

4th Semester MBA HR Electives

CONFLICT & NEGOTIATION MANAGEMENT			
Course Code	22MBAHR403	CIE Marks	50
Teaching Hours/Week (L:P:SDA)	2:2:0	SEE Marks	50
Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives: <ol style="list-style-type: none"> 1. To understand the nature of various dimensions of conflict. 2. To learn various strategies and techniques to manage conflicts. 3. To understand the importance and role of negotiation in conflict resolution. 4. To understand the importance of cross-cultural and gender dimensions of negotiation. 			
Module-1 6 Hours			
Introduction: Conflict: Definition, Meaning, Theories, Types of Conflicts - Productive (functional) and Destructive (dysfunctional). Levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, Process and Structural Models. Myths about conflicts - of conflicts: cognitive (Pseudo conflict), process (simple conflict) and Inter-personal conflict (ego conflict), causes of conflict: common causes, organizational and interpersonal of conflict: traditional, Contemporary and Integrationist, Causes for work place conflicts – Harassment and discrimination.			
Module-2 7 Hours			
Analogy of Conflict: Stages of conflicts: grievances- personal needs, lack of monetary benefits and Incentives, promotion and recognition, harassment, discrimination, prejudice and Bias, identity unconcern attitudes of administration, frustration, escalation of Conflicts, and violence, Cost and effect of conflicts. Perspectives of conflict - organizational and individuals. Spectrum of conflicts- Personal conflicts, group conflicts, labour conflicts, social and political conflicts, Contingency conflict management process, Cost of Workplace Conflict, conflict mapping and tracking			
Module-3 7 Hours			
Conflict Management: Nature of conflict Management, Managing conflict: Thomas conflict resolution approach (Avoiding, Accommodating, Compromising, Competing, Collaboration) behavioural style and conflict handling, Cosier Schank model of conflict resolution. Strategies for resolving Individual, Team and organizational level conflict, Conflict Resolution Process – Persuasion, Counselling and Reconciliation Skills, Negotiation and Arbitration, Skills for conflict management – Listening, Mentoring, Mediating, Negotiating, Counselling, Diplomacy, EI (Emotional Intelligence). Conflict Regulation Reduction, Resolution, Transformation			
Module-4 6 Hours			
Negotiation: Negotiations/ Negotiation strategies –Meaning , Six Foundations of Negotiation, Negotiations, negotiation process, Principles for successful negotiations, Factors and essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. Negotiation strategies: Strategy and tactics for			

distributive bargaining	
Module-5	7 Hours
Negotiation - Resolving Disputes: Dispute Settlement Negotiation (DSN) and Deal Making Negotiation (DMN), importance of BATNA (Best alternative to a negotiated agreement) and ZOPA (Zone of possible agreement) in Dispute Settlement, Negotiation Strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Implications of Negotiation on Policy making, Ethics in negotiation.	
Module-6	7 Hours
Managing Impasse and difficult negotiations Impasse - Meaning, Definition Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.	
Assessment Details (both CIE and SEE) The weightage of Continuous Internal Evaluation (CIE) is 50% and for Semester End Exam (SEE) is 50%. The minimum passing marks for the CIE is 50% of the maximum marks. Minimum passing marks in SEE is 40% of the maximum marks of SEE. A student shall be deemed to have satisfied the academic requirements (passed) and earned the credits allotted to each course if the student secures not less than 50% in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together. Continuous Internal Evaluation: There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE. CIE Marks shall be based on: a) Tests (for 25Marks) and b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same. Semester End Examination: The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50. <ul style="list-style-type: none"> • The question paper will have 8 full questions carrying equal marks. • Each full question is for 20 marks with 3 sub questions. • Each full question will have sub question covering all the topics. • The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory. 	

Suggested Learning Resources:**Books**

1. Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.
2. Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005, ISBN: 9780072973075. Dividing students into groups and give a scenario to negotiate and reach conclusion.
3. Fisher, R and Ury, W, (1986), Getting to Yes. Negotiating Agreement without Giving in. London, Hutchinson Business Books Ltd.
4. Mark Gerzon, (2006) Leading Through Conflict, Harvard Business School Press, Boston, USA.
5. Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd edition, Polity publishers, ISBN 0745649734, 9780745649733, 2011
6. Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
7. Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
8. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=wYb_PKTawE4
- <https://freevideolectures.com/course/3144/international-business-communication/28>
- <https://www.coursera.org/lecture/negotiation-skills-conflict/week-2-outline-neVhB>
- <https://www.pdfdrive.com/negotiation-and-conflict-management-e34393592.html>
- https://www.researchgate.net/publication/339850653_MANAGING_CONFLICT_AND_NEGOTIATION

Note: The aforesaid links and study materials are suggestive in nature, they may be used with due regards to copy rights, patenting and other IPR rules.

Skill Development Activities Suggested

- Survey the conflict resolution techniques adopted by individuals based on individual personality types.
- Dividing students into groups and give a scenario to negotiate and reach conclusion.
- Reading: 8 Habits of Highly Effective People; apply the concepts to understand how people approach negotiation through different mind –sets.
- Conduct Role Plays for different scenarios.
- Solve various case studies dealing with conflict between teams and organizations.
- Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.
- Management games like two dollar game, cross the line games can be played in the class to develop negotiation skills among the students.

