CONFLICT, CONFLICT RESOLUTION AND CONFLICT MANAGEMENT: A LITERATURE REVIEW

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Key words: Conflict, Conflict Resolution, Conflict Management, Literature Review, incompatibilities	**Abstract:** *This paper examined the concepts of conflict, conflict resolution and conflict management with a view to providing a broad understanding of them. The study was based on qualitative model, as such its data was drawn mainly from the secondary sources, including textbooks, articles, and journals from both online and physical libraries. From the review, it was revealed that once there are incompatible goals, values and aspirations, conflict will arise. Also, that, conflicts are not necessarily "evil" as they have some benefits to be derived from if properly handled. However, violent conflict should not be encouraged due to its devastating effects on humanity. Finding also indicated that in order to ensure conflict does not linger unnecessary, conflict resolution measures such as negotiation, mediation, arbitration, Alternative Dispute Resolutions (ADR) etc are necessary. Finally, since not all conflicts can be resolved, conflict management, which tends to control rather than resolving the extant conflicts, is therefore advocated. Proper utilisation of these findings will assist in stemming the tides of conflicts in modern society.*

Introduction

Modern international system operates in a most complex and challenging environments characterized by kaleidoscopic issues, such as climate change, conflict, globalization, poverty, unemployment, migration, just to mention a few. Among these issues, conflict seems to have gained more traction as it permeates every facet of human society. Today, a lot of people, families, organizations, and countries experience conflict in one form or the other in the course of their relationship. This often occurs once there are incompatibilities of goals, desires, values or interests irrespective of the parties involved. Regrettably, experience has shown that there is no end in sight to such occurrences as violent conflicts are still erupting worldwide even in recent times. Such conflicts include: the Russian-Ukraine conflict; the conflict in the Middle-East involving Israel, Hamas, Hezbollah, Iran, and Syria; terrorist activities in Nigeria and other West African countries, which have been on the

Adie, Edward Idagu, Phd

increase with the emergence of Lakurawa, a new terrorist group operating within Sokoto, Kebbi and Zamfara states of Nigeria; the farmers-herders' conflicts in the north-central region of Nigeria and elsewhere in South Sudan; the resurgence of military coup in Sudan, which triggered the on-going conflict in the country; electoral violence in Gambia; the conflict associated with Mbazonia movement in Anglophone Cameroun for state creation and the likes.

The devastating effects of these conflicts and many others on humanity have propelled many to advocate a quick resolution where it has occurred and prevention where it is still brewing (Adie, Nwokedi & Mahwash, 2020). Understanding the concept of conflict in its entirety is, therefore, one important step towards finding enduring solutions to it. Hence, this paper, reviews the concept of conflict, highlighting its meanings, types, causes, impacts, levels, intensity, stages, merits and demerits to present a comprehensive knowledge of the concept and its impact on humanity. It also considers conflict resolution as a cardinal means of ending conflict, which has placed the global peace and security in jeopardy. The knowledge of the concept has become necessary because as Wani (2007) contends, it is only through the conflict resolution mechanism, that conflicts, rivalries disputes and incompatibilities can be checked and minimized and peace can be established.

The notion that not all conflicts can be resolved brought to the fore, the need to take a look at the concept of conflict management, which focuses on control rather than resolving the existing conflict. While acknowledging that these concepts under review are not entirely new, the unique presentations of the reviews, stressing their lengths and breadths, dimensions and contours offer a new insight and better understanding of the concepts that will be invaluable to the reading public.

Conflict

Conflict, as a concept, is not new in the field of international relations and diplomacy as it has almost become a daily occurrence across states, regions and organizations. Conflict is so important that several departments in universities, institutes and research centers have been set up to conduct studies on why it occurs, its impacts on society and the possible ways to prevent it. Notwithstanding the importance, there has not been a universally acceptable definition of the concept. Wani (2011) for instance, posits that conflict is a term used to mean a variety of things like serious disagreements, incompatibilities, fight, argument, contest, combat, clash and war. Similarly, Udeso (n.d) notes that originally, conflict used to mean strike at another fight with an enemy or to do battle with an opposing force and that today it also means to be antagonistic towards others or to be in sharp disagreement with others. According to The US Army cited by

Adie, Edward Idagu, Phd

Rexford (2007, P.40) "conflict is an armed struggle or clash between organised groups within a nation or between nations in order to achieve limited political or military objectives." This implies that before embarking on a conflict, parties must have some objectives in mind otherwise such ventures could become a senseless cataclysm devoid of tangible feats.

