Understanding Conflict, Causes and Consequences: A Conceptual Analysis

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Introduction

Since the dawn of the civilization on this planet, conflict remains an important part of human society from individual level to international level. Every conflict is unique with its own pattern, structure, actors and beliefs or grievances of power and varies from age to age. It is the “biological and cultural survival” or national interest of state, which defines the demand and supply of states according to their needs and causes the conflict among the parties. Thus conflict is an inevitable phenomenon and has various causes to erupt among the societies and states. Conflicts are long lasting aspects of human behavior and social relationships. With the modification of societies the causes and consequences of conflict remain unpredictable but some basic principles are same, as any un-responded conflict is a threat to the traditional and non traditional security of industrial states. A military or a traditional conflict has adverse impacts over the peace, security and development of states. So to say that traditional and non traditional security threats are interdependent upon each other. Therefore, this conceptual analysis of conflict can be framed with any issue related to the security of states.

The concept of conflict is multidimensional; it envelops a family of forms. The genesis of these conflicts is in human nature and behavior. Thus conflict is expression of heterogeneity of interest and amalgamation of values and beliefs. Since war begins in the minds of men, it is the minds of men that the defenses of peace must be constructed. The most wanted and challenging issue of the contemporary international and state politics is to manage the peace and security, which is traumatized by the

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ongoing mismanaged conflicts within and among the states. The twentieth century witnessed more than 250 conflicts and over 100 million casualties and most of them were civilians. And, among them 23 million people have died in more than 160 wars up to 2000 A.D.5 Be it a world order-cold war era (1945-1991), or post cold war period (1991-2001) or post September 11, 2001. These periods are by and large known because of the intensities of violent conflicts and wars against the humanity. The international system has been never governed under complete peace and security, or free of conflict atmosphere.

The human nature which is branded as a primary cause of conflict has also demonstrated its ability for management and resolution of conflicts which results in peace and security of the societies and states. It is clear that Conflict is a concern of human security or “biological and cultural survival” of those who are in conflict. In international relations these can be two states over natural resources, economic gains, political or ideological influences, or two friends over the share of a glass of wine/water etc. For any type of human survival, the development and security is always considered as a pre-condition.

The development and progress can only grow in peaceful environment. Without peace, development and human security is unhealthy6. The concept explores that, at one end society and states are pursuing their goals for survival and security which causes conflict and wars. At the other end they need peaceful environment to maintain their survival and life7. This situation is quite multifaceted and needs to be attended.

Definition of Conflict

The word ‘conflict’ is derived from a Latin word ‘confligere’ which means literally, “to strike together.”8 It has been defined by various people with different perspectives but has the same conclusion. In this sense conflicts are not seen as a matter of subjective definition but have determined by social structure. In other words, conflict is an incompatible interests built in to the structure of the system where conflict is located.9

Johan Galtung, the founder of the peace and conflict studies, provides a definition of conflict as, “an action-system is said to be in conflict if the system has two or more in compatible goal states”. In the same context R.C. Mitchell states that conflict is a
situation in which two or more human beings desire goals which they perceive as being obtainable by one or the other, but not both. This compact definition can be clarified by saying that there must be at least two parties; each mobilizing energy to obtain a goal, a desired object or situation, and each party perceives others as a barrier to that goal. It is important to state that the conflict is a part of any human interaction which results in disagreements and lead to the path of conflict. In this perspective Sigmund Fried says, “we assume that human instincts are of two kinds; those that conserve and unify……..and second the instincts that destroy and kill.”

The above definitions reflect that the incompatible or mismatched goals between more than two parties/ states lead to conflict. However, only violence and war is not necessary condition to end a conflict. Because men are not born with a singular instinct but have both the characters to conserve and unify (Peace) and destroy and kill (war). When two or more individuals, groups, nations states, etc. interact on certain issues there is a possibility of differences in their opinions and clash of interest that results in disagreement which can lead to a conflict. The occurrence of conflict can be handled with both of these tendencies which are within the reach of the involving parties or their neighboring societies. Parties can use the strategies of conflict resolution and management like self-help approach, negotiation, mediation, intervention, and diplomacy, etc. to limit the conflict from escalation.

