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**OGU, CHRISTLE.C.**

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**LECTURER: MRS CHINYERE NWOGA**

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TO:

My parents for their contineous support and care

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I wish to used this oppportunity to thank the Almighty God for his goodness and mercy and am also thanking my patron saint jude for his intercession.

I wish also to thank my able lecturer.P.E.EZEME .

## **PREFACE**

Conflict analysis are basically all the activities which a person or persons does in order to achieve a resolution. There are different method of achieving conflict analysis which include; onions method, ABC method, conflict tree, pyramid and so on.

Conflict resolution promote a sense of finality where the author or the people in dispute are mutually satisfied with the outcome of the settlement. There are different methods of achieving conflict resolution whict include; mediation, adjudication, reconcillation, negotiation, oath taken. Different people are responsible for analysing and promoting conflict resolution, they include; the king or chief, elders/family head, Age grade associations, Umu Ada.

Important of conflict analysis to conflict resolution include; understanding the history, nature of the conflict in order to avoid loss of lives and properties ,to identify parties and issues in the conflict in order to promote development, to review the stages of conflict, to design appropriate measure or strategy to achieve a resolution.

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## 1.1                      **CHAPTER ONE**

### **INTRODUCTION**

Conflict analysis is the systematic study of the profile, causes, actors, and dynamics of conflict. It helps development, humanitarian and peace building organizations to gain a better understanding of the context in which they work and their role in that context. Conflict has to be analysed before a resolution. Conflict analysis are those activities that are undertaken by person or persons doing anything either directly or indirectly to know as much as possible about what is going on in a given conflict.

Mmadu 2015, define conflict analysis as a way of gaining a thorough understanding of a dynamics, nature characteristic, issue and context of the conflict as well as the parties involved and their relationship in the conflict.

Conflict analysis or conflict assessment is an initial stage of conflict resolution in which parties seek to gain a deeper understanding of the dynamics in their relationship. ... When undergoing analysis, it is integral to understand the reasons that spark such disagreement to effectively reach its resolution. Conflict resolution promotes a sense of finality where the author or the people in dispute or conflict are mutually satisfied with the outcome of the settlement.

## 1.2 MEANING OF CONFLICT ANALYSIS

Conflict analysis can also be called conflict assessment and are those activities that are undertaken by person doing anything either directly or indirectly to know as much as possible about what is going on in a given conflict. Conflict analysis or conflict assessment is an initial stage of [conflict resolution](#) in which parties seek to gain a deeper understanding of the dynamics in their relationship. For instance, in Darfur, conflict analysis of the [Fur-Arab War](#) in 1987 noted that:from time immemorial, seasonal fluctuations in water and grazing land had led to conflict over natural resources in Darfur.When there is a disagreement in the methods used to achieve an end result, and there is a disparity between a unified vision and direction, opposing sides are subject to conflict. If these sides consistently misinterpret one another, a problematic situation can spiral out of control rapidly. Conflicts are not always linear in nature. Members of multiple organizational levels with varying statuses can all partake in conflict. When undergoing analysis, it is integral to understand the reasons that spark such disagreement to effectively reach its [resolution](#). Many schools, such as [Eastern Mennonite University's Center for Justice and Peacebuilding](#), [George Mason University](#), [Nova Southeastern University](#), [University of the Rockies](#), and [Wayne State University](#) have programs related to conflict analysis and resolution. There are also various subsets of conflict analysis such as environmental conflict analysis, which deal with specific types of disputes. In certain occasions a [conflict atlas](#) is used to show graphically the analysis of the conflict.

The prefixes macro- and micro- are used in conjunctions with conflicts to denote the scale of the conflict, macro referring to a larger scale conflict and micro referring to a conflicting situation on a smaller scale. Conflicts can arise at different levels, from intrapersonal to interpersonal issues as well as between two individuals or between two countries as a whole.

### **1.3 WAY OF ANALYSIS CONFLICT TO ACHIEVE A RESOLUTION**

#### **(1) Identity**

Celia Cook-Hoffman defines Identity as "how individuals and collectives see and understand themselves in a conflict." Identity plays a vital role in a conflicting situation. How the opponent perceives their competition dictates how they will move forward with the conflict. Conversely, the opponent is also aware of how they are perceived and understands they are obligated to maintain their reputation throughout the conflict. This can give rise to defensive tactics as well as to [retaliation](#). In this aspect, identity is not unlike reputation. Identities are a [social construct](#), and once cemented, are almost impossible to alter.

