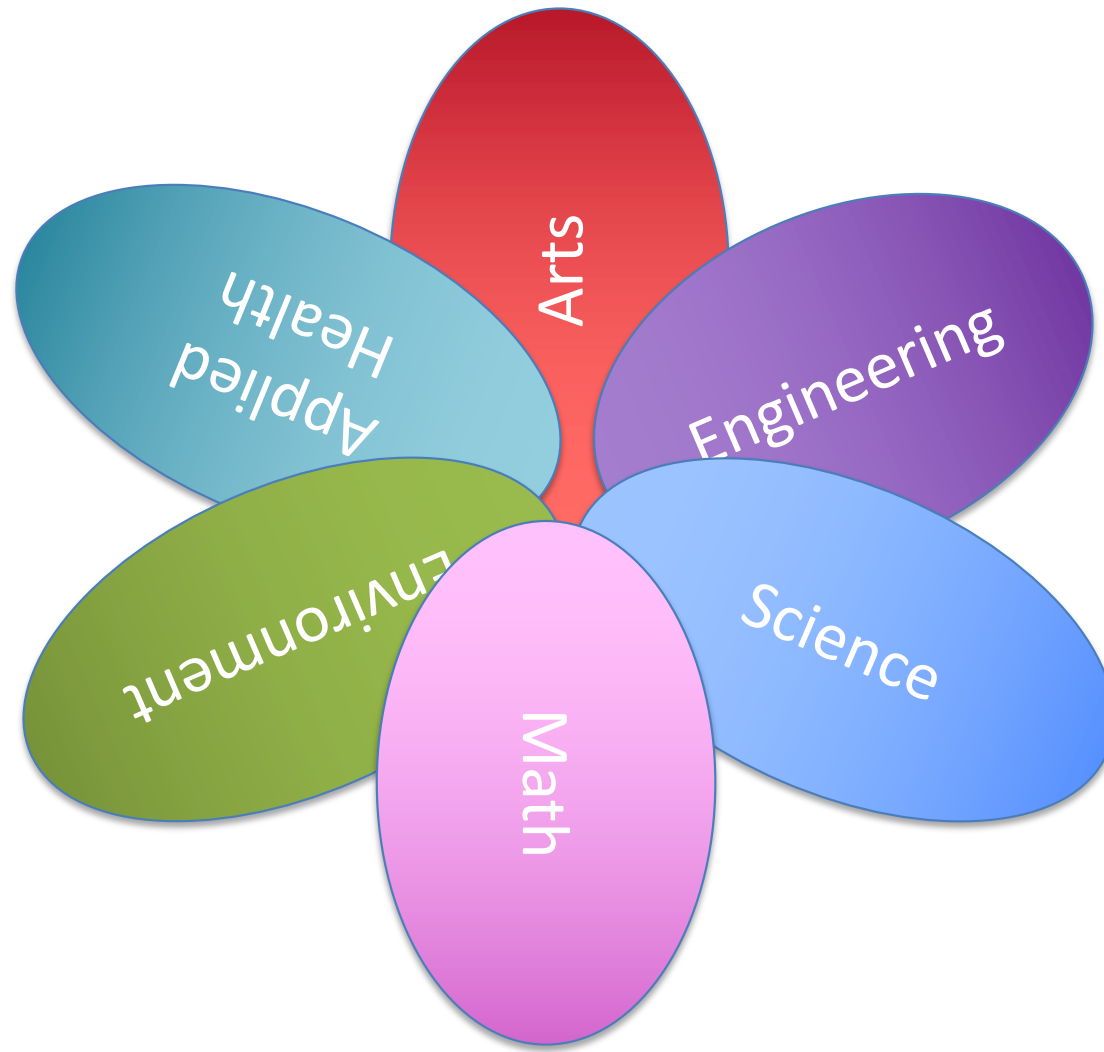


CS445 / ECE451 / CS645 / SE463
Software Requirements Specification & Analysis

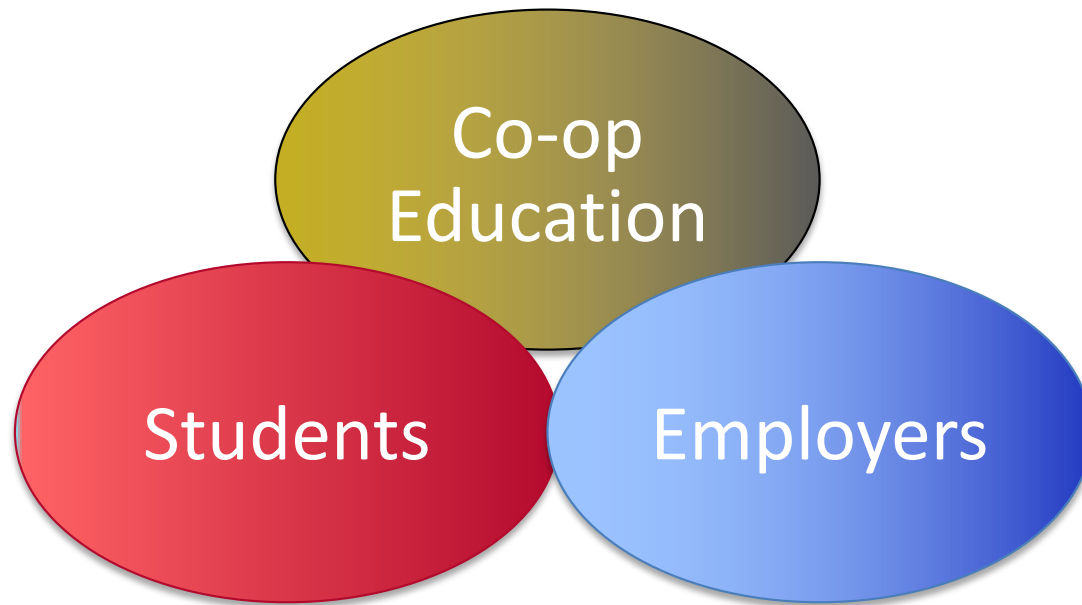
Conflict Management



Quest



WaterlooWorks

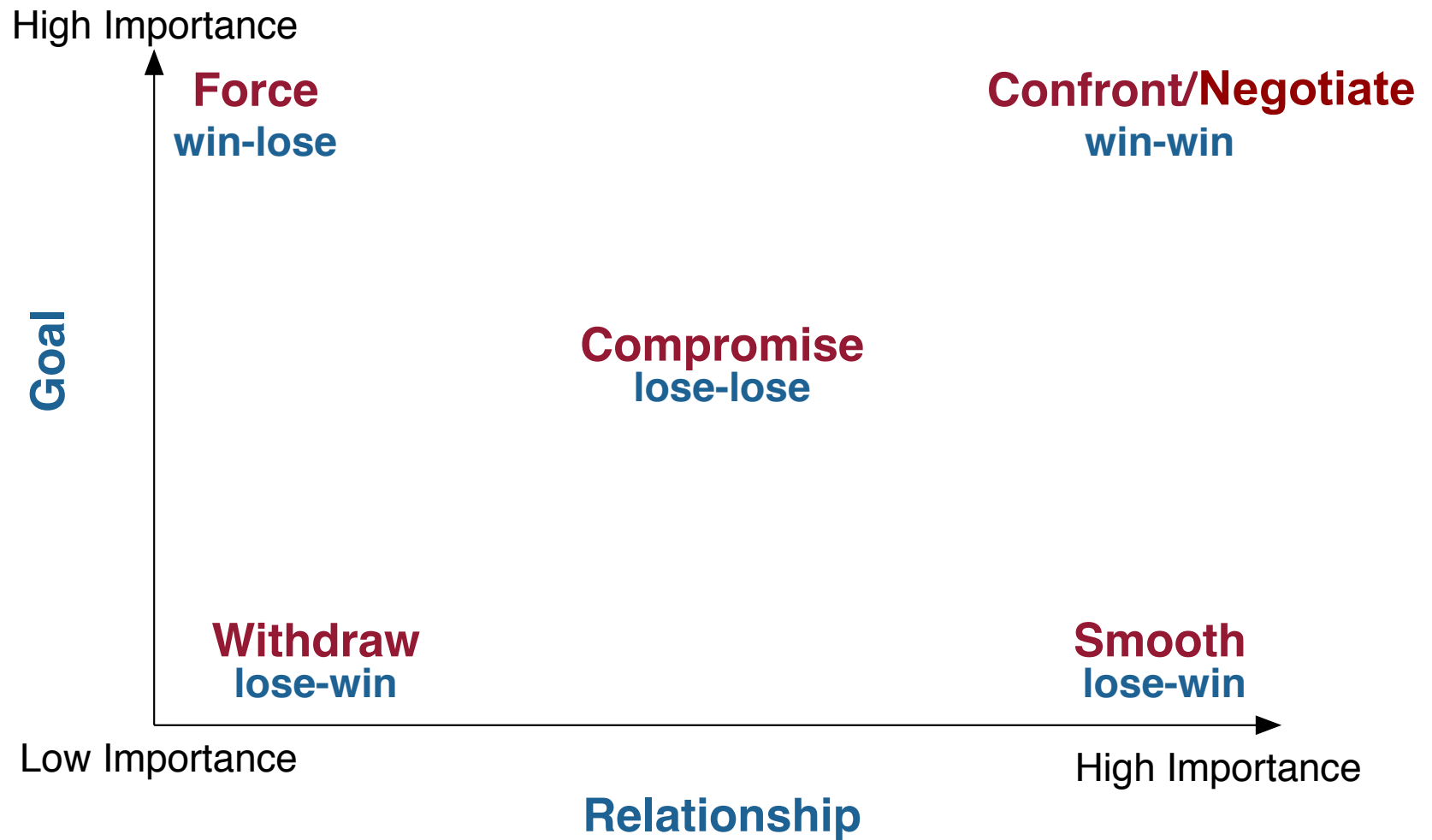


Resolution Strategies (individuals)

Strategies (for individuals) to address conflict:

- **Force** – A stakeholder uses all their energy to get their way.
- **Smooth** – A stakeholder defers to the other party.
- **Withdraw** – A stakeholder withdraws from the interaction.
- **Compromise** – Conflicting stakeholders both gain and lose something.
- **Confront/Resolve** – Stakeholders negotiate with each other to find a solution.

Resolution Strategies (individuals)