Conflicts arise between parties who perceive that they posses a common incompatible goal. The higher the number of states, the higher the potential of violent conflict. The availability of the resources (tangible or intangible) has the potential to intensify the conflict. The more numerous the resources, the greater its scope. The involvement of large number of parties in a conflict, would enlarge its sphere of influence. Thus in any international conflict there are at least two states focusing over the same issue for control or dominance at same time which creates a situation of conflict and war. But it is not necessary that every conflict would end in a war. There are options of managing, and resolving the conflict through peaceful strategies where there is a need to understand the conflict at the primary level. The understanding of conflict will help with many alternatives. It is better to manage a conflict before its escalation rather than to resolve after escalation.
To make a non-violent strategy applicable for the achievement of total peace and security necessitates a deep understanding in terms of elements of conflict and influence of the issue. Conflict needs a fine grained analysis with a holistic view of history and perceptions of conflicting parties at the very basic level.

**Structure of Conflict**

In this context Galtung and Mitchell gave a triangular structure of the element of conflicts. The Triangle consists of foundational elements of conflict as Galtung gives a formula of conflict as, A+B+C = conflict. And Mitchell gives in the same way as, A+ B+S= conflict. In this formula as, A=Attitude, B= Behavior, and C/ S= contradiction/ situation\(^{14}\). This triangle can be used to identify flows in all the six dimensions which may be initiated from any where.

1. The situation impacts behavior- when a party fails to reach the goal or target, it causes frustration and increases the willingness to meet the challenges and reach this destination.
2. In this process the situation influences the attitude- incompatible goals increase the suspicion between the actors.
3. Behavior impacts the situation- success can introduce new questions in the conflict as demands increase.
4. Behavior motivates attitudes- for

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**Figure 1 Triadic conflict structures by Johan Galtung and R.C Mitchell\(^{15}\).**
destruction and hatred, in case of success it unites and leads towards the unity.

5. Attitude impacts the behavior- and leads towards the defensive planning and offensive action.

6. Attitude impacts the situation- the long term conflicts will mount more questions will be introduced.16

This process shows that conflicts are caused by mixed-motive relationship where both the involved parties have cooperative and competitive goals. The competitive elements create conflict and cooperative elements create incentive to negotiate an agreement.

All the above mentioned points show how the elements of conflict work in state affairs. The model is applicable for military and political conflicts as well as economic, environmental and human security conflict at national, regional and international level. About the source of international conflict there is uniformity among the scholars and they believe that conflict is a recurring phenomenon of human affairs as a strong disagreement over the continuity of existence at any level17. In case of international conflict States are striving for the non-war solution of conflict because of the dreadful consequences of war. This leads to the concept of operational understanding of conflicts at primary level. In this faith many scholars like, John Galtung, C.R Mitchell and Kenneth. N. Waltz etc, laid emphasis over elements of conflicts in an operational way from individual level.

There is a similarity in defining the conflict elements among these theorists and mapping the conflicts at various levels. The structural approach to analyzing a ‘conflict’ will help to envision the complexity of conflict through theses three dimensions or elements18 in shaping up the conflict. Thus understanding of Conflict situation or contradiction, conflict attitude and conflict behavior will give us a broad perspective to understand and handle the conflicts.

**Conflict Situation**

Conflict situation refers to the twisted circumstances between the parties over the objective or subjective issues. In this position parties have psychological abnormality in their relations. The causal factors of conflict situation are the incompatible goals, scarcity of resources or positions19. To recognize the conflict situation, we need a deep understanding of the conflicting parties. It is not necessary that a conflict situation can be violent at any time; parties can be silent and...
watching for the chance of action. The conflict situation replicates over the future relations of the conflicting parties. At this stage of conflict parties try to provoke each other for further process. Mitchell gave a conceptual assumption for understanding of the conflict situation as, “the two small boys simultaneously wanting exclusive position of a single rubber ball”, This assumption is applicable in other contradictions of social and political units. Thus the conflict situation can be defined by the parties, their interests and clash of interest among them. The parties can be two small boys or two big countries over the incompatibility of goals between them. A conflict situation is not recognized by the conflicting parties but where their actual values and goals (interest) are incompatible.

