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SEAT No. :

PE12117

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S.Y.M.B.A.

HRM611MJ : CONFLICT MANAGEMENT AND NEGOTIATION SKILLS

(2024 Pattern) (Semester - III)

Time : 2½ Hours] *[Max. Marks : 50*

Instructions to the candidates:

1) *All questions are compulsory.*
2) *All questions carry equal marks.*
3) *Figures to the right indicate total marks.*

Q1) Answer any 5 out of 8: **[10]**

a) Define conflict mapping.

b) What is distributive negotiation?

c) Define arbitration.

d) What is "expand the pie" strategy?

e) Define ZOPA.

f) What is Collaborative problem-solving?

g) What is conflict escalation?

h) Define mediation.

Q2) Answer any 2 out of 3. **[10]**

a) Why Building Negotiation Skills for Leaders are important? Explain, how Leadership affects conflict outcomes?

b) What are the effects of conflict on organizational performance? How can organization avoid conflict?

c) Differentiate between Positive Conflict and Negative Conflict.

Q3) a) What is BATNA? Explain its importance in negotiation planning. Discuss how negotiators can identify and use BATNA in conflict negotiation. **[10]**

OR

b) What are the ethical considerations in conflict resolution? Discuss ethical principles & common ethical dilemmas in decision-making with suitable examples. **[10]**

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Q4) a) Critically analyse the role of Transformational vs. Transactional leaders in conflict resolution and negotiation outcomes with examples. **[10]**

OR

b) Explain the Leigh Thompson's five negotiation mental models and its importance for negotiators, with suitable example. **[10]**

Q5) a) What is the importance of 'Emotional Intelligence' in negotiation? Discuss the components of Emotional intelligence that help leaders manage conflicts effectively. **[10]**

OR

b) The workers of ABC Ltd, a manufacturing company, demanded a salary hike and announced a strike. Company is facing losses due to work stoppage. As an HR manager, find a best conflict negotiation plan for this situation to stop the strike and resume the work. Justify your answer. **[10]**

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