

Choosing the Best Method for Conflict Resolution According to the Intensity

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Abstract

The study, conducted at the level of three departments of a transnational company in the IT field, revealed that the intensity of the conflicts in the credit collection department is higher than the conflict intensity in the contract administration or in the customer service departments. We have analysed 15 conflicts, but only one, in the credit collection department was considered of high intensity and it has been manifested in the external environment of the company. Three conflicts were considered of medium intensity and the rest of them of low intensity. We have considered the mediation and the negotiation being the most effective methods of the conflict resolution. The people that we consider being most appropriate to resolve conflicts according to their intensity are: the parties involved in the dispute for the low intensity conflicts, the managers for the medium intensity ones and the specialized persons, as the mediators or the negotiators for the high intensity conflicts. The paper is useful for employees and managers of corporations, because it gives them indications about how to find the conflict intensity degree and about how to choose the best methods of resolution.

Key words: *organizational conflicts, commercial negotiation, mediation, arbitration*

JEL Classification: *F51, J52, J70*

Introduction

Conflicts are part of our lives. People are in a permanent battle not only with the others, but with themselves as well. Working with people means that we imminently face conflicts¹. A company is formed by different people in terms of culture, personality, social status, and it makes no exception to the rule. The conflict is a natural feature of the unequal organizational life². The conflicts arise in companies from various reasons. There are internal conflicts, which arise from disputes between employees or between them and the managers, or between employees and the firm. Also, there are external conflicts, such as those between the firm and the debtors, customers, suppliers, state and other bodies etc. The conflict causes are many, from

¹ Deep, S., Sussman, L., *Secretul oricărui succes: să acționăm inteligent*, Polimark Publishing House, București, 1996, p. 120

² Mullins, L. J., *Management and organizational behavior*, Pitman Publishing, London, 1996, p. 724

causes related to personality (pridee, appreciation and recognition desire, difficult personalities), culture (cultural differences, values, traditions, customs), economic reasons (lack of liquidity, unpaid wages, tax issues), legal (the infringement of rights and of the contractual clauses) etc.

Given their ubiquitous nature, conflicts can be considered to some extent as normal. Usually, the low intensity conflicts, that involve the satisfaction of higher order needs, are quickly resolved. The opponents should not involve a lot of resources in the conflict resolution, because it happens somehow normal. The situation returns to normal after a brief discussion and clarification. The situation changes when the dispute involves the satisfaction of low or medium order needs, or interests that have to be immediately satisfied. The question is how we can solve disputes according to their intensity and which method is most appropriate to use.

The conflict study has an interdisciplinary character. Conflicts are analysed by various sciences such as psychology, sociology, philosophy, military and strategy sciences, geopolitics etc. But the science that deals with multi-disciplinary study of the conflict is the conflictology. This science studies the conflict from all the perspectives: causes, effects, typology, dynamic, management and resolution etc.

Many books have been written on business communication, negotiation and mediation, conflict resolution, both in Romania and abroad. These include the works of famous authors such as Michael Watkins (2002), Lee E. Miller and Jessica Miller (2011), Stefan Prutianu (2008), Dragos Vasile C. (2011), Gheorghe Caraiani and Valeriu Potecea (2010), Jean Hiltrop and Sheila Udall (1999), Gavin Kennedy (1998) etc. These, however, focus more on the theoretical side, on the definition and explanation of concepts and do not provide clear guidance on how the employees and managers should do to choose the optimal method. In 2010, Claudiu Ignat and Zeno Sustac³ developed a model (SIG Scale) for finding the intensity of the conflict and they proposed various methods of resolution. The SIG model is an analysis of the conflicts in ten steps. Each question is given a score between 1 and 3. All the scores obtained add up and give the final score between 10 and 30, which is divided by the number of the questions. The values between 1.0 and 1.6 indicate a superficial conflict, those between 1.7 and 2.3 a moderate conflict, and those between 2.4 and 3.0 a deep conflict. Ignat and Sustac make proposals for the resolution of each type of conflicts that belong to each of the three categories.

This paper aims to provide some interpretations to the model and on the basis of the model to do an analysis on the conflict situation in the company under study. Depending on the results of the analysis we will make proposals for the appropriate methods that have to be used for the conflict resolution in a given situation at the firm level.