However, some scholars have argued that terms such as "competition", "rivalry", "dispute", are not synonymous with conflict (Rexford, 2007; Sa'ad, 2008 & Manning, 2010). Tillet cited in Manning (2010, p.3) for instance, differentiates between conflict and disputes by arguing that "dispute occurs when there are competing interests or goals whereas conflict has its origins in fundamental difference in human values and needs." Supporting this notion, Rexford (2007, p. 32) declares "what is very important to understand is that these three terms [competition, rivalry and dispute], are not conflict, even though some practitioners use them interchangeably with conflict." To him, therefore, conflict occurs when participants become aware of their differences. It is also when the lines of cognition and structure have been crossed.

Conflict can erupt due to plethora of factors (Segal (2019; Ochoga & Tsuwa, 2022; ECRS, 2014; Katz & McNulty (1994 and Dauda, 2020). Accordingly, Segal (2019, p.1) opines that "conflict arises from differences, both large and small, it occurs whenever people disagree over their values, motivations, perception, ideas or desires." Conflict is also said to occur in a situation when one's concerns, desires, preferences and/or goals differ from those of the other person (Effective Conflict Resolution Strategies, (ECRS, 2014), as well as "unmet needs and desires" (Ochoga & Tsuwa, 2022, p.72). To Katz & McNulty (1994, p.1) "conflict situation exists when there are: at least two parties involved who are interdependent, who are experiencing strong emotions, who seemingly hold incompatible outcomes or beliefs, and at least one of the parties recognizes the incompatibility and perceives this to be problematic." Katz & McNulty's definition of conflict as presented above seems to fall in line with the popular opinions of most scholars on the concept, especially its emphasis on "at least two parties are involved" because even though conflict does occur within an individual being as a single party, there must be two opposing ideas within the single party to qualify as conflict. Lukman (2013, p.169) maintains that as a state of interaction, conflict "emerges when two or more groups or states seek to possess the same object, occupy the same space, play incompatible roles, pursue conflicting goals or undertake mutually incompatible means of achieving their purpose." Also, from the study Hubert M. Blalock Jr. cited in Mutuillah (2013, p.272-173) the term conflict has been construed as follows:

A situation of composition in which the parties are aware of the impartiality of potential future

Adie, Edward Idagu, Phd

positions and in which each party wishes to occupy a position that is incompatible with the wishes of the others. A struggle over values and claim to secure status, power and resources in which the aims of the opponents are to neutralize, injure or eliminate their rivals. Purposeful struggles between collective actors who use social power to defeat or remove opponents and to gain status, power, resources and the other scarce values.

The drive for fame, material values and the mismatched of goals and aspirations in the above excerpt resonates well with Berconvitch cited in Wani (2011, p. 105), who describes conflict as a "situation which generates incompatible goals or values among different parties" just as Pia & Diez cited by Afolaranmi (2023, p.4) view the concept as a "struggle or contest between people with opposing needs, ideas, beliefs, values or goals." The most important points deducible from the foregoing review include the fact that conflicts exist when, interests, values or goals are not compatible; conflicts are goal oriented; and as Coser cited by Sa'ad (2008, p.186) affirms, the aims of the perpetrators of conflicts "are to neutralize, injure or eliminate their rivals."

It should be noted that so long as human beings, organizations and countries have diverse interests to pursue, conflict will always occur among them. This, therefore, takes us to sources of conflict, which include differences in: perceptions, opinions, personalities, communication styles, values, background, interests, wants, needs, preferences or goals; making assumptions; judging others; biases and prejudices; inaccurate or incompatible information; past relationships; and job dissatisfaction (ECRS, 2014). Fisher (2000, p.2) speaks of ineffective communication as a serious source of conflict because "miscommunication and misunderstanding can create conflict even when there are no basic incompatibilities." Speaking further on the sources of conflict, Clengendel (2014, p.8) has argued that "modern wars do not break out for reasons that are in any way historically exceptional. Ethno-political tensions, rebel separation and armed resistance to authoritarian regimes remain the major sources of intra-states conflict [and that] of 136 civil wars fought since 1940, 74 aimed at gaining control of the state and 62 at territorial separation."