#### **(2) Gender**

Snyder writes that women are seen as "victims" of war. Gender proves to be significant in the analysis of conflicts. Women are likely to be perceived as individuals who have no control of a conflict. Snyder also notes that women are "considered legitimate targets and make up 90 percent of all casualties." The majority of refugees are also females. In conflicts such as war, widows are forced to become the new head of the household, assuming all the responsibilities that their husband would normally do so. Also, When contemplating a resolution of a conflict, the lack of inclusion of women from an issues inception to execution has an effect on post-conflict analysis. Rothbart notes that factors that spark international



conflict are "struggles between beliefs, behaviors, and environmental conditions as they are should be" · Another motive that inspires conflict is the need for retribute.

## 1.4

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### **How to Handle Conflict in order to achieve conflict resolution**

1.

#### Talk with the other person.

- . Ask the other person to name a time when it would be convenient to meet.
- Arrange to meet in a place where you won't be interrupted.

#### 2. Focus on behavior and events, not on personalities.

- Say “When this happens ...” instead of “When you do ...”
- Describe a specific instance or event instead of generalizing.

#### 3. Listen carefully.

- Listen to what the other person is saying instead of getting ready to react.
- Avoid interrupting the other person.
- After the other person finishes speaking, rephrase what was said to make sure you understand it.
- Ask questions to clarify your understanding.

#### **4. Identify points of agreement and disagreement.**

- Summarize the areas of agreement and disagreement.
- Ask the other person if he or she agrees with your assessment.
- Modify your assessment until both of you agree on the areas of conflict.

#### **5. Prioritize the areas of conflict.**

- Discuss which areas of conflict are most important to each of you to resolve.

#### **6. Develop a plan to work on each conflict.**

- Start with the most important conflict.
- Focus on the future.
- Set up future meeting times to continue your discussions.

#### **7. Follow through on your plan.**

- Stick with the discussions until you've worked through each area of conflict.
- Maintain a collaboration, let's-work-out-a solution

#### **8. Build on your success.**

- Look for opportunities to point out progress
- Compliment the other person's insight and achievement
- Congratulate each other when you make progress, even if it's just a small step. Your hard work will pay off when scheduled discussions eventually give way to ongoing, friendly communication.

## **1.5 METHODS OF CONFLICT ANALYSIS**

### **1.ONIONS OR DOUGHNUT METHOD:**

Just like onions with many layers, this shows that conflict has many layers. The outermost layer is only a small element of the conflict while the innermost layer is where the needs and fears of the party lie and unless they are identified and solved the conflict persists.

### **2.ABC METHOD:**

It is a triangular form. The ABC method was propagated by GALTUNG. Attitude deals with the pretensions of the parties i.e. frustration. BEHAVIOUR are the specific actions of the parties directed against other parties to stop them from achieving their roles. CONTEXTS OR SITUATION are those incompatible goals of the party.

### **3.MAPPING:**

It tries to understand the various levels of relationship of all parties. It also examines the relating sphere of influence and power i.e. whether some parties are more influential or whether some parties are more influential or whether some parties are correct and allowance or not. The essence of mapping method is to help the intervener to know which parties to help in an attempt to restore peace.

#### **4.CONFLICT TREE:**

It is a mapping tool that uses tree diagrams to present key conflict issues. It analyzes conflict through identifying the root cause, the main problems, the effect and consequences and most important issues to tackle to transfer the conflict. The causes of the conflict are found or located at the root of the tree while the manifestations are located on the leaves and branches.

#### **5.PYRAMID OR ISLAND METHOD**

It is used to separate underlying causes of conflict which are usually not visible for the position and interest of the parties.

## 2.1

## CHAPTER TWO

### CONFLICT RESOLUTION

In recent years, researchers investigating conflict resolution processes have developed various problem-solving workshops. These workshops serve two functions: research of the participant-observer variety, allowing researchers to observe real-world conflict behavior; and service, providing insight and training to the conflict participants regarding peaceful resolution of their conflict. They are a form of experiment in international communication and rose from a belief that conventional methods of third-party intervention in international disputes were not very successful. This article analyzes the workshops developed by Burton, Doob, and Kelman, and suggests how we might progress from “pretheories” to theories of conflict and its resolution.