Methodology

The study was conducted in February 2011 on three managers of a major international IT company. We did not want the study to be done by questioning employees, because there is the possibility that more employees identify the same conflict, which leads to erroneous data. The analysed departments, led by the interviewed managers, were the credit collection, the contract administration and the customer service departments. The study sought to identify the intensity of the conflicts in each department and therefore the appropriate methods of conflict resolution.

The tool that we used in conflict analysis was the SIG model. It comprises *ten aspects* that contribute to the degree of the conflict intensity, namely:

³ Șuștac, Z., Ignat, C., *Ghid de negociere*, Universitary Publishing House, București, 2010, pp.128-134

1. C or awareness of conflict between the parties. The importance of the awareness of the conflict existence is essential, by the fact that if the conflict is known by all the parties and if it is accepted as a risk factor, it will have a better chance of solving, while the parties will not be involved in resolving a conflict whose existence they deny.
2. P or the number of parties involved in the conflict. Between the conflict intensity and the number of the involved parties there is a directly proportional relationship. The number of parties involved in the conflict is directly proportional to the intensity of the conflict. The number of parties may be at least two.
3. PA or the number of affected parties. The number of affected parties should not necessarily be equal to the number of parties in conflict. The number of parties affected by the conflict may be higher, because the conflict can impact on other people from the external environment such as family, friends etc.
4. V or the conflict duration. It is perfectly logical that a conflict with a shorter duration has a lower intensity than a conflict with a longer duration. A short duration is reported to days or weeks, a medium one to months and a long duration to years.
5. CA or previous conflicts between the parties. Another important indicator for measuring the intensity of the conflict is the existence of the previous conflicts. The frequency of conflicts between the parties shows that the present conflict is a continuation of previous conflicts. If there are no previous conflicts between the parties, then the actual conflict assumes to be less intense.
6. IS or previous attempts to solve. The attempts to resolve the conflict demonstrate the desire to reach an agreement. In case there is an older conflict (medium or high duration), and the parties made no attempt to resolve it so far, that means that the persons involved do not want to resolve the conflict, which contributes to the increase of its intensity.
7. DI or the desire of maintenance of the conflict. The more the parties, which are directly involved in conflict, and who wish to maintain the conflict, all the more so the chances of solving it are reduced. In this case it may not be possible to apply any method for resolution of the disputes by peaceful mean, such as mediation or negotiation. It is likely that such a conflict may be settled by arbitration or court.
8. R or material resources involved in supporting conflict. These may be minor, moderate or substantial and there is a direct relationship between them and the conflict intensity.
9. ES or exposure to stress. The exposure to stress identify psychosomatic effects occurring at the behavioral level, as a consequence of the existing conflict state. If the conflict does not affect too many parts, the intensity of conflict is relatively small, otherwise the intensity increases. A high exposure to stress urges resolution.
10. G or the gravity of unresolved conflict. The gravity level of the conflict is diectly proportional to the desire of the involved parties to resolve the conflict. The consequences of unresolving a conflict are of monetary, emotional, legal nature etc.

Each question has three answers. Each response corresponds to a score between 1 and 3 points. By aggregating individual scores obtained from the 10 questions it is obtained a total that can be between 10 and 30. This result indicates the intensity of conflict.

We asked each of the three managers to indicate the last five conflicts that were identified in the departments they managed, whether they occurred only internally (conflicts between employees or between managers and employees) or externally (between the firm and the external environment, for example, debtors, customers etc.) and to respond to a set of 10 questions for each conflict. The managers were asked to specify what kind of conflict it was (internal or external).

The *ten questions* were formulated as follows:

1. Do you believe that the conflict you mentioned is known by the employees in the department? (By all the parties-1 point, only some people-2 points, nobody-3 points)

2. What is the duration of the conflict? (A few days or weeks-1 point, a few months-2 points, a few years-3 points)
3. Do you believe that some persons want to maintain the conflict? (Nobody-1 point, only some people-2 points, all the parties-3 points)
4. What is the gravity in case of the unresolution of the conflict? (Low-1 point, medium-2 points, high-3 points)
5. How many parties are involved in the conflict? (2 parties-1 point, 3 parties-2 points, more-3 points)
6. Have been there previous conflicts between the parties? (No-1 point, some-2 points, many-3 points)
7. How many resources are involved in the conflict? (Insignificant-1 point, moderate-2 points, consistent-3 points)
8. How many parties do you believe are affected by the conflict? (2 parties-1 point, 3 parties-2 points, more-3 points)
9. What is the exposure to stress? (Low-1 point, moderate-2 points, intense-3 points)
10. Have there been previous attempts to solve the conflict? (Many-1 point, 1-2 points, none-3 points).

