

EMOTIONAL INTELLIGENCE FOR CONFLICT MANAGEMENT

Dr. A. Dominic Savio



Himalaya Publishing House

ISO 9001:2015 CERTIFIED

© **Author**

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording and/or otherwise without the prior written permission of the author and the publisher.

First Edition : 2021

-
- Published by** : Mrs. Meena Pandey for **Himalaya Publishing House Pvt. Ltd.**,
"Ramdoot", Dr. Bhalerao Marg, Girgaon, Mumbai - 400 004.
Phone: 022-23860170, 23863863; **Fax:** 022-23877178
E-mail: himpub@bharatmail.co.in; **Website:** www.himpub.com
- Branch Offices** :
- New Delhi** : "Pooja Apartments", 4-B, Murari Lal Street, Ansari Road, Darya Ganj,
New Delhi - 110 002. **Phone:** 011-23270392, 23278631;
Fax: 011-23256286
- Nagpur** : Kundanlal Chandak Industrial Estate, Ghat Road, Nagpur - 440 018.
Phone: 0712-2721215, 3296733; **Telefax:** 0712-2721216
- Bengaluru** : Plot No. 91-33, 2nd Main Road, Seshadripuram, Behind Nataraja Theatre,
Bengaluru - 560 020. **Phone:** 080-41138821;
Mobile: 09379847017, 09379847005
- Hyderabad** : No. 3-4-184, Lingampally, Besides Raghavendra Swamy Matham,
Kachiguda, Hyderabad - 500 027. **Phone:** 040-27560041, 27550139
- Chennai** : New No. 48/2, Old No. 28/2, Ground Floor, Sarangapani Street, T. Nagar,
Chennai - 600 017. **Mobile:** 09380460419
- Pune** : "Laksha" Apartment, First Floor, No. 527, Mehunpura,
Shaniwarpath (Near Prabhat Theatre), Pune - 411 030.
Phone: 020-24496323, 24496333; **Mobile:** 09370579333
- Lucknow** : House No. 731, Shekhupura Colony, Near B.D. Convent School, Aliganj,
Lucknow - 226 022. **Phone:** 0522-4012353; **Mobile:** 09307501549
- Ahmedabad** : 114, "SHAIL", 1st Floor, Opp. Madhu Sudan House, C.G. Road,
Navrang Pura, Ahmedabad - 380 009. **Phone:** 079-26560126;
Mobile: 09377088847
- Ernakulam** : 39/176 (New No. 60/251), 1st Floor, Karikkamuri Road, Ernakulam,
Kochi - 682 011. **Phone:** 0484-2378012, 2378016; **Mobile:** 09387122121
- Cuttack** : New LIC Colony, Behind Kamala Mandap, Badambadi,
Cuttack - 753 012, Odisha. **Mobile:** 09338746007.
- Kolkata** : 108/4, Beliaghata Main Road, Near ID Hospital, Opp. SBI Bank,
Kolkata - 700 010. **Phone:** 033-32449649; **Mobile:** 07439040301
- DTP by** : Sunanda
- Printed at** : Kohli Printo Fast, Delhi. (on behalf of HPH Pvt. Ltd.).

Contents

1. The Emotion

1 – 12

Emotion and Reasoning
Definition of Emotion
Different Frameworks to Study Emotion
The Nature of Emotion
Emotional Syndrome and Emotional Reaction
Emotional Trait and Emotional State
Moods and Drives
Emotions: Primary and Secondary
Emotion: Positive and Negative

2. Cognition and Emotional Intelligence

13 – 25

Shuttling Focus between Intelligence Quotient (IQ)
and Emotional Quotient (EQ)
Emotional Intelligence
The Various Dimensions of Emotional Intelligence
Self Awareness
Emotional Control and Regulation
Suppression
Antecedent focused and Response Focused Strategy
Cognitive Reappraisal
Emotional Information Processing: Emotion and
Reasoning
Expressions of Emotion
Tone of Voice
Empathy

3. Models of Emotional Intelligence and Measurement

26 – 37

The Ability Model
The Mixed Model
Bar-On model of Emotional Intelligence
Trait EI Model
Measuring Emotional Intelligence
Developing Emotional Intelligence

4. Demographic Variables and EI

38 – 48

Personality
Personality and EI
Age and Emotional Intelligence
Gender and EI
Marriage and EI
Education and EI

5. Organizational Performance and EI

49 – 65

Emotionally Intelligent Work Environment
Emotional Display Rules for Performance
EI and Leadership
VIE Model of Leadership
EI and Team Work
EI: Business Ethics and Values
Performance Management

6. Conflict Management

66 – 88

Background of Conflict Management
Definition of Conflict
Theories of Conflict
Sources of Conflict
Styles of Handling Interpersonal Conflicts
Thomas and Kilmann's Modes of Conflict Handling
Rahim and Bonoma's Styles of Handling Conflicts
Levels of Conflict in the Organization
Cultural Differences in Conflict Resolution
Factors Influencing Conflict Modes
Cost Implications of Conflict
Intervention for Conflict Resolution

7. Impact of Emotional Intelligence on Conflict Management

89 – 93

Bibliography

94 – 105



Dr. A. Dominic Savio is currently working as an Assistant Professor in Madras School of Social Work (MSSW), Chennai. He was teaching the students of Master of Human Resource Management and Organizational Development (MA – HR & OD) and currently teaching the post-graduate students of Master of Social Work (MSW – HR) who are specializing in Human Resource Management. He

has published number of articles in National and International journals. He had carried out number of projects assessing the impact of CSR activities of the corporate and other baseline surveys. He is a Behavioural Trainer (Facilitator) and Counsellor for the Corporates, NGOs, Colleges and Schools. He is also a Master Trainer for Tamilnadu 'Police Well-being Programme'.



www.himpublishers.com

ISBN: 978-93-5433-535-8

