

CONFLICT AND NEGOTIATION MANAGEMENT

Subject Code	: 14MBA HR306	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To understand the nature of various dimensions of conflict
- To learn various strategies and techniques to manage conflicts
- To understand the importance and role of negotiation in conflict resolution
- To understand the importance of cross-cultural and gender dimensions of negotiation

Module I

(8 Hours)

Introduction: Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, sources of conflict - intrapersonal, interpersonal, group & organizational sources.

Module II

(8 Hours)

Conflict Management Design: Nature of conflict Management, contingency approach, conflict management process, the conflict domain, conflict trends, conflict distribution, conflict mapping and tracking.

Module III

(10 Hours)

Managing Conflict: Managing interpersonal conflict: Thomas conflict resolution approach, behavioral style and conflict handling, the Cosier Schank model of conflict resolution, collaboration & conflict resolution, dealing with difficult subordinates, boss & colleagues, 1 to 1 dispute resolution.

Managing team & organization conflict: techniques to resolve team conflict, strategies to resolve organizational conflict, effective listening and dialogue skills, humor and conflict resolution, negotiation as a tool for conflict resolution.

Module IV

(6 Hours)

Conflict resolution and Cost: Conflict resolution models, framework model, classical ideas, new developments in conflict resolution. Environmental conflict resolution, gender and conflict resolution. Assessing the cost of workplace conflict.

Module V

(8 Hours)

Negotiations-Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations. Techniques of negotiation, issues in negotiations.

Module VI

(8 Hours)

Negotiation strategies: Strategy and tactics for distributive bargaining, strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Ethics in negotiation.

Module VI

(8 Hours)

Managing difficult negotiations: Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.

Practical Components

- 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.

RECOMMENDED BOOKS:

- Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.
- Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005, ISBN: 9780072973075.
- Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd edition, Polity publishers, ISBN 0745649734, 9780745649733, 2011.
- Handling Conflict and Negotiation, Manchester Open Learning, illustrated edition, Kogan Page, 1993, ISBN 0749411406, 9780749411404

REFERENCE BOOKS:

- Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
- Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
- Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.

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