Interpretation of the Results

The total score obtained on the evaluation of each conflict has been divided by 10 (number of the questions) to obtain the SIG index. The SIG index values for each conflict identified in the three departments were as follows:

At the level of the credit collection department, three of the five conflicts occurred in relation to the external environment, and two conflicts in relation to the internal environment. The SIG index values for the three conflicts in the external environment were: 2.5 for the first conflict, 2.0 for the second conflict and 1.6 for the third. For the internal conflicts the values were 1.3 and 1.2.

In the contract administration department, three of the five conflicts were internal and two external. The SIG index values for the internal conflicts were 2.2, 1.6 and 1.4 and the values for the conflict that manifested externally were 1.4 and 1.3.

At the level of the customer service department there was only one external conflict and the rest were internal. The index for the external conflict was 1.5 and the index values for internal conflicts were 1.7, 1.3, 1.2, 1.2.

The SIG model proposes ways to resolve conflicts according to their intensity. Intensity range is indicated by the index value the conflict has. Thus:

- a value between 1.0 and 1.6 on the SIG scale is specific for superficial conflicts;
- a value between 1.7 and 2.3 is specific for moderate conflicts;
- a value between 2.4 and 3.0 corresponds to deep conflicts.

Sustac and Ignat⁴ believe that conflicts can be resolved without the intervention of specialists, such as mediators. The moderate conflicts can be resolved with or without the involvement of specialists. Pending on time they may degenerate into deep conflicts. The deep conflicts can be solved with the help of the specialists. Without their help the resolution can be extremely difficult or impossible to achieve.

The interpretation of the data obtained from research conducted at the level of the three departments of the transnational company is as follows:

⁴ *Ibidem*, pp. 132-134

At the level of the credit collection department, the most intense conflicts occurred externally in relation to debtors. One of the conflicts is considered as having deep intensity, and the other two manifested in relation to the external environment are moderate. Both the internal conflicts have a superficial intensity. Data are not at all surprising given the particularity of the department: the credit collection. The credit collection from debtors is a difficult task, involving a lot of patience, self-control and power of persuasion and negotiation. Even the best negotiators and mediators often fail in the credit collection process. The reasons are that the customers are often unable to pay because of a lack of liquidity. The internal conflicts are reduced as intensity and there are no alarm reason. However, we propose their resolution.

In the contract administration department, both the conflicts that manifested externally, were considered to be of superficial intensity. In contrast, internally, two of the three conflicts are superficial as intensity, and one moderate. This fact indicates that there is not a great concern regarding the conflict situation in this department, neither internally nor externally. Of course, the managers have to take measures to stop any intensity increase of these conflicts in the future. The managers have to give much importance to the moderate conflict that manifested internally. Its presence shows that there are some problems to be solved. The cause has to be identified and eliminated.

The situation in the customer service department is the best in terms of the conflict intensity. Externally only one conflict was identified as having a superficial value, and internally, three conflicts were identified as having a superficial intensity and only one a moderate intensity. Comparing the situation of the contract administration department and customer service department we can see that the intensity of the conflict in the first department is higher than for the second one. The moderate conflicts' values are 2.2, respectively 1.7. In the first case the intensity of the conflict lies in the upper limit of moderate intensity interval, while in the second case, it is at the lower limit of the interval. Given this fact, these conflicts can be treated also as deep intensity conflict, respectively as superficial conflict.

Conflict Resolution

In the conflicts resolution based on their intensity, we propose a phased approach. We would suggest that those conflicts, which according to SIG index are superficial, should be resolved by the persons involved in the conflict. We mean that the resolution process of this kind of conflicts does not create problems to the persons and these conflicts can be easily solved without too much knowledge of negotiation. We recommend the intervention of a manager, but not the direct appeal to an expert. In case that the parties wish to maintain the conflict, or when there were previous attempts to resolve it without any result, or if the number of parties affected by the conflict is high (in this case, for example, the colleagues are disturbed by the conflict), the specialist can be called. If the manager has failed to resolve the conflict and there are signs that its intensity increases, then turn to an expert mediator. Even moderate conflicts can be resolved between the parties provided that they want it. If this is not desired, the intervention of a manager is necessary. If the settlement attempts were unsuccessful and if the parties want to settle the conflict, they can call the manager and then the mediator. But we think that most of these conflicts should be resolved by managers. We consider the deep conflicts too serious, so we propose to resort to a specialist. He is in the best position to identify the source of the conflict and he has the capacity to approach the conflict in the best way.

