

**Scheme of Evaluation
Internal Assessment Test 1–Aug-2025**

Sub: **Conflicat & Negotation Mgt**

Code: 22MBAHR403

Date: _____ Max _____
Duration: 90mins Marks: 50 **Sem:** I

Branch: MBA

Note: Part A - Answer Any Two Full Questions (20*02=40 Marks)

Part B - Compulsory (01*10= 10marks)

Part	Question #	Description	Marks Distribution	Max Marks
A	1	a) What is a pseudo conflict? Give an example.	<p>Pseudo Conflict – Key Points</p> <ul style="list-style-type: none"> Definition: A misunderstanding or misinterpretation where the parties <i>think</i> they are in conflict, but actually there is no real issue once clarified. Cause: Usually arises from poor communication, assumptions, or lack of clarity. Resolution: Can be easily solved through open discussion and clarification. <p>Example: Two colleagues argue about who should prepare a report. Later, they realize one was referring to the <i>financial report</i> and the other to the <i>marketing report</i>.</p> <p>☞ No real conflict existed—just a misunderstanding.</p>	3
		b) Discuss the traditional, contemporary, and integrationist views of conflict.	<p>Here are the key points:</p> <p>1. Traditional View of Conflict</p> <ul style="list-style-type: none"> Conflict = harmful, negative, and destructive Should be avoided/suppressed Seen as result of poor communication, mismanagement, 	7

			<p>or troublemakers</p> <p>2. Contemporary (Human Relations) View</p> <ul style="list-style-type: none"> Conflict = natural and inevitable in organizations Not always harmful; can be beneficial if managed well Encourages open communication and problem-solving <p>3. Integrationist View</p> <ul style="list-style-type: none"> Conflict = necessary and positive force Encourages creativity, innovation, and change Focus on functional conflict (productive) vs. dysfunctional conflict (destructive) Managers should stimulate and manage conflict for growth 		
	c)	Evaluate the main causes of organizational and interpersonal conflicts, citing suitable examples.	<p>Organizational Conflicts</p> <ol style="list-style-type: none"> Scarcity of Resources – Limited budget, manpower, or equipment leads to competition. <i>Example: Departments competing for limited funding.</i> Goal Incompatibility – Different departments pursue conflicting objectives. <i>Example: Sales team wants faster delivery, production team stresses quality control.</i> Role Ambiguity – Unclear job responsibilities cause overlap or neglect. <i>Example: Two managers claim authority over the same project.</i> Communication Barriers – Misunderstandings or lack of clarity. <i>Example: Misinterpreted email</i> 	10	

			<p><i>instructions leading to project delays.</i></p> <p>5. Structural Issues – Complex hierarchy or poor coordination. <i>Example: Centralized decisions delay urgent local actions.</i></p> <p>Interpersonal Conflicts</p> <p>1. Personality Clashes – Differences in traits, attitudes, or values. <i>Example: Extroverted leader vs. introverted team member.</i></p> <p>2. Perceptual Differences – Different interpretations of the same situation. <i>Example: One employee sees feedback as criticism, another as improvement.</i></p> <p>3. Competing Interests – Individuals prioritize personal goals over team goals. <i>Example: Colleagues competing for a promotion.</i></p> <p>4. Poor Communication – Misunderstandings or lack of listening. <i>Example: Rumors spreading due to incomplete information.</i></p> <p>5. Power and Status Differences – Struggles for dominance or recognition. <i>Example: Junior staff feeling ignored by senior managers.</i></p>		
2	a)	What is meant by the <i>cost of workplace conflict</i> ? Give two examples.	<p>Cost of Workplace Conflict – Key Points:</p> <ul style="list-style-type: none"> • Refers to the negative impact (financial, emotional, and productivity-related) that arises due to unresolved conflicts at work. • Includes costs like reduced efficiency, absenteeism, turnover, legal expenses, and damaged 	3	20 M

			workplace relationships.		
			<p>Examples:</p> <ol style="list-style-type: none"> 1. Reduced Productivity – Employees spend time arguing instead of working. 2. Employee Turnover – Talented staff resign due to toxic work environment. 		
		Describe the contingency conflict management process.	<p>Here are the key points on the Contingency Conflict Management Process:</p> <ul style="list-style-type: none"> • Situation-based approach – No single best way; depends on context. • Diagnosis of conflict – Identify type, causes, and parties involved. • Assessment of factors – Consider urgency, importance of issue, power balance, and relationship between parties. • Choice of style/strategy – Select appropriate conflict-handling mode (competing, collaborating, compromising, avoiding, accommodating). • Implementation – Apply chosen strategy to manage/resolve conflict. • Evaluation – Review outcomes, adjust if necessary for long-term effectiveness. 	7	
		Discuss conflict mapping and tracking as tools for managing different types of conflicts.	<p>Here are the key points on conflict mapping and tracking:</p> <p>Conflict Mapping</p> <ul style="list-style-type: none"> • Visual tool to identify parties, issues, interests, and relationships in a conflict. • Helps in clarifying causes, stakeholders, and power dynamics. 	10	