No matter where life takes you, you’ll inevitably encounter conflict. Understanding how to resolve conflict is necessary both in life and in business. When people understand how to handle and resolve conflict, they are better suited to deal with the situation at hand.

Conflict can be constructive as long as it's managed and dealt with directly and quickly. The first major challenge in conflict resolution is identifying the problem. There are many situations where different people with different goals and needs come into conflict. This isn't necessarily a negative thing as long as it may be resolved effectively. In fact, conflict may lead to professional and personal growth. Resolution can only be achieved after all problems, current and resurfacing, are identified. The first step isn't always an easy task, but it makes the difference between positive or negative outcome.

## 2.2 **Benefits of Conflict Resolution**

After a problem is identified, the next step in conflict resolution is to gain a better understanding of the situation. In a company setting, understanding what is causing problems can help those in charge fix the situation, promote an increase in productivity and aid in the ability to foresee future issues. If conflict isn't handled effectively, results may cause further damage and lead your team or organization down a vicious path of negativity.

Disputes over goals can lead to personal dislike among coworkers, causing people to disengage from their work, waste talent and cause a destructive breakdown of good teamwork. It may sound like an obvious step, but determining the root cause of a problem helps those involved have a clear idea of what is wrong.

At times, individuals may see various but interlocking issues. Underlying interests, goals and needs cause people to perceive problems very differently. If a unanimous perception of problems cannot be reached, at least try to get all parties involved to pinpoint the main issues. All parties need to understand what others see as problems if everyone is going to feel satisfied with the resolution. Understanding conflict leads to resolving disputes more

effectively. Brainstorm, discuss, consider all possible solutions, remain open to other people's ideas, assumptions and beliefs, focus on work issues and set aside personalities. As long as everyone is willing to listen carefully to all sides and explore possible solutions cooperatively, conflict may then be resolved effectively. Always remember to keep calm, apply patience and encourage respect. Conflict is resolved effectively after both sides have found common ground, reviewed the facts, understood the position of the other and reached a mutually satisfactory solution. An online [Master of Science Degree in Negotiation and](#)

[Conflict Resolution](#) from Creighton University School of Law is an ideal first step to positive conflict resolution. Prepare yourself and learn to view conflict management and mediation through a wide lens while breaking down conflict issues, zeroing in on areas of shared interest and improving communication throughout an organization or business in order to reveal new vistas of opportunity.

Conflict plays a large role in the world. Resolution promotes constructive and positive discussion, prevents antagonism and dislike, and prevents situations from getting out of hand. When applied correctly, people's conflict management skills mesh and teamwork conflict resolution surfaces. Implement different resolution

### 2.3 **Consequences of Unresolved Conflicts**

Dysfunctional conflict, or unresolved conflict, can lead to [significant problems](#) within a company. Oftentimes these involve people who are unwilling to work together to solve the problem and in most scenarios, are personal. This type of conflict promotes a negative work environment for employees and may damage personal or professional relationships, or worst-

case, send the business into a nosedive and limits business success.

Aggressive behavior, an increase in stress, hostility, low morale, waste of resources and a breakdown in group cohesion are just a few consequences of a lingering dysfunctional conflict. An employee, team or the entire business can suffer. In time, unresolved disputes and disagreements may hinder a company's performance

Good conflict resolution skills are important. Your ability to identify a potential conflict before it arises and knowing how to effectively manage it will increase your chances of turning any dysfunctional conflict into a positive outcome. Be aware of interactions within an organization and watch for early warning signs that may lead to major conflict and cause business inefficiency. A Master of Science Degree in Negotiation and Dispute Resolution from Creighton University School of Law [will help prepare you](#) for a successful career in professional conflict resolution and provide the necessary tools to help you successfully address and resolve conflict when it arises. Disagreement and differences of opinion are regular occurrences not only in the workplace but in our everyday lives. In fact, disagreement is often the vehicle by which creative and cutting edge ideas are generated. The process of developing, defending, and reconciling opinions is likely the sign of a healthy and vibrant workplace. Even seemingly aggressive and intense disagreement should initially be looked upon as normal and acceptable. Do not make the mistake of stifling a creative and exuberant environment by identifying disagreement as conflict. Conflict is something different all together. Where disagreement can be an expression of confidence, enthusiasm, or caring, conflict is an expression of frustration, self-consciousness, and anger. This brings us to the primary identifier of conflict: Those in conflict are unable to sustain a productive and stable exchange. What does this look like? Picture an interaction between two or more individuals