**Conflict Attitude**

Conflict attitude includes the perceptions and misperceptions of conflicting parties may be friendly or hostile. It refers to the expressive view of the source of the conflict, such as anger, distrust, resentment, scorn, fear, envy or suspicion of the intentions of others towards the attainment of goal. Thus conflict attitude means “common patterns of expectations, emotional orientation and perception which accompany involvement in conflict situation.” In this process emotive (feeling), cognitive (belief) and conative (will) works together as an expression against the adversaries.

**Conflict Behavior**

Conflict behavior is a major component of conflict, which consists of the real behavior of the rival parties resulting from their possession of mutually mismatched social values or incompatible goals and from their attempts while achieving those goals. It may include the dealings of cooperation and coercion, gestures signifying cooperation or hostility. “Conflict behavior consists of overt actions undertaken by one party in a conflict situation, aimed at an opposing party with the intension of making that party abandon or modify its goals.” So conflict behavior involves threats of negative sanctions and also propose “alternative benefits, discussions, persuasion, appeals to common values, or common sense, and whole non violent behavior, even though the ultimate threat of future violence may be constantly in the background to act as implicit coercion should any of the non-coercive acts fail to
achieve their desired objective”²⁷ such as structural relationship, competing material interests etc. Because behavior depicts the concealed thoughts, memories and emotions²⁸ which are not accessible to the common approach for summing up. Hence we may say that behavior is an instrumental view of the source of conflict.

While summing up these elements or dimensions of conflict we comprehend that conflict is about life ‘something standing in the way of some thing else’²⁹ in every type of conflict there is situation or contradiction, an attitude and behavior. In other words, conflict = A+B+C, it is a triadic construct and all are equally important for addressing any conflict.³⁰ All these elements are functional in the evolution, development and outbreak of conflict. Thus analysis of conflict can be done through these elements to understand, handle and mange the conflicts. It is important to emphasize the inter-relations of the three elements or dimensions of conflict and the way in which they are strongly linked to the real world. In case of the conflict between states there is no direct or exposed contradiction among the scholars over these elements or dimensions of conflict. Most of the research is looking conflict as an inevitable part of human relations. Perspective may differ in causes but the conclusions are the same.

Another view of William Zartman, a contemporary expert in conflict studies provides a useful definition with dimension contents as; “An inevitable aspect of human interaction and an unavoidable concomitant of choice and decisions. Although conflict is inherent in the decisions even when there is only one person, social conflict is necessary brought about by the presence of several actors and compounded by several choices”.³¹

While comparing both the views, we reach at the conclusion that, conflict is an exercise of influence which is found almost everywhere in the human world³². It can be industrial conflict sometimes followed by a strike; a family conflict sometimes may be followed by a divorce or partition, a factional or ideological conflict with religion or organizations followed by sects and divide. In international relations it is followed by the war among the states³³ over various issues and most of the wars during the industrial and global era are over the most usable natural resources. The concept seems to be clearer when conflict is defined as a situation in which two or more parties strive to acquire the same
scarcity of resources makes more competition due to imbalance in supply and demand or use and availability. May it be the water, oil, territory or an ideology, everyone is in conflict to control the territory or influence the ideology.