The Resolution of the High Intensity Conflicts

In the presented study a single high intensity conflict was identified, in the credit collection department. In the case of a deep conflict, the need of resolution is urgent. At first, the source

must be identified. In this case, the source is the lack of liquidity of an important customer. The client is unable to pay for more than a year. The situation is particularly serious as there is a lot of money involved. The employees and managers have tried to recover the money, but they failed. At the same time the client was blacklisted, without having the possibility of making orders. The chances to recover the debt are relatively low on a short time period.

In this case it is necessary to hire a negotiator to support company's interests. First, the debtor will be notified in writing about this decision. Not accepting this solution will give rise to an unpleasant situation that is not to the benefit of any party. It is a difficult situation, because the ball is in the opponent's ground and other methods of coercion do not exist, than the legal method, the court. On the other hand, the client is important and the company does not want to discontinue the business relationship. Up to a year ago, the company had orders and collections from this important client. The insolvency is a consequence of the economic crisis, according to the client.

A neutral place for the negotiations will be chosen, not to be in the advantage of nobody. Taking into account that the business relationship is a long-lasting one, and that the company hopes for a future financial stability of the client, and at last that the company wants to settle the dispute regarding the debt, we propose the use of the principle approach. The principle approach in negotiation is to:

- Separate the people and the problem in question;
- Focus on interests, not on positions;
- Look for alternatives before taking a decision;
- Use objective criteria for decision-making.⁵

Consequently, the attitude to be adopted by those involved in such conflict is *us against the problem*. The collected information about the client will be used to determine him to pay.

1. The negotiations will begin by establishing a trust based relationship.
2. The negotiators will proceed to the describing of the problem in this case, the failure to pay debts for a period that exceed one year.
3. Each part expresses its own interests. We recommend those who negotiate for the company that has to recover the debt, to let the partner to start the arguments, and to use the principle of active listening. Surely the main argument put forward is the lack of liquidity due to the non-payment by the part of the customers of the company of the debtor.
4. The IT company's negotiator will be able to formulate arguments based on the other part's arguments, using the information obtained, as a result of the principle of active listening.
5. At this point it is proper that the debtor is asked how would he solve the problem. Trying to get a response to this questions, the debtor will be able to understand the partner's point of view and to find out solutions. If he says he needs more time in the hope that it will get cash, then the negotiation can be conducted on this subject. The payment term will become the center of the discussions.
6. Then the negotiator of the company who must recover the debt will say that the debtor's company had enough time to pay. Eventually he will show some documents with the status of the payments in the last one or two years, as a undeniable evidence.
7. If the debtor argues again that the situation does not depend on its company, but on his customers' companies and that he would certainly have paid, the IT company's negotiator will answer that he believes in the honesty and credibility of the partner, but he also wants to recover the debt .
8. The negotiator will ask how the debt can be paid and he will say that the company has given the debtor enough time to pay the debt and the pay term can not be delayed again.

⁵ Vasile, C. D., *Comunicare și negociere în afaceri*, ASE Publishing House, București, 2011, p. 194

9. The IT firm's negotiator will state, without making the impression that he threatens, that he does not want to propose to the IT company to call the debtor in the court and he will explain that a process is not in the benefit of nobody and he will resume the advantages of the collaboration, and of the extinction of the debt. He will propose to find in common a solution.
10. If the debtor says that he does not have the money, the negotiator can apply a strategy of compromise for the moment, without sacrificing important aspects. In negotiations we must always be flexible. A rigid tree will always break.⁶
11. The company's negotiator will try to find out what's the amount of money the debtor has at the moment and what's the percentage of the debt he can pay.
12. The partners will negotiate the amount of money to be paid and the deadline.
13. A list of arguments and counterarguments will follow then the negotiators will try to fall to an agreement.
14. To stimulate the debtor to pay a sum of money (as possible, the entire amount) the negotiator will provide him some benefits as an incentive. Such a benefit could be that the company will remove the customer from the blacklist, but the company will also have to limit its orders to a value much smaller than the one that he pay. The purpose of this incentive is to restore the trust of the important client, but also to recover some of the amount. Another incentive could be a discount of the debt in case he pays in the term proposed by the company. The main idea is that at least a considerable part of the amount would be paid in the shortest time. The amount and the payment period will be established before negotiations by those who have this authority.
15. The agreement shall be made in writing, in order that the document will be presented as evidence in court in case the debt will not be paid, and not necessarily as a symbol of the settlement of the conflict. Johan Galtung said that the most naive of all the visions of the conflict would be therefore to believe that the conflict is resolved when the elites of the parties involved have fallen to an agreement, and they endorsed this agreement in a document bearing their signatures (...). Such "diplomatic" documents were not for nothing called simple "piece of paper".⁷
16. If the amount payment is not done in time, the customer can be given another deadline if the company decides so.
17. If the customer does not respect the term, he shall be notified in writing about the action to the court, and the company will hope that it will be able to recover the debt through court.