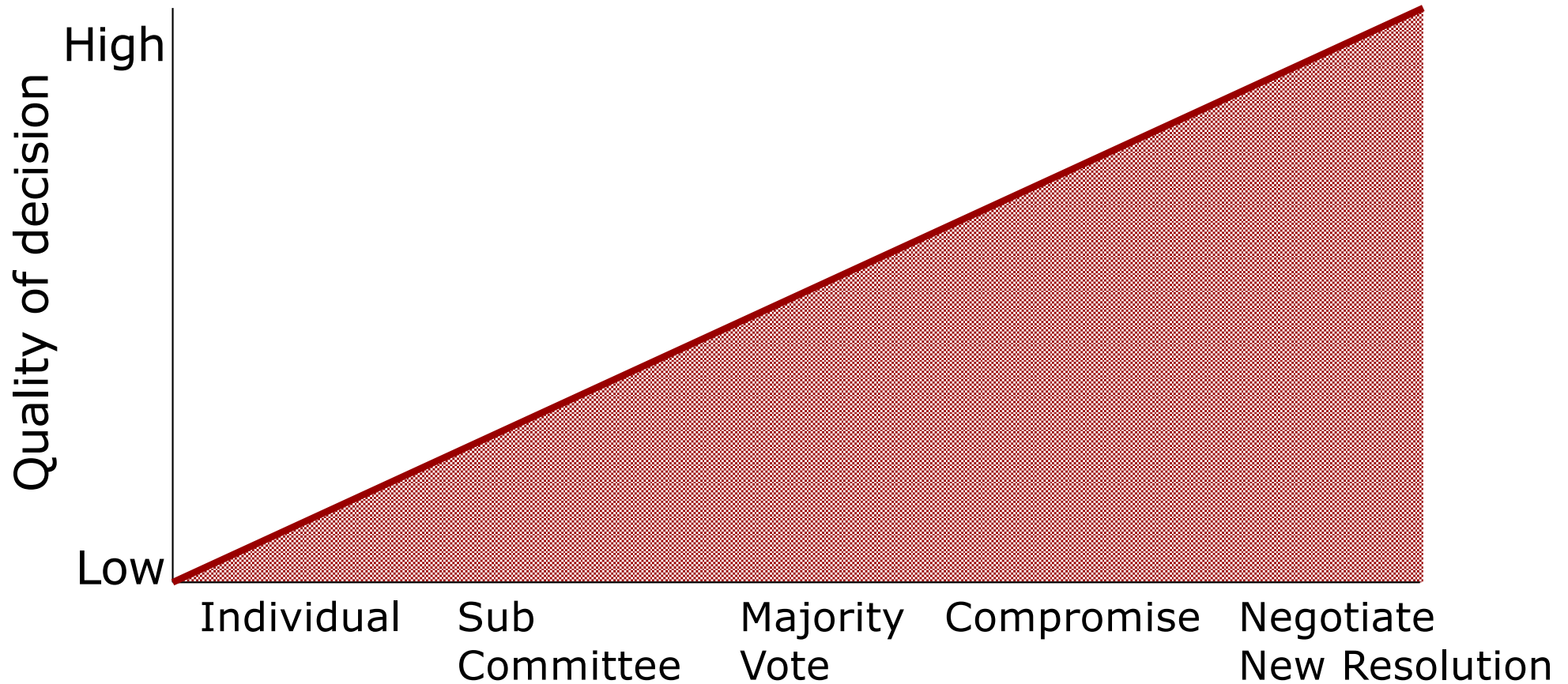


Resolution Strategies (groups)