It is innate to human nature that motivates or compels him to be self sufficient and secure. This is what we come across in our daily lives at various levels of interaction. It happens at individual, societal and international level. Be it a conflict between husband and wife, servant and master, Blacks and Whites, Romans and Catholics, Christians and Muslims, Hindus and Muslims, India and Pakistan, Palestine and Jews etc. it is all about interest and influence. When one party or community proceeds and the another is getting affected and retaliates with different attitude and behavior which gives birth to abnormality of relations. For instance when two persons are trying to occupy same and last seat of a bus they initiate with the different expressions and actions. If there will be no intervention or self consciousness, then the situation will go from bad to worse and results in conflict or strike together resulting in delays and the damage of all passengers in terms of life, materiel and time. But if passengers make an attempt to contain them through social and moral force they will look for an alternative rather than fight.

At international level when more than two states are trying to occupy and influence the same object at same time the consequence will be strike together in a conflictual manner. But at the same time states can recognize the results of war and violence and can promote an alternative to war. During the peak of Cold War, the Cuban missile crisis 1962, had been managed without shooting, a bullet and violating international law, it was a landmark of the peaceful management of international conflict.

It shows that parties while confronting each other prefer to exercise their power and also will to manage the situation with alternatives rather than fight. Because the situation involves the instincts and if one exercises it, the another will reply abnormally. The process will develop as one party perceives, to achieve or control any position which is concern of another party. It is not necessary that conflict situation leads to only war but if it will be managed carefully; accurately and professionally we can regain the breakup of relationship or
association with options of win-win rather than win-loss conclusion of war.

The long term conflict results loss of both the parties in terms of life and property. Gone are the days when booty and plunder made up for the investment warriors and their weapons. Then the arithmetic was simple, the outcome of a throw of the dice backed by powers and members. The figure looks strategically different at present. There is the cost of preparedness in terms of not only in human and capital terms but also in terms of economic and time limits. Because conflict situation is not a stagnant condition, it is a changing relationship marked by continuing rivalry. This may be an hour’s long quarrel between family members, a month long confrontation between two organizations or ideologies, a year long war between two states. Among these situations the wars between states are more dangerous for human life and resources with extensive influence. Previous wars are witnessed about the destruction of states in terms of life and property. The uninterrupted modification of war tactics and technology threat stimulates the international community to think about the past consequences of mismanaged conflicts and the future risks.

**International Conflict**

The post 1648, Westphalian period gave birth to the existence of state system and states are responsible mainly in two ways. Firstly they have to safeguard the national interest for legal continuity of state and also provide the survival and security to the statesmen. Secondly, for the continuation of the national interest states are legally responsible to interact across the borders through diplomacy to attain the objectives of the foreign policy. Politically the states are responsible to maintain and protect the state interest and go for war in achieving the same interest. So conflict among states is not a mistake but a planned process to attain their national goals through diplomacy. States are now thinking in a different way to handle the conflicts in which both the conflicting parties should be winners and would convince them for peaceful solutions. The peaceful solution is reliable over the analysis of conflict from causes to the history of involving parties. Thus understanding of conflict in international relations (international conflict) between states is assumed and observed as a deliberate and planned action to achieve the national interests of a state.
is a situation in which at least ‘two states must clearly oppose each other over a substantial issue’. Thus, the “international Conflict is a course of action which crosses through the stages of tension, competition and converts the normal, neutral relation into abnormality or hostility on any issue which is focused as national interest by more than one state at the same time”. In this process tension is backed by the survival of state, to meet the criteria of national policy objective. Where competition comes through the participation of more than one state to compete towards the objective and in this situation one has to admit defeat, this fear of defeat provokes one of them or both of them to strike with each other which had traumatized the previous cooperation, neutral or normal relations and stands in between the post-peace and pre-war satiation? The proceeding time length of states from post-peace to pre-war situation is called the international conflict.

Conflict is a process because it has an origin and evolution of any issue (Material and non material goods). An issue causes tension which is different than the conflict or even competition.

The tension is mostly related with the upcoming uncertainties and motivates or forces the states for competition and struggle for the national policy goals. When conflict is at the stage of competition it is good and leads to many positive and negative changes. It should be noted that the conflict at the final stage is always perilous; there is nothing positive at this stage. States are not self-sufficient and they are closely interdependent each other for services and supplies. States are born to interact and build relations for the gain of those materials which are not available inside the state (import) or have an adequate amount to supply (export) across the borders for commercial purposes.