Of course, the alternatives to the negotiation lead to an agreement based on the unilateral imposition of a will and not on the the free and uncorrupted consent of the parties, even if this does not reach or can not be proved in the court. Only the negotiation create common, mutually advantageous and sustainable solutions.⁸

The negotiators should insist on the peaceful settlement of the dispute, because it is the most advantageous from the financial, temporal and business relationship point of view. The settlement by using the arbitration or the court imposes a forced solution that ignores the needs of the parties. Furthermore, it does not allow the resumption of the business relationship, so it stops the collaboration. The conflict resolution through the arbitration and the court can be done in long periods of time, even years, and it involves high costs. We recommend these options, only in case the negotiation and the mediation have failed, and the conflict can not be extinguished amicably.

⁶ Hanna P., *Și tu poți avea succes!*, Curtea Veche Publishing House, București, 2004, p.136

⁷ Galtung, J., *Der Weg ist das Ziel. Gandhi und die Alternativbewegung*, Peter Hammer Verlag, Wuppertal, 1987, p. 125-128

⁸ Prutianu, Șt., *Tratat de comunicare și negociere în afaceri*, Polirom Publishing House, Iași, 2008, p. 636

But what happens if the debtor does not accept the proposed negotiator? In this case the companies will hire a mediator chosen by both sides and preferably paid by both sides. The mediation process will go almost the same as the negotiation process, but in this case the mediator will be impartial and shall not make proposals in connection with decisions the involved parts should take. He may lead an investigation to find the sources of the conflict, he listens to the arguments of both parties, and he makes an analysis of the obtained information. He tries to find out the common points of both sides and the divergent ones. Analysing the common interests, he tries to harmonize differences, and to solve the conflict. He makes proposals for each part, but the other part might not know about them. And he tries to present to each partner separately, what are the advantages and the disadvantages of a possible decision without influencing the decision making process. He tries to know the points each of the partners can renounce and the points they can not renounce, in order to facilitate the mediation process.

The Resolution of the Medium Intensity Conflicts

The conflict resolution in the case of the moderate ones is easier than in the case of the deep conflicts, but it is based on the same principles. The person we feel most appropriate to resolve such conflicts is the manager. At the level of the three departments we have identified only three moderate conflicts.

One of the three conflicts was at the upper limit of the interval corresponding to moderate conflicts. The conflict was acting internally and it was an extension of a previous conflict. Considering that the manager tried to resolve it, but without success, we suggest calling a professional mediator. The other two conflicts were lower in intensity and we propose to call the manager as mediator. Till now nobody tried to appeal to the manager for these conflicts' settlement and we think that there are real opportunities for the conflicts to be resolved, especially because they developed internally between employees.

The strategy that we recommend is the win-win (or cooperative) one. The integrative and cooperative strategy has as premise the idea that the negotiation is a positive sum game (win-win), the parties must look for solutions to reach an agreement (cooperative character), based on the common goal of achieving a mutually advantageous business (integrative character). In this case the approach is based on trust, cooperation and mutual desire to increase earnings and the best result is to achieve an advantageous arrangement for the parties.⁹