			<ul style="list-style-type: none"> • Reveals hidden interests, alliances, and oppositions. • Assists in designing negotiation/mediation strategies. • Useful for complex, multi-party conflicts. <p>Conflict Tracking</p> <ul style="list-style-type: none"> • Continuous process of monitoring the conflict's evolution over time. • Tracks intensity, triggers, escalation, and de-escalation patterns. • Helps in anticipating future developments. • Provides basis for early intervention and preventive measures. • Supports evaluation of conflict resolution efforts. <p>☞ Together, mapping = understanding and tracking = monitoring, both essential for managing organizational, interpersonal, and community conflicts.</p>		
3	a)	What is the difference between negotiation and arbitration?	<p>Here are the key points of difference between Negotiation and Arbitration:</p> <ul style="list-style-type: none"> • Nature: <ul style="list-style-type: none"> ○ Negotiation → Informal, voluntary discussion between parties. ○ Arbitration → Formal, legal process with a neutral arbitrator. • Third Party Role: <ul style="list-style-type: none"> ○ Negotiation → No third party, parties resolve directly. ○ Arbitration → Arbitrator listens and gives binding/non-binding decision. • Control: <ul style="list-style-type: none"> ○ Negotiation → Parties 	3	20 M

				<p>control process & outcome.</p> <ul style="list-style-type: none"> ○ Arbitration → Arbitrator controls outcome. • Binding Effect: <ul style="list-style-type: none"> ○ Negotiation → Non-binding unless parties agree. ○ Arbitration → Usually binding and enforceable legally. • Flexibility: <ul style="list-style-type: none"> ○ Negotiation → Highly flexible, based on mutual consent. ○ Arbitration → Less flexible, follows set procedures. • Cost & Time: <ul style="list-style-type: none"> ○ Negotiation → Low cost, quicker. ○ Arbitration → Higher cost, longer than negotiation but shorter than court. 		
		b)	Discuss strategies for resolving conflicts at the individual, team, and organizational levels.	<p>Here are the key points for strategies to resolve conflicts at different levels:</p> <p>1. Individual Level</p> <ul style="list-style-type: none"> • Active listening and empathy • Clarifying misunderstandings • Encouraging open communication • Negotiation and compromise • Emotional regulation and self-awareness <p>2. Team Level</p> <ul style="list-style-type: none"> • Establishing clear goals and roles • Promoting collaboration and trust • Team-building activities • Mediation by neutral party (team leader/HR) • Developing conflict resolution norms <p>3. Organizational Level</p>	7	

				<ul style="list-style-type: none"> • Implementing conflict management policies • Training in communication and negotiation skills • Establishing formal grievance redressal mechanisms • Encouraging a culture of openness and respect • Using arbitration or third-party interventions when needed. 		
		c)	Evaluate the methods of conflict regulation, reduction, resolution, and transformation in organizational settings.	<p>Here are the key points on methods of conflict regulation, reduction, resolution, and transformation in organizational settings:</p> <p>1. Conflict Regulation</p> <ul style="list-style-type: none"> • Establishing rules, procedures, and norms. • Use of policies, contracts, and formal grievance mechanisms. • Setting boundaries to manage conflict without fully solving it. • Encourages controlled expression of differences. <p>2. Conflict Reduction</p> <ul style="list-style-type: none"> • Improving communication and transparency. • Training in emotional intelligence and interpersonal skills. • Reducing ambiguity in roles and responsibilities. • Team-building and trust-building activities. <p>3. Conflict Resolution</p> <ul style="list-style-type: none"> • Negotiation, mediation, and arbitration methods. • Collaborative problem-solving to reach win-win outcomes. • Focused discussions on specific issues. 	10	

				<ul style="list-style-type: none"> Encourages compromise and consensus. <p>4. Conflict Transformation</p> <ul style="list-style-type: none"> Going beyond immediate issues to address root causes. Changing structures, relationships, and cultural dynamics. Promoting long-term peace, inclusivity, and mutual respect. Encourages learning from conflicts to improve systems. 		
		A)	What negotiation strategy could they have used to reach a mutually beneficial agreement faster?	Two department heads at a manufacturing company disagreed over resource allocation for their projects. Tensions rose during meetings, slowing decision-making and affecting production timelines. They engaged in a structured negotiation, eventually agreeing to share resources based on project priority.	10	10 M