

- Asking students to compare and contrast on different COPs.

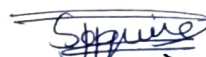
#### RECOMMENDED BOOKS:

- Knowledge Management, Elias M Awad, Hassan M Ghaziri, PHI, 3rd Edition.
- Knowledge Management in Theory and Practice, KimizDalkir, 2nd Edition, PHI.
- Knowledge Management: Tool for Business Development, Dr. B. Rathan Reddy, Himalaya Publishing House.
- Knowledge Management, Sudhir Warier, Vikas Publishing House.

#### REFERENCE BOOKS:

- Knowledge Management, RatnajaGogula, ICAI University Press, 2002.
- Handbook on knowledge management, Holsapple, Springer Verlag, 2003.
- Knowledge Management: Systems and Processes, Fernandez Irma Becerra, Sabherwal Rajiv, Prentice Hall India.

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Dept. of Business Administration  
Alva's Institute of Engg. & Technology  
MIJAR – 574 225

### CONFLICT AND NEGOTIATION MANAGEMENT

Subject Code	: 16MBA HR306	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

#### Course 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

#### Course Outcomes:

The students will be able to

- Gain insights of various dimensions of conflicts in an organization
- Know the various strategies and techniques of managing conflicts.
- Learn the process of negotiation and its relevance in conflict resolution.

#### Unit 1:

(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.

**Unit2: (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.

**Unit 3: (10Hours)**  
**Managing Conflict: Managing interpersonal conflict:** Thomas conflict resolution approach, behavioral style and conflict handling, the CosierSchank 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.

**Unit 4: (8 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.

**Unit 5: (14 Hours)**  
**Negotiations/Negotiation strategies** -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.  
**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.

**Unit 6: (8Hours)**  
**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.

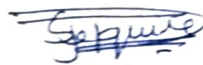
- Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.
- Management games like two dollar game, cross the line games can be played in the class to develop negotiation skills among the students.

#### 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
- Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd edition, Polity publishers, 2011.
- Handling Conflict and Negotiation, Manchester Open Learning, illustrated edition, Kogan Page, 1993.

#### 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.
- Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011.

  
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### SEMESTER IV MARKETING SPECIALISATION SALES MANAGEMENT

Subject Code	: 16MBA MM401	IA Marks	: 20
Number of Lecture Hours/Week	: 03	Exam Hours:	03
Number of Lecture Hours	: 56	Exam Marks:	80
Practical Component	: 02 Hours/ Week		

#### Objectives:

- To provide an understanding of the concepts, techniques and approaches in Sales Management.
- To emphasize on the Sales Manager's problems and dilemmas.
- To develop skills for generating, evaluating and selecting sales strategies.

#### Outcomes:

The student should be able to:

- Know the distinction between the skills required for selling and sales management.
- Develop a plan for organizing, staffing and training the sales force.
- Organize sales territories to maximize selling effectiveness.