Using Conflict in Organizations

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Challenging the common belief that conflict in groups and organizations should be prevented or resolved to maintain or enhance performance, **Using Conflict in Organizations** offers an alternative perspective by presenting the increasing knowledge on how conflict can enhance individual achievement, the quality of group decision-making and productivity in organizations.

Part One provides a general framework which links conflict management to performance and shows how this relationship can be understood. The second and third parts develop and illustrate this framework in a series of thematic chapters. Part Two focuses on performance following *intra*group conflict, covering topical areas such as dissent, groupthink a

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