Department of MBA
CMRIT Bengaluru
QP and Answer scheme
Conflicts and Negotiation Management
VTU Sem exam 2024 Batch Fourth semester

Q No	Su No.	Question and Answer:
1.	a.	Define Functional Conflict
		Functional conflict, also known as constructive or cooperative conflict, is a healthy disagreement that can positively contribute to a group's performance, decision-making, or innovation
	b.	Discuss the causes of conflict
		Miscommunication Poor communication can lead to assumptions and misinterpretations that create tension and friction. Unintentional communication problems, like lost emails or people not returning phone calls, can also cause conflict. Personality differences People may not get along for reasons that aren't immediately clear, and personality clashes can be rooted in misinterpretations of others' words, actions, or behavior. Incompatible goals Conflict can arise when two parties think their goals are mutually exclusive. Resistance to change It's natural to resist change, and this can lead to conflict in the workplace.
	c.	Process and structural mode of conflicts
		Answer: The conflict process model and conflict resolution models are tools that can help understand and resolve conflict: Conflict process model This model has five stages: potential opposition, cognition, intentions, behavior, and outcomes. Conflict resolution models These models can help diffuse conflicts, increase group cohesion, and stimulate new ideas for resolution. Some examples of conflict resolution models include: Accommodating: One party concedes to the other's arguments to keep the peace. Competing: One party plans to win, which can be effective when the rules of engagement are clear and outcomes aren't taken personally. Collaborating: Both parties acknowledge each other's points and take time to agree. This can be effective when both sides have good points. Compromising: Both sides partially satisfy each other to reduce tension. This can be effective when collaboration and competition fail. Avoiding: The conflict is delayed when the issue isn't serious or when a bigger issue needs more time. Conflict resolution models can help identify and analyze the root causes of conflict, which can help colleagues address conflicts proactively.
2.	a.	What is Interpersonal Conflict
		Interpersonal conflict is a disagreement or dispute between two or more people that can be emotional, physical, personal, or professional. It can occur in any social setting, such as at home, school, or work
	b.	Cost of the Conflict
		Answer: 1. Conflict can have many costs, including:

	2.	Economic: The 2021 Economic Value of Peace report estimated the global economic impact of violence to be $14.4 trillion.
	3.	Social: Conflict can lead to migration, extremism, and a lack of civil society.
	4.	Political: Conflict can impact neighboring countries and the international community.
	5.	Environmental: Conflict can lead to the destruction of land and physical infrastructure.
	6.	Military: Conflict can lead to human deaths.
	7.	Workplace: Conflict can lead to job dissatisfaction, turnover, lost productivity, litigation, and workplace violence.
	8.	Healthcare: Conflict can lead to worsened patient outcomes. .
	c.	Conflict mapping and tracking

Answer:
Conflict mapping is a visual technique that helps to understand a conflict by identifying its key elements and relationships. Tracking updates the map as the conflict changes over time.
Conflict mapping can be used to:
Clarify the problem
Reduce confusion
Generate insights
Communicate analysis and findings
Develop better solutions
Understand the situation from all angles

| 3. | a. | Conflict Resolution |

Answer:
Conflict resolution is the process of finding a peaceful solution to a disagreement between two or more parties. It involves understanding different perspectives and working together to find a compromise that satisfies everyone.

| | b. | Explain Strategies for resolving Team conflicts |

Answer:
Here are some techniques for resolving team conflict:
Active listening: Give the speaker your undivided attention, try to understand their perspective, and acknowledge their emotions.
Compromise: Identify opportunities for compromise and be willing to set aside pride or stubbornness.
Collaborate: Analyze each other's interests to find a win-win solution.
Describe the conflict: Describe the conflict objectively, clearly, and specifically from your perspective. Express your emotions, but choose your words carefully.
Foster an environment of open dialogue and respect: Create an environment where potential conflicts can be turned into opportunities for growth and innovation.
Recognize early signs of conflict: Be aware of the early signs of conflict in your team.
Identify recurring conflict situations: If the same conflict repeatedly arises, take steps to resolve it effectively.
Set clear goals: Set clear goals for every team member.
Provide feedback: Provide feedback to your team members.
Seek support: If conflict persists, seek support from a trusted colleague, your line manager, or your HR department.