The Conflict Management and Resolution Manual (CMRM, n.d.; Julius, Muliru & Gichoya, 2015; and Wanis-St John & Ghais, 2014) corroborate the above argument with a list of more sources to include: political, religious, cultural, economic, natural resources and environmental sources. Thus, political sources of conflict involve power struggles, differences in ideologies, etc; religious sources include power struggles, differences in doctrines, etc.; cultural sources arise when two cultural traditions compete for dominance; economic sources of conflict occur when some people feel marginalized; while natural resources and

Adie, Edward Idagu, Phd

environmental sources have to do with issues like land, especially "greed, scarcity of national resources often due to population growth leading to environmental insecurity, unjust resource exploitation" (Julius, Muliru & Gichoya, 2015:0; CMRM, n.d.).

For Katz & Daniel cited in Fisher (2000) the three typological sources of conflict are: economic, which involves competing motive to attain scarce resources; value conflict that has do with incompatibility in ways of life; and power conflict, which occurs when each party wishes to maintain or maximize the amount of influence that it exerts in the relationship and the social setting. African conflicts happen for various reasons. Some are for territorial as was witnessed in the case of Somalia and Ethiopia for the Ogaden region (Lukman, 2013) or for mineral resource deposit such as gold, silver, diamond and uranium which fuelled conflict in the Democratic Republic of Congo (DRC) (Fraiser cited in Adeyemo, 2000).The above author also highlighted other causes to include: "frustration, dissatisfaction with the status quo, unhealthy rivalry or competition, oppression by the ruling class, lack of respect for human rights, poverty, tribal hatred, prejudice, insecurity, fear, deprivation, ethnic domination, racial segregation, loss of territory or land, desire to secede or overthrow foreign rule, misconception, suspicion, misunderstanding, class struggle, and inequality, or unjust distribution and allocation of amenities or post by ruling elite" (Adeyemo, 2000, P.5-6).

Conflict can be internal/intrastate or interstates/international (Lukman, 2013; Bugajski, 2011, Dauda & Onya, 2017). The latter refers to a conflict situation that involves the pitching of regular armed forces of two sovereign states in armed hostilities as a result of either territorial and resource disputes, maltreated of ethnic kindred living in another state and energy crisis (Bugajski, 2011). Examples of such conflicts include: the First and Second World Wars; the Iran-Iraq conflict of 1980-1988; the Somalia-Ethiopian war (Lukman, 2013). Internal or intra-state conflict occurs within a territory of a sovereign state, and it involves the regular armed forces of a state engaging in armed hostilities with either regular or more rebel groups. However, there are times when internal conflicts can become internationalized, that is, assuming international dimension. This, according to Dauda & Onya (2017), exists when foreign nations begin to develop interest in the domestic crises in a state either for economic or geo-strategic consideration. For instance, the conflict in Chad that became internationalized due to its location in the midst of Nigeria, Libya, Niger, Sudan, Central African Republic and Cameroon. With this, there was a belief that the control of Chad would facilitate the control of other African states, hence, the internationalization (Dauda & Onya, 2017).

Adie, Edward Idagu, Phd

Internal conflict can also become internationalized via intervention by external forces in the prosecution of the conflict. This could come in form of moral, ideological or even material supports to the state or the rebels fighting the state (Lukman, 2013). The above author cites the case of Angola where different parties – National Unity for the Total Independence of Angola (UNITA), National Front for the Liberation of Angola (FNLA) and Popular Movement for the Liberation of Angola (MPLA)-drew supports from various external forces, including South Africa, the West and Soviet Union as a typical example. Conflicts can equally be trans-States in nature. This involves conflicts associated with economic sabotage, international terrorism, cyber-attacks that affect the operations and functions of states (Bugajski, 2011).

