Heller (1998) there are several methods so as to encourage the team spirit. For example

- Let team members know why they were chosen for their particular task.

- Establish common team purpose and objectives in order to challenge the power of the team.

- Good communication between the members of the team.

- Project manager should ask his team for its advice

- Take the time and respond in details to reports and information coming from the team.

With this method, not only the project manager but also the members of the department could come closer in order to accomplish their objectives. Moreover, this method develops mutual trust and open communication. As a result, the possibility for the existence of a conflict is decreased because of the good relationship between the personnel.

For the selection of the appropriate style of conflict confrontation, a project manager cannot choose previous similar cases or methods that have been used by others to solve their problems. Each conflict is unique, with its characteristics and needs a different way of confrontation. Let's we assume that there are two similar conflicts between the personnel in two different departments at the University. If the first project manager is able to eliminate the problem with a specific method, it is not necessary for the second project manager to use it in order to resolve his problem.

This happens due to the diversity of the stakeholders, the different capabilities of the departments and generally the different circumstances n each department.

For this reason Folger P. Joseph, Poole S. Marsall and Stutman K. Randall have created a model by which each manager has the chance to choose the best style of conflict confrontation through some questions. It uses five questions - factors for the choice of the model that is better suited for each case. The questions are:

1. The importance of the subject for a participant

2. The importance of the subject for the other participants

3. The importance of the relation with the other participants

4. Time pressure

5. The degree of confidence among the participants

In a conflict situation each party could answer these questions and based on the combinations of answers could select the most suitable style of conflict confrontation depending on the case. The next table presents all the possible combinations.

Table 3

The possible combination for the most appropriate style of conflict confrontation

Importance of the subject for us	Importance of the subject for the others	Importance of relation	Time pressure	Confidence	Conflict confrontation
High	High	High	High	-	Compromise
High	High	High	Low	High	Collaborating
High	High	High	Low	Low	Compromise
High	High	Low	-	-	Domination
High	Low	High	High	High	Compromise
High	Low	High	High	Low	Domination
High	Low	High	Low	High	Compromise
High	Low	High	Low	Low	Domination
High	Low	Low	-	-	Domination
Low	High	High	High	High	Smoothing
Low	High	High	High	Low	Avoiding
Low	High	Low	High	High	Smoothing
Low	High	Low	High	Low	Avoiding
Low	High	Low	Low	-	Avoiding
Low	Low	High	High	-	Avoiding
Low	Low	High	High	High	Smoothing
Low	Low	High	Low	Low	Avoiding
Low	Low	Low	-	High	Smoothing
Low	Low	Low	-	Low	Avoiding

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Appendix

QUESTIONNAIRE

The basic objective of this questionnaire is to show, register and to identify as much as we can the plausible reactions and the behaviour that a manager may have during potential conflicts at the National and Kapodistrian University of Athens

Sex: Men: [ ]   Women: [ ]

Age: [ ]

1) Do you explain your points of view and your requirements precisely from the beginning?

Always [ ]   Frequently [ ]   Rarely [ ]   Never [ ]

2) Do you start asking the other side about your wrong decisions?

Always [ ]   Frequently [ ]   Rarely [ ]   Never [ ]

3) Do you avoid answering the other side?

Always [ ]   Frequently [ ]   Rarely [ ]   Never [ ]

4) Do you discuss your problems with the others?

Always [ ]   Frequently [ ]   Rarely [ ]   Never [ ]

5) Do you look for the others support?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

6) Do you try to negotiate the advantages and the drawbacks?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

7) Do you apologize when you behave badly?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

8) Do you pay attention to what the other side support?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

9) Do you become aggressive?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

10) Do you keep calm?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

11) Do you carefully examine the other side's point of view?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

12) Do you try to appease the other side?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

13) Do you aim for a quick solution?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

14) Do you speak more than the other side?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

15) Do you examine the most potential solutions?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

16) Do you search for a fair solution?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

17) Do you let the other side impose his/her will on you?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

18) Do you belittle the importance of a conflict?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

19) Do you react as if there wasn't a problem?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

20) Do you remind the others what the common benefits are?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

21) Do you try to do what you want?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

22) Do you apologize willingly?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

23) Do you avoid accepting responsibilities?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

24) Do you try to come to terms with the other side?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

25) Do you withdraw some points?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

26) Do you consider the power of the other side in order to react in the appropriate way?

Always ☐   Frequently ☐   Rarely ☐   Never ☐

27) What are the most important reasons for a conflict?

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28) What are the conclusions of the conflicts (positive and negative)?

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