| | c. | Conflict Resolutio Process |

Answer:
- o Communicate: Open communication is key to resolving conflict.
- o Listen actively: Listen to what the other person has to say without interrupting.
- o Find common ground: Look for solutions that benefit everyone.
- o Acknowledge your part: Admit your part in the conflict to lead to mutual trust and a better understanding.
- o Empathize: Try to understand the other person's perspective.
- o Agree on a win-win solution: Make sure both parties can live with the resolution. Related and supporting industries

4.	a.	Define Negotiation

Answer:
a strategic process of communication between two or more parties to resolve conflicts or issues and establish or change the terms of a relationship

	b.	Explain Six foundations of Negotiation

o   Answer:The six foundations of negotiation are:
o   Bargaining style: How you negotiate
o   Goals and expectations: What you want to achieve
o   Authoritative norms and standards: The rules that apply
o   Relationships: How you interact with the other party
o   The other party's interests: What the other party wants to achieve
o   Leverage: What you can use to your advantage

	c.	Explain Skills for conflict management

Answer:
o   Active listening: Focus on the speaker, understand their message, and respond thoughtfully. This shows that you value their perspective and are interested in resolving the conflict.
o   Emotional intelligence: Helps you regulate your emotions and understand the emotions of others. This can prevent impulsive reactions and help you approach conflict resolution with compassion.
o   Problem solving: Be willing to revisit solutions if the first ones don't work.
o   Empathy: Understand and share the feelings of others. This can help you foster a deeper understanding of differing perspectives.
o   Negotiation: An essential component of dispute resolution.
o   Patience: Be able to tolerate waiting, delay, frustration, or other negative emotions without getting upset.

5.	a.	Importance of BATNA

Answer:
BATNA, or best alternative to a negotiated agreement, is important because it can help you:
Avoid unfavorable terms
A strong BATNA can help you avoid accepting a deal that's not in your best interest.
Enhance your negotiating power
You can use your BATNA to motivate your counterpart to compromise. .

	b.	Skills for the Negotiation

Answer:
Critical thinking: Using logic to balance feelings and make objective decisions
Empathy: Understanding the needs and concerns of others
Planning: Organizing and prioritizing interests before entering a negotiation
Persuasion: Convincing others to look at things differently
Problem-solving: Identifying obstacles and developing a strategy to overcome them
Rapport building: Creating trust with the other party

	c.	Staregies for Succesfull Negotiation

Answer:
Find common ground: Look for areas of agreement between the parties.
Consider the long term: Keep a long-term perspective in mind.
Be innovative: Traditional tactics might not always work, so be open to new approaches.
Practice problem solving: Develop the ability to identify the cause of an issue and create effective solutions.
Listen first: Make an effort to listen to the other party.
Compromise: Be willing to compromise and make concessions.

6.	a.	Define ZOPA

Answer:
Zone of Possible Agreement (ZOPA)

		A range of options in a negotiation where two or more parties can find common ground. It's also known as the bargaining range or bargaining zone. To reach an agreement, parties must find the ZOPA and agree to a conclusion within it.
	b.	Sources of Power

Answer:

BATNA

The strength of your best alternative to a negotiated agreement (BATNA) is a key source of power in negotiation. A strong BATNA allows you to walk away from unfavorable deals and pressure the other party.

Personal power

Perseverance and ease in high-tension situations are assets that can give you personal power.

Active listening

Actively listening, articulating your ideas concisely, and adapting your communication style can help you be more influential.

Coercive power

This is the ability to use threats or punishment to force the other party to agree to your demands.