where at least one person's participation becomes increasingly rigid and short as the interaction continues. There is often a "breaking point" where someone abruptly cuts off the interaction or erupts with anger. In both instances, the breaking point is usually taken as "irrational," "inappropriate," or "unbelievable" by those on the receiving end and can lead to a vicious-circle of conflict driven exchanges. As those of us who enter into organizational working environments on a daily basis know, it is precisely this vicious-circle of exchanges that is disruptive to our workplace and destructive when left unresolved. Unfortunately, workplace conflict cannot always be easily identified by isolated interactions. Moreover, as a HR or EA professional, you are rarely present to observe exchanges. While you can rely on the account of others, you can also identify conflict in the workplace by being aware of and watching for the following signs of its presence: Low morale and productivity; repeated communications from the same employee or manager, even when the communications appear ordinary; repeated time spent dealing with the same department or team, regardless of the reason; transfer requests from productive employees; concerns raised by employees regarding other employees, managers, teams, or departments; and client or customer feedback expressing dissatisfaction or inconsistencies with the organization's operating procedure, particularly when there have been no changes. You may already be watching for each of these events; however, keeping in mind that conflict could be driving these kinds of occurrences may lead you to a different approach when dealing with them. For example, if you discover that a request to transfer is being fueled by conflict, you can see to it that the situation gets addressed directly as opposed to simply addressing the symptom. Addressing the symptom does nothing to resolve the conflict or protect the organization. To the extent you can, always be on the look out for conflict that masquerades as ordinary HR and EA

issues. Asking a few extra questions will surprisingly reveal the presence of conflict more often than not.

## **3.1                    CHAPTER THREE**

### **HOW WORKPLACE CONFLICT ARISES**

Although easily an article all on its own, the issue of how workplace conflict arises can be traced back to two distinct areas. These areas are "lack of effective leadership" and "qualities and characteristics of individuals." Lack of effective leadership refers to an individual or organization's failure to implement and utilize effective leadership skills and structure. If an individual in a position of leadership does not know how to lead others or an organization does not have a clear leadership structure, conflict will take hold quickly. Issues that stem from a lack of effective leadership and fuel conflict are: Lack of trust; undefined purpose; no standards; inconsistent application of policy; unclear communication; lack of appreciation; and feelings of disrespect.

The qualities and characteristics of individuals also play a major role in how conflict arises. Personality traits and ego largely influence whether someone will initiate a conflict. The bottom line-individuals with a clear sense of self and a commitment to teamwork will be less likely to engage in conflict behavior. Being careful to hire people with the same or similar

values as your organization is an important aspect of whether individual qualities and characteristics will give rise to conflict.

Being aware that lack of effective leadership and qualities and characteristic of individuals are the primary sources of workplace conflict is important because, as a HR or EA professional, you can prevent conflict in your organization by dealing with issues of leadership and individual characteristics long before difficulties develop.

### **3.2 How Workplace Conflict is Most Effectively Resolved**

Workplace conflict is most effectively resolved by the process of mediation where the mediator is an objective third party who is completely independent from the organizational structure. First, the process of mediation is most effective because it allows the individuals in conflict to maintain control of the situation. Maintaining control reduces the impulse people have to dig their heels in. In addition, participants are more at ease in the mediator's presence because, as a third party, the mediator has no power or authority to control the resolution, which is a significant difference from disciplinary hearings or formal grievance processes. Mediation also tends to be confidential, if not in the legal sense, at least in terms of not placing the conflict on parade for the entire organization and members of the public to see. Overall, no matter how extensive or intense the conflict has become, mediation is an opportunity for those involved to "clean up their own mess," which they usually do with the assistance of a competent and skillful mediator. This results in a reduced burden on the organization, since it does not need to formally intervene.