We would insist, however, that the conflict whose intensity is at the lower limit of the interval corresponding to moderate conflicts (SIG model) should be approached first by the parties involved in the conflict, because there is a great possibility of resolution without the manager's involvement. The mediation process for this type of conflicts will arise similar to that applied in the negotiation of the deep intensity conflicts. The manager agrees with the parties on the time, on the date and on the place of the meeting. During the meeting he will maintain a calm and neutral attitude, so as to provide confidence to the parties. He will invite all the parties to talk about how they see the situation from their own point of view, so as to find the convergent and the divergent points of the conflict. He will ask questions, if necessary, in order to clarify certain aspects and to focus on the positive aspects in order to reestablish the dialogue. The manager will highlight the needs and the interests of both parties, in order that the parties have an overview of the options. This is the moment of the comparison of the option and the moment of the choice making. If the parties can not agree, the manager will open separate sessions and he will discuss with each side about the needs every side consider as a priority and not about their interests. Prioritizing the needs and waiver of the undue interests will help the opponents in reaching an agreement.

⁹ Popa, I., *Negocierea comercială internațională*, Economy Publishing House, București, 2006, p.157

The Resolution of the Low Intensity Conflicts

Almost all of the superficial conflicts can be resolved through negotiation, after a discussion between the parts, through the highlighting of the advantages of the conflict settlement: better collaboration and efficiency and therefore better results for the whole team or a better business relationship. It will be needed the help of a manager if there have been attempts to settle the conflict, if the parties wish to maintain the conflict or the conflict disturbs other colleagues (rare thing for this type of conflict). We identified that only two conflicts are at the upper limit of the interval corresponding to the low intensity conflicts. For one of them there was a tentative of settlement from the part of the people involved, but the conflict was not resolved. A little more responsible approach from the part of a manager might settle the conflict. In this case, the supervisor has a better chance of success. He can bring a new objective approach to the conflict. For other conflicts found at the upper limit, we propose a negotiation between employees, and not a mediated negotiation in the first phase. If the conflict is not settled, the opponents will appeal to a superior, that will intermediate the negotiation. We think that the best strategy for resolving superficial conflicts is the cooperation strategy, because it helps those involved to find mutually acceptable solutions to common problems. For these conflicts, the resolution process will be short and it will not involve large resources of time and financial resources. We recommend choosing a *us against the problem* strategy, because it facilitates waiver to the pride and helps the good cooperation, especially focusing on the problem as partners, and not as opponents.

Conclusions

The paper presents interest for employees and managers, because it indicates the most appropriate methods of conflict resolution according to the situation. After reading this paper, they can identify the intensity of the conflict they are facing, by applying the SIG model. Focusing on the obtained result, but also analysing the previous attempts to settle the conflict and the parties' desire to extinguish the conflict, they will know exactly who the appropriate person to resolve the conflict is. We proposed that the resolution of the conflicts would be done accordingly to the intensity. For superficial conflict resolution, we recommended the direct involvement of the parties without using an intermediary. For the moderate conflict resolution, the best way would be appealing to a manager as a mediator, and for the deep conflict resolution appealing to a specialized mediator or negotiator. The conflicts whose intensity value is to the limit of the interval, can be solved using methods of the nearest interval. Thus a moderate conflict whose value is at the lower limit of the interval could be resolved by the parties, and one located at the upper limit may require direct involvement of a specialist. Whether the parties choose the non-intermediated negotiation or the intermediated negotiation (mediation), they will know which strategy is indicated to be applied for the settlement of the dispute.

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Alegerea metodei optime de soluționare a conflictelor în funcție de intensitatea acestora

Rezumat

Studiul efectuat la nivelul a trei departamente ale unei companii transnaționale din domeniul IT a relevat faptul că intensitatea conflictelor din departamentul de recuperare debite este mai mare decât cea la nivelul departamentelor de administrare contracte sau de servicii clienți. Din cele 15 conflicte analizate în total, doar unul, la nivelul departamentului de recuperare creanțe, care se manifesta pe plan extern, a fost considerat profund. Trei conflicte din cele trei departamente au fost considerate moderate, iar restul superficiale. Metodele pe care le-am considerat ca fiind cele mai eficiente în soluționarea conflictelor au fost negocierea și medierea. Persoanele pe care le considerăm cel mai potrivite să soluționeze conflictele în funcție de intensitatea lor sunt: părțile implicate - pentru conflictele superficiale, managerii - pentru cele moderate și o persoană specializată - un mediator, de exemplu - pentru cele profunde. Articolul este util angajaților și managerilor din corporații pentru determinarea gradului de intensitate a conflictelor și pentru alegerea celor mai bune metode de rezolvare.