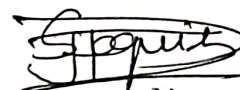
Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand the concepts of conflict and negotiation and its role	L2
CO2	Learn various contemporary methods of conflict and negotiation.	L3
CO3	Gain insights of various conflict handling mechanisms	L3
CO4	Demonstrate the cross-cultural and gender dimensions of negotiation	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	1				3					
CO2			2							
CO3		1		2		4				
CO4			1			2		3		



HOD

PG Dept. of Business Administration
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Global HRM			
Course Code	22MBAHR404	CIE Marks	50
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Total Hours of Pedagogy	40	Total Marks	100
Credits	03	Exam Hours	03
Course Learning objectives: <ul style="list-style-type: none"> • The student will be able to identify the application of IHRM in managing and developing an organization. • The student will be able to understand International staffing and Training process. • The student will be able to describe the compensation and performance management systems in an international perspective. • The student will be able to analyse the role of culture in international business. • The student will be able to solve the workplace problems involving International issues. • The student will be able to apply concepts and knowledge about the range of Human resource functions to the deployment of expatriate employees. 			
Module-1 (6 Hours)			
IHRM- Meaning and Definition, Objectives, The drivers of internationalization of business. HR Challenges in a global workforce, Difference between IHRM and Domestic HRM, Functions of global HRM, Emergence of Global HR Manager, Approaches to International Human Resource Management, Culture and Cross-Cultural Management, Models of IHRM			
Module-2 (6 Hours)			
Concept of culture, International Culture Management, Role of culture in International business, Models of Culture- Hofstede's Four Cultural Dimensions, Globe's Nine Cultural Dimensions, Edgar Schein's Model of Culture, Schneider's Culture Model, cultural uniqueness vs. pan-culturalism, Diversity Management-The paradox of diversity			
Module-3 (7 Hours)			
Staffing for international operations, Selection strategies for overseas assignments, Differentiating between PCNs, TCNs and HCNs, International transfers, Expatriation and Repatriation, Expatriate management, Repatriation Process, Challenges of repatriation and support practices.			
Module-4 (7 Hours)			

Training and development: Training and development for expatriates; Training and development for international staff. Compensation: Compensation in international perspective, Approaches to international Compensation, International total rewards objectives for MNC's, Key components of global total rewards programs, Complexities faced by IHR managers.
Module-5 (7 Hours)
Performance management cycle, Key components of PMS, Performance Management of International Assignees, Issues and challenges in international performance management, PMS for expatriates, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA.
Module-6 (7 Hours)
Equal opportunities, Diversity Management, Work-life balance: practices and discourses; International Culture Management: Model Organisational Culture and Innovation, Models of Culture, Hofstede's Four, Cultural Dimensions, Trompenaars' Seven Cultural Dimensions, Ethics and corporate social responsibility International labour standards.

Assessment Details (both CIE and SEE)

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Continuous Internal Evaluation:

There shall be a maximum of 50 CIE Marks. A candidate shall obtain not less than 50% of the maximum marks prescribed for the CIE.

CIE Marks shall be based on:

- a) Tests (for 25Marks) and
- b) Assignments, presentations, Quiz, Simulation, Experimentation, Mini project, oral examination, field work and class participation etc., (for 25 Marks) conducted in the respective course. Course instructors are given autonomy in choosing a few of the above based on the subject relevance and should maintain necessary supporting documents for same.

Semester End Examination:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 50.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks with 3 sub questions.
- Each full question will have sub question covering all the topics.
- The students will have to answer five full questions; selecting four full questions from question number one to seven in the pattern of 3, 7 & 10 Marks and question number eight is compulsory.

Suggested Learning Resources:**Books**

1. International Human Resource Management, Srinivas R. Kandula, Sage Publication India Pvt. Ltd., 2018
2. International Human Resource Management, Anne-Wil Harzing, Ashly H. Pinnington, Sage Publication
3. India Pvt. Ltd., 4/e, 2015
4. International Human Resource Management - Peter J. Dowling, Denice E. Welch, Cengage Learning.

Web links and Video Lectures (e-Resources):

- <https://www.airswift.com/blog/importance-of-cultural-awareness>
- <https://www.geektonight.com/international-human-resource-management/>
- https://www.researchgate.net/publication/265020002_Performance_management_in_international_human_resource_management

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Skill Development Activities Suggested

- Study and compare Recruitment, Selection and Training practices in various countries.
- Study Indian and US legal aspects involved when deploying an employee on an International Assignment.
- Visit to an Organization and interact with IHR Manager and list out the roles played by IHR manager.
- Solve a case study to understand the challenges faced by organizations in evaluating the performance of international assignees.

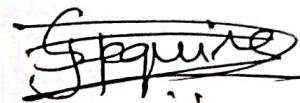
Course outcome

At the end of the course the student will be able to :

Sl. No.	Description	Blooms Level
CO1	Understand various practices within the field of global HRM.	
CO2	Describe HR concepts, policies and practices to deal with issues in an international context.	
CO3	Appraise the impact of global factors in shaping HR practices.	
CO4	Apply the concepts of HR in global perspective.	

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	PSO 3	PSO 4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3



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