Second, mediation is most effective at resolving workplace conflict when the mediator is an objective third party who is completely independent from the organizational structure. This is because individuals in conflict are more likely to be open to speaking with and listening to someone who has no connection to the organization other than for the purpose of resolving the conflict. When the mediator comes from within the organizational structure, participants will often be suspicious of bias and hidden agendas as well as have concerns about the internal mediator's ability to competently handle the situation when mediation is not that person's primary job. As the field of mediation has developed, it has become clear that the type of intervention called for in resolving bona fide workplace conflict requires competency and professionalism. Having an unskilled volunteer from the internal structure be responsible for resolving conflict in the workplace is an unrealistic expectation.

Finally, several years ago when the use of mediation began to gain popularity among lawyers as a means to settle litigation, many corporate organizations were hesitant to utilize professional mediators. This was primarily due to mediator fees in the \$800-\$1200/hour range, which was excessively high for the corporate arena. Today, however, the mediation field has broadened and matured. Mediators have become aware of the market difference between providing services to parties in litigation and organizations seeking to resolve workplace conflict early for the purpose of avoiding even the thought of litigation. To this end, competent and highly skilled mediators can be hired anywhere from \$200-\$400/hour. At today's rates, choosing to hire a professional mediator will deliver to your organization tremendous value for your dollar. The following section details precisely how that value comes to life.

## 4.1

## CHAPTER FOUR

### IMPORTANT OF CONFLICT ANALYSIS TO CONFLICT RESOLUTION

The single most important benefit of resolving workplace conflict early is avoiding its debilitating and potentially disastrous affects. The debilitating affects of workplace conflict which are seen regularly include: Decreased morale and productivity among both employees and managers; entire team or department dysfunction; poor work product; and increased employee turnover. At the end of each of these debilitating affects is the reality that your organization's "bottom line" is affected-you will be less profitable. In addition, the debilitating affects of workplace conflict put an organization on the defensive, always having to extinguish internal fires instead of being on the offensive, setting the competitive marketplace ablaze with superior products or service.

The disastrous affects of workplace conflict come in the form of dealing with employee complaints to various equal employment opportunity agencies, defending lawsuits filed by former (and sometimes current) employees; and having the organization's profit margin,

reputation, and overall success significantly tarnished. Let there be no doubt, having a formal complaint filed in court or with an administrative agency will send shock waves through various parts of your organization and severely affect a smaller organization's entire ability to function. When it comes to protracted litigation, the amount of time, money, and stress required to deal with the situation takes an enormous toll, and that, unfortunately, does not guarantee a favorable jury verdict (i.e., the situation could get worse). *The total amount of organizational resources spent on resolving workplace conflict early is often less than the resources used up in half a day of trial when defending a lawsuit.*

Beyond the benefit of avoiding the negative affects of unresolved workplace conflict, organizations that remain disciplined in addressing conflict early also receive the following benefits: Increased morale and productivity, often above historic levels; greater employee loyalty and retention; clarification of corporate purpose and policy; and increased profitability, reputation, and success through superior products and services.

Perhaps the most fundamental benefit of resolving workplace conflict early, particularly through the use of mediation, is the opportunity an organization gets to learn about itself. A tremendous value is added when a mediator communicates to HR, EA, and other executives what he/she has learned about the organization. This kind of post-mediation discussion can help an organization further reduce its exposure to the negative affects of workplace conflict as well as the resources necessary to deal with them. In conclusion, the negative affects of workplace conflict are persistent and difficult to deal with. However, by being able to properly identify these situations and bring in a qualified professional to resolve them, your organization will benefit by becoming more aware of itself and being more profitable in the

competitive marketplace. Many organizations are brought to their knees by allowing workplace conflict to go unidentified and unresolved. This does not have to happen. Resolve workplace conflict early and be the most successful organization you can see

## **4.2 CONCLUSION**

Conflict analysis is a structured inquiry into the causes and potential direction of a conflict .It seeks to identify opportunities for managing or resolving disputes without recourse to violent action.It may include a variety of analytical methods,and this volume gathers together the most useful to these.When conflict is analysed,a resolution is settled,the global security environment is likely to become even more complicated over the next generation,and conflict analysis is an essential skill for practitioners whose work is affected by these complex challenge.

## **IMPORTANT OF CONFLICT ANALYSIS TO CONFLICT RESOLUTION**

- 1.To understand the history,nature of the conflict
- 2.To identify parties and issues in the conflict
- 3.To review the stages of conflict to achieve a conflict resolution
- 4.To design appropriate strategy to settle the conflict to achieve a resolution

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