Strategies (for groups) to make decisions in the presence of conflict

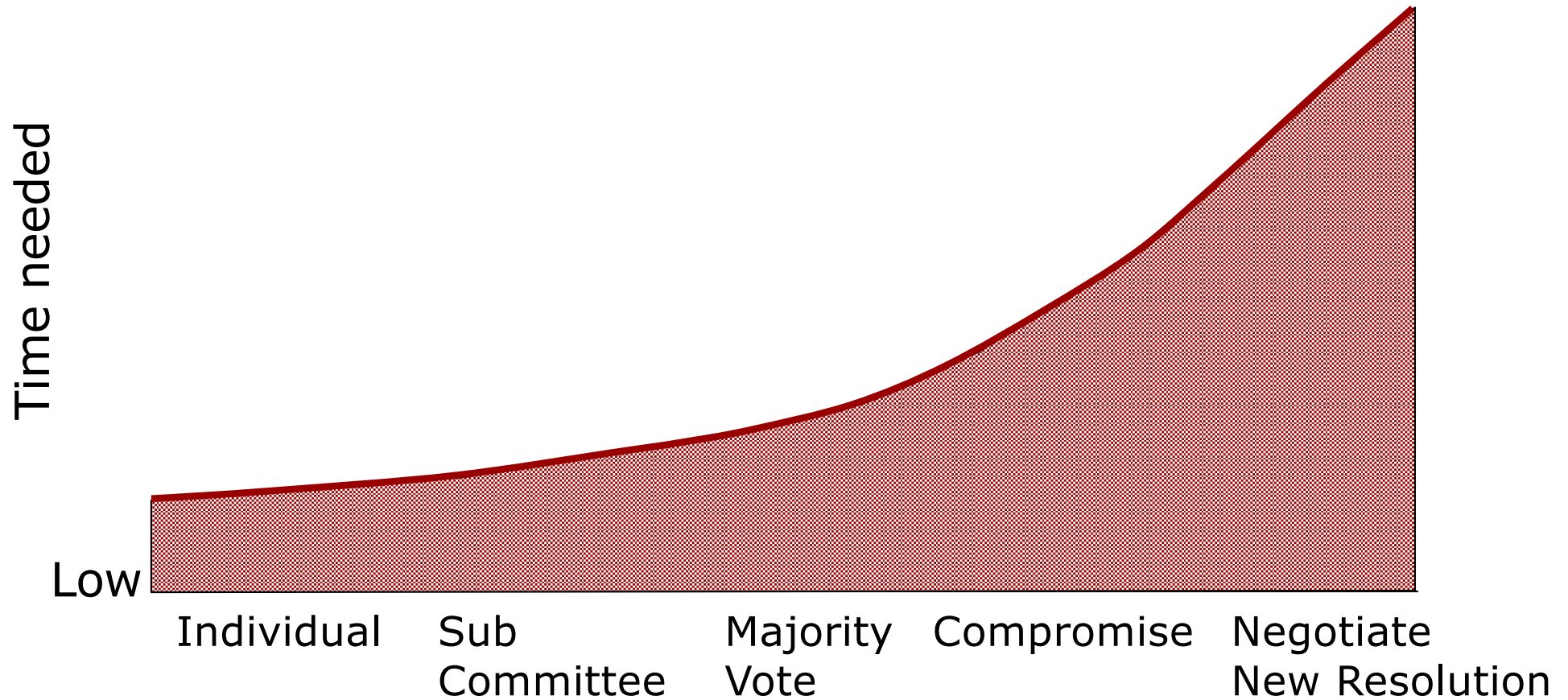
- Dictator/Individual
- Sub-committee
- Majority Vote
- Compromise
- Invent new resolution

Quality of Resolutions



Smith, Karl, *Project Management and Teamwork*, McGraw Hill, 2000.

Time to Reach Decision



Smith, Karl, *Project Management and Teamwork*, McGraw Hill, 2000.

Conflict Analysis

Data conflict: multiple conflicting understandings of an issue

Example:

- Student information system should **track** attendance
- There is no room to record attendance on a **transcript**

Conflict Analysis

Interest conflict: stakeholders have subjectively or objectively different goals or interests

Example:

- Province demands that student information system track attendance, for **accounting** purposes
- Students insist that attendance not be recorded, to protect their **privacy**

Conflict Analysis

Value conflict: stakeholders express different preferences

Example:

- Faculty of Engineering wants to rank students in courses
- Students think that rankings are **too fine** a distinction between students' performances

Conflict Resolution

	Decision	Compromise	Novel Solution
data conflict	NOT suitable	Best	Works but could be time consuming
interest conflict	Third	First to harmonize interests	Second, to find mutually satisfying solution
value conflict	Last (if parties are irreconcilable)	Second	First (best)

Summary

Conflict Management

- Resolution strategies for individuals
 - importance of requirement vs. relationship
 - force, smooth, withdraw, compromise, negotiate
- Resolution strategies for groups
 - dictator/arbitration, subcommittee, vote, compromise, invent new resolution
- Types of conflict
 - data conflict, interest conflict, value conflict
- Importance of Goal vs. Relationship



**UNIVERSITY OF
WATERLOO**

All rights, including copyright, in the content of these slides and video are owned by the course author. The slides and videos are owned by the University of Waterloo. For further information, please contact the course author Joanne Atlee, jmatlee@uwaterloo.ca.