In addition to the above categorizations, conflict generally has levels, intensity and stages (Institute for Peace and Conflict Resolution, (IPCR, 2008). Thus, according to Fisher (2000) and CMRM (n.d), the levels of conflict include: intra-personal level, that is, conflict occurring within a person; inter-personal level, occurring between two or a small number of people; intra-groups level, within smaller or larger groups; inter-groups level, occurring between groups; and inter-national/interstate level, involving two or more countries. Other levels of conflicts are: role conflict, which involves role definition, expectations, or responsibilities between individuals who are interdependent in a social system; and multi-party conflict that occurs in societies when different interest groups or organizations have varying priorities over resource management and policy development (Fisher, 2000). Intra-personal level of conflict, no doubt, often takes place within an individual, but the fact is that if it is not addressed swiftly it can lead to inter-personal level and progressively, it can as well degenerate to inter-groups or inter-national level. In terms of intensity, it could be high or low while the stages of conflict looks at the formation stage, escalation stage, the crisis stage, de-escalating state, improvement stage and the transformation stage (IPCR, 2008).

Although no sane society will wish to witness conflict be it individual, group, national, international or trans-state levels because of its devastating effects, which Adeyemo (2000, P.5) describes as "…evil in any society or family", many still believe that there are benefits that could be derived from engaging in conflict. In other words, not all scholars subscribe to the notion that conflict is always "evil" as some benefits can come out from conflict if properly executed (Mutuillah, 2013; Hussein & Al-Mamary, 2019; Dauda & Onya, 2017; United Nations Women, 2016; and Sa'ad, 2008). For instance, Chambliss cited by Dauda & Onya (2017, p.66) notes "(social) conflict may rather than being only a negative factor which years apart; fulfill a number of determinate factions in

Adie, Edward Idagu, Phd

groups and other interpersonal relations; it may contribute to the maintenance of group boundaries." To the United Nations Women (2016, P. xi) "conflict is not necessarily bad; it can present an opportunity for communities to learn and grow." Similarly, Mutuillah (2013, p.172-173) provides more insights to some merits derivable from conflict to include: Confronting the individual with him/herself; Challenging the status quo and stimulating innovation and creativity; Forcing understanding and reassessment of the interests, emotions/ feelings, needs, rights, and position of the other party; Facilitating evolution and change and prevent stagnation; Redefining and developing relationships and roles; Raising an awareness of alternatives and options; and Creating scenarios for new and alternative common options and futures.

Also, ECRS (2014), whjch argues that conflict can be positive or negative, maintains that conflict is positive when it is used to solve a problem. It can also help enhance one's strength, clarify purpose and encourage action. While these benefits or merits sound interesting, violent or armed conflict in its entirety is horrendous with grave impacts on society politically, socially, economically, developmentally as well as in the loss of precious lives. For instance, it has been reported that "more violent conflicts...have taken many souls three times more than ever estimated with 378,000 people killed annually between 1985 and 1994; and another 5.4 million from 1955 to 2002 as a result of wars in 13 countries" (Dauda, Adie & Nwokedi, 2018, p.82). Also, country like the US spent $1.46 trillion on war related costs between 9/11 and June, 2017. When divided, it amounts to about $250 million a day for over sixteen years, or a little above $91 billion a year (Ballesteros, 2017). Writing further on this, UNESCO (2015, p.20) avers: "The tragic human cost of...conflicts is starkly visible in the situation of refugees, asylum-seekers and internally displaced persons. By the end of 2013, 51.2 million people had been forcibly displaced-the highest number in the post-World War II era. While in 2011 violent conflicts forced some 14,000 people worldwide from their homes every day, in 2013 this number escalated to 32,000." It is, therefore, very imperative to treat all matters with caution in order to prevent them from snowballing into an/a armed/violent conflict that can bring about colossal damage with far-reaching implications for the current generations and the innocent ones yet unborn.