This process is always functioning according to the internal and external position of states in terms of its natural resources and geopolitical capability. In international relations each state provides the means for its preservation as best as it can. Conflict has a recycling nature in occurrence.

The occurrence of conflict is a universal phenomena in the affairs of states. In this practice “every stage of conflict comes to pass among the parties that interact socially; each party is effected the way other acts, not only as each responds to others but also each may anticipate the response of others”. In this context the most challenging task is to minimize and mange the conflicts.
before they turn in to war rather than think of ‘conflict free world’. The additional and primary criteria of the conflict handling require the clarification of the cause of conflict. The solution of any conflict is futile with out knowing the case of conflict.

**Causes of Conflict**

It is common knowledge that have been flexing their muscles over the surroundings to control and fulfill their daily needs and make them-self strong and secure\(^5\). It is well known that, there are innumerable causes of conflict and conflict arises for a host of reason. Any list of causes is bound to be incomplete but there is a consensus with regard to general types of common sources that are common.\(^6\) In international relations, states formulate their goals exercising the influence of power to control, use and have safe access to resources. The distribution and access of resources remains a main cause of conflict among the states in international system. A shift of focus has occurred in the foreign polices of states in attaining the goals and accordingly to run the modern scientific state system. The shift of national polices causes new type of conflicts.

Causes keep changing and shifting from one area to the another area. Thus states have no reason to have a single cause because issues and resources are diverse. These causes are driven by different agendas and states may react to the situation in a number of ways. The understanding of causes will contribute to the quick achievement of peace.\(^7\) The dimensions of conflict can be concluded by mapping the various causes of conflict which are found in different services and supplies. Different analysts accord varying importance to the following groups of causal factors:

a) Inequality (political, economic, social, ‘grievances’)

b) Identity (mobilization of groups with shared ethnic, ideological or religious identities)

c) Political factors (crises of state legitimacy, weak state institutions)

d) Economic factors (economic motivations for engagement in conflict over natural resources, ‘greed’)\(^8\)

All these causal factors are vital for the state security and have been politicized by states for control and use. Some times it is ideology or territorial geo-political factors which are seen as main factors of international conflict. But mostly from (1945-1991) post World War II up to the end of Cold War, the world
was divided into two rival political blocs. The geo-political dimensions and causes of conflicts were dominated by the ideologies. The focus of international politics towards various causes of conflicts was through the lenses of ideology. From the post cold war these mixed causes have been exposed and geo-economical and geo-political factors remain dominant causes of conflict among and within the state affairs. Thus causal factors of conflict keep changing and there is not a single cause of conflict.

“...there is no single cause of a conflict. Nor is there any sustainable prediction for peace. Different factors vary in importance, and reinforce or neutralize each other. The analysis of the situation must therefore include assessing the relative importance of the different indications and their inter-relationship”

It is always a matter of time, preferably present and future which gives reason (of command and demand) to states, to strive for the different ingredients of state security. States continue to be the principal actors in international politics, and the wars which have occurred mostly from 1945, have been initiated by the governments of the respective states. The decision of a state, weather to move from conflict to war or conflict to peace is conditional on the significance of the issue or the causes of conflict. Any thing which is carrying more weight for the states becomes dominant factor of conflict among states.

The center of attention here is that, what factors, causes the increase in the probability of war. Because it will provide an unambiguous vision to identify the vitality of causes and consequences of conflict that will lead to the accuracy of conflict handling strategies. The contemporary conflicts are not motivated or caused by ideologies simply, but essentially governed by economic schemes. The conflict promises destruction, not only to the contestants but also to the system they belong to. The option of war is risky, mostly profit less. We can apply the strategies for the prevention, management and resolution of conflict. The criteria of conflict for peaceful solutions need to have a strong understanding of the causal factors and the vision of its consequences.