Reward power

This is the ability to offer rewards or benefits to the other party if they meet specific conditions.

Alternatives, information, status, and social capital

These are four other important sources of power that can increase your chances of reaching your ideal outcome

	c.	Explain the Process of Negotiation

Answer:

1. Preparation and planning: Both parties gather information and define their goals, terms, conditions, and the nature of the conflict.
2. Defining ground rules: The parties establish ground rules for the negotiation.
3. Clarification and justification: The parties clarify and justify their positions.
4. Bargaining and settlements: The parties exchange proposals, concessions, and counteroffers.
5. Agreements and closer: The parties reach an agreement.

7.	a.	Define Impassse

Answer:

An impasse in negotiation is when the parties involved in a negotiation are unable to reach an agreement on certain issues:

	b.	Formal Intervention Methods in negotiation

Answer:

Below is a list of five styles to consider while preparing for your next negotiation.

Compete (I Win- You Lose) ...

Accommodate (I Lose – You Win) ...

Avoid (I Lose – You Lose) ...

Compromise (I Lose / Win Some – You Lose / Win Some) ...

Collaborate (I Win – You Win)

	c.	Thomas Conflict Reslution Approach

Answer:

The Thomas-Kilmann Conflict Mode Instrument (TKI) is a tool that identifies a person's preferred way of handling conflict: competing, collaborating, avoiding, accommodating, and compromising.

The Thomas-Kilmann Conflict Model, explained — BiteSize Learning

These styles reflect different levels of assertiveness and cooperation. By learning these styles and identifying which ones they tend to use, people can choose the best mode for any given situation.

Here are some examples of these styles:

Avoiding

Ignoring the conflict or postponing it to be dealt with by others or at a later time. People might choose this mode when the issue is trivial, when there's no chance of winning, or when the potential damage of confronting a conflict outweighs the benefits of its resolution.

Compromising

Being somewhat assertive and cooperative, giving up a lot of ground and gaining a little bit.

Collaborating

Bouncing ideas off each other. All parties must have some degree of assertiveness, but they shouldn't dominate the collaboration.

To use the Thomas-Kilmann model for conflict resolution, it's important to have strong communication and problem-solving skills. You should also be able to learn from experiences and seek feedback for improvement. people from different cultures and countries recognize the brand. Globalization can create opportunities and challenges for brands. Some benefits of globalization for corporations include:

Access to new consumers

Corporations can reach a diverse range of consumers across different cultures, languages, and geographies.

| 8 | | Case - Sarah Case - Conflicts between the workforce |

1. Primary Conflict of the case

Answer:

A. Internal conflict: The character struggles with themselves.

B. External conflict: The character faces an outside force or another character.

2. What type of conflict it is

Interpersonal conflict is a disagreement or dispute between two or more people that can be emotional, physical, personal, or professional. It can occur in any social setting, such as at home, school, or work.

Interpersonal conflict can be constructive or destructive:

Constructive

Can lead to positive change, personal development, and stronger relationships

Destructive

Can lead to hostility, damage relationships, and negative outcomes if not managed properly

3. Approaches to be followed by Sarah

Sarah might be followed the following approaches

Some other strategies for resolving conflicts include:

Determining if the problem is worth discussing

Using the right body language

Focusing on the facts, not personal opinions

Allowing everyone to speak

Being mindful about language

Refocusing the other party on the impact

4. Whar are the risk if conflicts are not resolved

- No Progress in work
- Leads to uncompletion of many works
- Performance may comes down
- Expected outcome many not reached
- Mental Pressure

Corporate social responsibility: Political and societal expectations are increasing for businesses to show corporate social responsibility practices.
Employment laws: Changes in employment laws can significantly impact business environments.
Political ideologies: The political ideologies of the government can be a factor to consider.
Regulatory practices: Regulatory practices and governing bodies can be a factor to consider.
Influential political leaders: Influential political leaders and their ideas can be a factor to consider.