Conflict Resolution

The preceding pages contain a review of the concept of conflict, which reveals that conflict, especially violent/armed conflict, notwithstanding its supposed benefits, is "evil" and must be prevented at all cost. Conflict resolution is, therefore, necessary to forestall the devastating effect of conflict on human society. However, the fundamental question is: what then is conflict resolution? To answer this

Adie, Edward Idagu, Phd

question, it is germane to first consider the two root words: "conflict" and "resolution" which constitute the concept of conflict resolution. Thus, the term "conflict" refers simply to "disagreement between two parties over incompatible goals and interests" (UN Women, 2016, p. xi) while resolution on the other hand is defined as "the quality of being resolute, a firm decision, an expression of opinion or intensions agreed on….The action of solving a problem or dispute, the process of reducing or separating something into component" (Wani, 2011, p.105). Putting the two together, conflict resolution according to Katz & MCNulty (1994, p.9), therefore, is "a process of managing a conflict and negotiating a resolution."

In the words of Mitchel & Banks cited in Udeso (n.d, p.4), conflict resolution refers to "an outcome in which the issues in an existing conflict are satisfactorily dealt with through a solution that is mutually acceptable to the parties, self-sustaining in the long run and productive of a new, positive relationship between parties that were previously hostile adversaries; and process or procedure by which such an outcome is achieved." Wallensteen (2002, p.8) describes conflict resolution as "a situation where the conflict parties enter into an agreement that solves their central incompatibilities, accept each other's continued existence as parties and cease all violent action against each other". This means conflict resolution entails mutual agreement, willingness

and compromise to reach a beneficial outcome for the parties involved.

The concept is all-embracing, depicting an "umbrella term for a whole range of methods and approaches for dealing with conflict: from negotiation to diplomacy from mediation to arbitration, from facilitation to adjudication, from conciliation to conflict prevention, from conflict management to conflict transformation, from restorative justice to peacekeeping" (Wani, 2011, p.105). Manning (2010) views the concept from two perspectives. Thus, "conflict resolution can be regarded as any process that resolves or ends conflict via methods which can include violence or warfare. Alternatively, it can be viewed as a non-violent process that manages conflict through compromise or through the assistance of a third party who either facilitates or imposes settlement or resolution" (Manning, 2010, p.3). What this definition implies is that conflict resolution can be achieved either through the use of violent (force) and non-violent (peaceful) means. One sad news, however, with conflict resolved through the use of violent means is that it rarely lasts.

Additionally, Boulle (1996) maintains that the processes of conflict resolution are many and at the same time varied. It could be in form of collaborative, participatory, informal, non-binding processes-such as mediation, conciliation, third party negotiation- or adversarial, fact oriented legally binding and imposed decisions that arise from institutions

Adie, Edward Idagu, Phd

such as court and tribunals. Boulle's position is also shared by Miller in Udeso (n.d), who states that conflict resolution involves a variety of approaches aimed at terminating conflicts through the constructive solving of problems distinct from management or transformation.

Historically, conflict resolution as a "specialist field" emerged in the 1950s and 1960s during the peak of the cold war where the threat to humanity drove people to establish research groups to find a way of mediating in conflict. This move, which, according to Wani (2011), first started in North America and Europe later spread to other regions and scholarly journals on conflict resolution, began to appear by 1980s.

The essence of conflict resolution as posited by Mutiullah (2013, p.207) is to "provide a solution which is generally acceptable to parties in the conflict, which they themselves have evolved and which for the reason is self-supporting," stressing also that, in as much as individual beings have diverse view points from each other the likelihood of misunderstanding is certain to occur. Wolff & Nagy (2016) see conflict resolution as a way for two or more parties to find a peaceful solution to a disagreement among them. The disagreement could be personal, financial, political or emotional. They stress that no matter the type when dispute arises, the best approach to tackle it is to embrace negotiation, which goals are to produce a solution that parties can agree to; work as quickly as possible to find solution and; improve not hurt the relationship between the groups in conflict.

There are some identifiable principles guiding conflict resolution. These, according to Katz & McNulty (1994, p.11), are based on the fact that:

1. "The essence of conflict is the high emotional energy and perceived differences;

2. The essence of conflict management is the defusing of high emotional energy and mutual understanding of differences;

3. Resolution of conflict often involves negotiation(problem solving) to bring about an outcome that is mutually satisfying;

4. The keys to effective conflict resolution are the ability to reflectively listen to ensure understanding, maintain rapport at all times, differentiate positions from interests, and work towards resolution based on motivating interests."