States are interacting on behalf of their citizens to facilitate their daily needs with insurance of future stability to strengthen the existence in the international system. International affairs are composed of various relations in which nations...
realize their intention to influence other states. For the same reason they pursue to attain the national policy goals through the designed foreign policy. The control or access of anything which is equally the concern of other states at the same moment is the cause of international conflict with unpredicted consequences. There are almost 204 states in the world and only forty three states have never practiced internal or international conflicts or even as a directly involved party. This shows that 96 percent of total states of the world have experienced direct or indirect conflicts. The causes of all these conflicts are nothing but just national goals. Politically national goals are the subunits of national interest which strengthen the national power called ‘power politics’ in international relations. The visible causes or secondary causes of conflict are backed by the primary causes or root causes of conflict in the world system from the birth of states.

The primary (root) causes are constant because they include entire function and existence of state. For Machiavelli, conflict was the human desire for self preservation and power. For Hobbes, three principal causes of quarrel ‘in a state of nature were competition for gain, fear of insecurity, and defense of honor’. For David Hume, the underlying conditions for human conflict were relative scarcity of resources and limited altruism. For Rousseau, the state of war was born from the social state itself. Waltz gives three causes of international conflicts known as three images of conflict as (I) human nature and behavior (II) internal structure of state and (III) international anarchy. All these perspectives are revolving round the state security and have no contradiction over the cause of conflict at length.

While analyzing all these different perspectives about the causes of conflict, we understand and arrive at the conclusion that supremacy of state security is the main concern of states at the various fronts of the international politics. Humans are in state and have desire for state protection, which pushes them into competition for gains of various resources to run their survival of life and state. Since 1945, 135 out 204 states have at least once experienced a violent political conflict, the fact gives an idea that how states are determined for the quest of their existence. Hence the argument or the key issue is that the influence of exercise for sake of the existence, security (traditional and non traditional) and development is the primary cause of conflict among the states.
State’s interest and security is the survival of the state and the fear of loss will lead to a situation called failed state. It is political position and geo-graphic location of a state which paves the way to the decision of state to flow across the borders and attain the sources of security in terms of strategic and non strategic dimensions. The elements of national security or national power comprise a broad range of resources. Among them, natural resources are the vital to the state survival and protection in terms of power and security. In contemporary international politics, natural resources are the main cause of contemporary international conflicts. And have paved way to the ‘conflicitive or defective international relations’. The birth of new areas of conflict in the age of globalization or post industrialization era has very multifaceted causes and dangerous consequences. The cause of conflict is found in the properties of the separate units and these units are viewed as the elements of state security.56

Security and power is in the top agenda of every state to govern the state as superior actor in international system. The political thinkers are always modifying the perceptions with novel concepts but no one has eliminated the concept of conflict among the parties (individual, his society and state) and historically no century was free from conflicts. And the mismanaged conflicts turned in to war and properly cautious handling of conflict lead to cooperation and peace.

The causes of conflict keep changing with the modification and scientific innovation. For instance before World War I, coal was more important than the oil, so states preferred to control the coal mines. Since the invention of combustion engine the oil has replaced the coal and become cause of many international conflicts. So while addressing a conflict for solution or management the understanding about the causes of conflict is primary requirement and without knowing the causes, any approach will lead to misunderstanding, misperception and distrust with the outcome of loss-loss sink-swim situation.

The causes of international conflicts are broadly measured by two perspectives. The material goods (objectives) oil, water, forests etc and positional goods60 (subjective) religious ideology, leadership, and position in an organization... etc. Both types of goods are important either biologically or culturally in favor of an individual or a state for their survival. In any situation, it is
the nature and behavior of a state to follow and focus their national policy for survival and existence of a state. The states are bound to follow their national policy objectives to attain the goals of their survival which directly or indirectly involves the states and brings them to a situation where they conflict with each other. Thus the conflict is in the nature of state from as early as the existence of state itself. But the area of focus keeps changing with developments and modifications of state.