As noted earlier, conflict resolution involves a variety of approaches (Boulle, 1996; Miller in Udeso, n.d and Wani, 2011). According to Wani (2011, p.105), these range "from negotiation to diplomacy, from mediation to arbitration, from facilitation to adjudication, from conciliation to conflict prevention, from conflict management to conflict transformation, from restorative justice to peacekeeping." Accordingly, negotiation refers to the meeting of parties to a conflict with or without the help of a neutral third party with the intent to resolve their differences. Here emphasis

Adie, Edward Idagu, Phd

is anchored on ways to separate the people from the main challenge, concentrate on interests, not possibilities, invent options for mutual gain, and insist on using objective criteria (CMRM, n.d).

Diplomacy has been defined variously by scholars. Thus, Mutiullah & Fidelis (2017, p.111) refer to it as the "management of international relations through the application of intelligence and skill by the representatives of states and other subjects of international relations for the purpose of achieving desired goals through peaceful means." According to Stanzel (2018, p.7) diplomacy is "a pragmatic approach to manage the relations between states and other institutions in the intergovernmental space with the aim of arriving at peaceful conflict resolution." Diplomacy as a tool of conflict resolution seeks to settle all conflicts via peaceful means. The advantage of using this tool in Dauda, Adie & Nwokedi (2018, p.83) lies in the fact that "...without diplomacy, much of the world's affairs would be abolished, international organisations would not exist, and above all the world would be at a constant state of war. It is for diplomacy that certain countries can exist in harmony." In fact, be it track one, which is Government-to-government interactions; track two, unofficial, out-side-government engagements; or multi-tracks diplomacy, which is a combination of the two and many more, diplomacy has proven its worth in conflict resolution(Adie & Nwokedi, 2018).

Mediation refers to an approach of conflict resolution that involves the use of a "neutral third party, a mediator who is responsible for facilitating dialogue and decision between the two conflicting parties" (CMRM, n.d, p.33). Govender & Ngandu (2010, p.13) conceive mediation as "an activity undertaken by a neutral third party with the objective of achieving a compromise or a settlement of issues between conflicting parties ...; a process of dialogue and negotiation in which a third party assists two or more disputant parties, with their consent, to prevent, manage or resolve a conflict without resort to force."

Today, mediation is widely adopted and this speaks to its advantages as confirm by the AU (2019, p.10), thus: "third party mediation - defined here as a non-adversarial and collaborative process through which an impartial third party helps parties in a dispute reach a resolution through interest-based negotiations - has proven well-suited to complex disputes involving technical, scientific, economic, social and/or legal dimensions." Buttressing this, the Law Reform Commission (2010, p.151) notes, "mediation has proved to be very effective in reducing the number of claims in public works contracts which would otherwise be referred to arbitration or proceed to litigation. Under the ACP [Hong Kong Government Airport Core Program] contracts, mediation was a mandatory requirement of the dispute resolution process and 80% of all such disputes were settled by

Adie, Edward Idagu, Phd

mediation or through negotiation at the mediation stage."

Mediation is equally different "from other forms of third-party intervention, primarily due to the fact that it is not premised on force and that the parties maintain a certain degree of ownership over the outcome of the peacemaking process" (Govender & Ngandu, 2010, p.13). The role of mediators is to assist those in conflict identify the root causes of the conflict. They are equally to help them appreciate and accept each other situation before finding a durable solution to their disagreement. The approach is based on "voluntary, self-determined participation of all parties involved in the conflict; the willingness to achieve agreement out of court in an informal process; consensus and result-oriented procedures; facilitation and moderation of the process by neutral third party moderator, mediator" (CMRM, n.d, p.34). According to the source mentioned above, mediation processes are conducted in three stages: the first stage takes care of the preparatory and preliminary agreements; the second stage involves the actual mediation meetings; while the third stage is the implementation of the outcome of the second stage.

The opinion of Nathan (2009, p.25-26) on mediation in civil conflicts is that it should generally consist of the following actions:

i.   "Analysing the conflict, diagnosing its causes and identifying the parties' positions and interests.

ii.   Pursuing shuttle diplomacy when the adversaries refuse to talk directly to each other.

iii.   Employing methods to build the parties' confidence in negotiations.

iv.   Designing and convening mediation processes and preparing agendas in consultation with the parties.

v.   Facilitating dialogue, negotiations and co-operative problem-solving by the parties.

vi.   Identifying common ground between the parties and generating options for overcoming deadlocks.

vii.   Helping the parties to forge agreements.

viii.   Creating opportunities for civil society to contribute to peace talks.

ix.   Co-coordinating external factors that have an interest in the conflict but are not participants in the negotiations (e.g. international bodies, donors and neighbouring states)."

Arbitration as one of the approaches in conflict resolution refers to a "procedure for the settlement of dispute between states by a binding award on the basis of law as a result of an undertaking voluntarily accepted" (International Law Commission cited in Umozurike, 2005, p.187). Like arbitration, adjudication as an approach to conflict resolution involves court procedures while conciliation doesn't but makes use of a third party who conducts an inquiry to ascertain the nature and dynamics of the conflict and from there sets the term for settlement.

Adie, Edward Idagu, Phd

The United Nations, in all its intents and purposes, promotes and supports the resolution of conflicts through peaceful means. This is very imperative because without such means the international peace, security and justice will be jeopardized. Consequently, Article 33 of its Charter specifically requests all parties in disputes that have the potency to affecting international peace and security negatively to first of all "seek a solution through negotiation, inquiry, mediation, conciliation, arbitration, and judicial settlement, resort to regional agencies or arrangements or other peaceful means of their choice" (Umozurike, 2005, p.186; Adinoyi, Muliru, & Gichoya, 2015).).

Modern conflicts are also being resolved through Alternative Dispute Resolution (ADR) mechanism, which is more of a diplomatic means of conflict resolution and it is devoid of court processes. This "pragmatic practice of settling or resolving inter-socio-human discords" emerges due to the failure of the court system to provide timely and fairly judgments for cases brought before them thereby causing citizens of African nations, for instance, to look for alternative means having lose faith in them (Mutuillah, 2013).

Whichever approach or method is adopted in conflict resolution, some guiding tips are necessary to follow. These tips, according to Segal (2019) include: the ability to listen for what is felt as well as said, make conflict resolution the priority rather than winning or being right, focus on the present, pick your battles, be willing to forgive, and know when to let something go. These tips can be applied in all levels of conflict to achieve a better resolution. A study by Laue in Charles Stuart University (1998) contends that for conflict to be considered resolved, certain conditions must have been met. Such conditions include the fact that: the solution jointly satisfies the interests and needs of the parties via joint agreement; the solution does not compromise the values of either parties; the parties do not repudiate the solution even if they have power to do so following the settlement; and the solution is fair and just and becomes self-supporting and self-enforcing. Conflict, generally is destructive and if allows, it can escalate to the detriment of humanity. It is, therefore, necessary to evolve workable conflict resolution mechanism(s) to address all conflicts from intra-personal to interpersonal, intra-groups to inter-groups, intra-state to inter-states or international.

Conflict Management

One concept that is also related to how conflict can be prevented in human society is that of conflict management. This concept is often used interchangeably with conflict resolution, but are they really the same? We will find out after the conceptualization of conflict management. Thus, according to Katz & McNulty (1994, p.9) conflict management is "a communication process of changing the negative emotional states in a conflict to emotional states that allow working out a resolution to the conflict." In other words,

Adie, Edward Idagu, Phd

conflict management deals with attitudes and strong negative emotions usually associated with a conflict situation which involves defusing the accompanying emotional energy and achieving a mutual understanding of differences (Katz & McNulty, 1994, p.10).

The concept also refers to "the positive and constructive handling of differences and divergence; a process of limiting the negative aspects of conflict while increasing its positive ones" (Harris & Reilly cited in United Nations, 2016, p. xi). The above cited definition has been corroborated by Litigation Laws (2015) which construes conflict management as the process that entails implementation of plans to reduce the unhelpful sides of quarrels and promote the "positive ones." The source notes further that the idea behind conflict management is not to do away with conflict situation entirely but to lessen it and sustain its positives. As earlier indicated, not all conflicts are bad or negative, so what conflict managers are expected to do in any conflict situation is to ensure they eliminate those negative sides of conflict and promote or retain only the positive ones.