The area of conflict varies from age to age and it is the survival of a state which defines the area of conflict according to their necessities. The cause of conflict here refers to the source (issues, values beliefs) of the disagreement over the control of any material and non-material possessions which both the states views and believes, is important for national development and security. So it is a proven fact that there is no single cause of conflicts. The today’s cause of conflict may or may not be the cause of tomorrow’s conflict. The international relations among the nations keep changing so do the cause also change. The dimensions of national interests and the elements of national power in terms of natural resources also keep changing or replaced by the alternative developments. The use of wood has been limited with the introduction of iron and plastic, so the forest causes less conflict than water and oil. But in industrial age mostly from post 1945 world order the oil has replaced the coal and become hot issue in international politics.

**Conclusion**

The research from the ages bring us to the conclusion that conflict is a natural and very typical phenomenon in every type of human society; at every level, from intrapersonal (the realm of psychology) to global. Conflicts at every level have very significant common characteristics and dynamics, and, therefore, it makes sense to examine them together as well as view them comparatively. And People get involved in conflicts because their interests or their values are challenged or because their needs are not adequately met.

In conclusion it may be observed that the contemporary international affairs are fractured by the conflicts. The hottest issue and headline of the international relations is “conflict” not in the context of its occurrence but in its dangerous consequences. The scene is appalling and revealing the facts of cost benefit analysis of conflict eruption. The killed, wounded, raped, traumatized,
bereaved, refugees, displaced, and hungry people are the concerns of the traditional security of states. The new populations of widows, orphans, wounded and war-struck, demobilized soldiers brings new challenges. The rising destruction and material damage, ruined electricity and water, roads, rail tracks, broken bridges have directly effected the non military security of citizens of conflicting states. The understanding of conflict at its pre-war situation will help to prevent the parties from destruction and will help to work out effective management and resolution of the conflicts which results in maintenance of peace and security of states at domestic and global level.

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59 Waltz. n. 48, p. 20
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Understanding conflict avoidance: Relationship, motivations, actions, and consequences. December 2002. International Journal of Conflict Management 13(2):142-164. Result of this study presents a Conceptual framework for effective management of human resource in relation to conflict prevention among project teams, as an effective strategy for facilitating seamless adoption and diffusion of big data innovation in organisations. View. Show abstract. A conceptual conflict can escalate into a verbal exchange and/or result in fighting. Conflict can exist at a variety of levels of analysis: Community conflict. Diplomatic conflict. Racial conflict. Conflicts in these levels may appear "nested" in conflicts residing at larger levels of analysis. For example, conflict within a work team may play out the dynamics of a broader conflict in the organization as a whole. Theorists have claimed that parties can conceptualize responses to conflict according to a two-dimensional scheme; concern for one's own outcomes and concern for the outcomes of the other party. This scheme leads to the following hypotheses: High concern for both one's own and the other party's outcomes leads to attempts to find mutual Conflict analyses often inform a conflict-sensitive approach to improve the positive effects and minimise the negative effects of working in conflict-affected countries and provide a baseline to help evaluate interventions' impact (OECD, 2008; Sandole et al., 2008; CDA Collaborative, 2013). Gender-sensitive conflict analysis identifies the gendered nature of conflict, the gendered impacts of conflict and the gendered dimensions of peacebuilding (Anderlini, 2006). Important conceptual challenges in using conflict analysis toolkits include the following: Understanding conflict requires analysis of issues broader than development. Part I Concepts and Analysis Approaches to Understanding Conflict. The nature of conflict The context of defining conflict Socio-psychological dynamics Conflict situations Intractable conflict Constructive versus destructive conflict Root causes of conflict Levels of analysis Overview. 2 Conflict Analysis Framework Focus and elements of analysis Parties Goals Issues Interests Value differences Human needs Strategies, tactics, and culture Conflict-coping styles and orientations Conditions for conflict The phases of conflict A conflict context.