Now, back to the question on whether the concepts of conflict management and conflict resolution are the same. While the two concepts are generally geared towards preventing the further devastating effects of conflict on humanity, some scholars do not think they are same. Spangler (2013) for instance, contends that conflict management is about control not resolution, of a long-term or deep-rooted conflict. It is often adopted when full resolution of conflict appears unfeasible. Conflict resolution on the other hand, considers conflict as short-term process that can be resolved. While the purpose of conflict resolution is to resolve differences between the parties, conflict management attempts to do away with some types of conflicts and promotes others.

A further clarification by Musalaha (2017) shows that while "conflict management refers to a process that will be undertaken for an indefinite period of time (and may not result in a resolution), and is primarily concerned with containing and limiting the conflict", "conflict resolution refers to resolving a conflict in such a way that both parties are satisfied, encouraging them to move from a zero-sum mentality to a win-win situation." Thus, the essence of conflict management arises from the understanding that though conflicts are inevitable not all conflicts are resolvable. Therefore, the necessary task is for those mediating to find ways to manage and regulate them (Udeso, n.d, p.5). To do this, there are several approaches to utilise; one of these approaches, according to Spangler (2013) is peacekeeping mission, which is the intervention in conflict situation not necessarily to resolve but to help manage it. This means that conflict management can prepare fertile grounds for conflict resolution.

Similarly, Lukman (2013) considers two broad strategies in managing conflicts between and

Adie, Edward Idagu, Phd

within states. The first strategy is the use of military might. This, he contends has been in use for long but has not guarantee complete peace as its outcomes rarely favour all the parties in conflict. This, therefore, necessitates the adoption of the second strategy-"a non-violent pacific settlement of mediation, arbitration and negotiation directed at achieving outcome that are acceptable to parties in such conflicts" (Lukman, 2013, p.177). Pareek quoted in Kodikah & Rahman (2014) speaks of others means of conflict management to include: resignation, isolation, withdrawal and cover up under Avoid/Dysfunctional modes and fighting, compromise, arbitration and negotiation under Approach/Functional modes. Conflict can also be managed through assertive and cooperative dimensions. Cooperativeness speaks to the degree to which one party is willing to satisfy the concerns of other party while assertiveness is the opposite, that is, a party to a conflict is always concerned about his or her own interest (Kodikah & Rahman, 2014).

These dimensions are further broken down into five as explain below: Avoiding- low assertiveness and low cooperation; accommodating-low assertiveness and high cooperation; competing –high assertiveness and low cooperation; compromising- medium assertiveness and medium cooperation; and collaborating- high assertiveness and high collaboration (ECRS, 2014; Chinyere, 2018; Daisy, 2020). Whichever way seems appropriate,

it must be stressed that conflict by all standards must be prevented from occurring and where it has occurred, concerted efforts should be intensified to see that it is drastically reduced to the barest minimum if not completely resolved. This will require more efforts, including the evolvement of new strategies and prompt response by conflict managers in conflict situations.

Conclusion

The paper reviewed the concept of conflict in all its ramifications to provide a comprehensive understanding of the concept. It revealed that when once there are incompatible goals, values and aspirations, conflict will arise. The emergence of conflict in itself is not necessarily bad as it has some benefits to be derived from if properly handled. However, violent conflict should not be encouraged. The need to ensure that conflict does not linger unnecessary led to the review of the concept of conflict resolution. Accordingly several means of conflict resolutions were discussed, from negotiation to mediation, arbitration, Alternative conflict resolutions (ADR) etc. Furthermore, the belief that not all conflicts can be resolved but can be better manage helped to underscore the need for conflict management, which tends to control rather than resolving the extant conflicts. It is the conviction of The Author That the Paper Will Contribute Immensely to Better Understanding of These Concepts.

Adie, Edward Idagu, Phd

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Adie, Edward Idagu, Phd