



CONFLICT AND NEGOTIATION MANAGEMENT **23MBPE681**

(COURSE HANDBOOK)

MBA

COURSE FACULTY:
Ms. Verina D'Souza

1. GENERAL INFORMATION

Welcome to Conflict and Negotiation Management!

Conflict is an inevitable part of human interaction, especially in professional and organizational settings. Effective conflict resolution and negotiation skills are essential for maintaining healthy relationships, improving workplace dynamics, and achieving personal and professional success. The Conflict and Negotiation Management course is designed to equip students with the theoretical knowledge and practical skills necessary to handle disputes constructively and negotiate effectively. This course is an invaluable asset for students aspiring to become effective leaders, managers, and decision-makers

The Conflict and Negotiation Management. By understanding conflict dynamics and mastering negotiation strategies, students can foster positive relationships, resolve disputes constructively, and create a harmonious work and social environment. This course is not just about resolving conflicts; it is about transforming challenges into opportunities for growth and collaboration.

This course introduces students to various conflict resolution approaches, such as Thomas-Kilmann's model and the Cosier-Schank framework, enabling them to handle workplace disputes efficiently. It covers negotiation strategies, principles, and tactics, helping students develop essential skills such as persuasion, mediation, and arbitration. Concepts like BATNA (Best Alternative to a Negotiated Agreement) and ZOPA (Zone of Possible Agreement) will be explored to improve bargaining power. The skills acquired in this course are applicable across various professions, including business, law, healthcare, human resources, and public administration.

Upon completion of the course, it helps you rightly identify the nature and effects of different types of conflicts. It equips students with strategic conflict management techniques that enhance their ability to lead teams, manage crises, and maintain organizational harmony. By mastering conflict management and negotiation strategies, students can contribute to a more positive work environment, reducing costs associated with workplace conflicts and improving overall efficiency. It develops negotiation competence enhancing career prospects and opens doors to leadership opportunities.

We look forward to an engaging and productive semester together!

1.1.Course Objectives

- Imparts Knowledge of various dimensions of conflict.
- Enable the students with the knowledge of techniques to manage conflicts.
- Provide an overview of the importance and role of negotiation in conflict resolution.
- Familiarizes the importance of cross-cultural and gender dimensions of negotiation.

1.2.Course Outcomes

- CO1:** Summarize all the concepts and dimensions of conflict and negotiation.
CO2: Apply the various types of costs and its effects to organizational conflicts
CO3: Apply various conflict models to arrive at conflict resolution strategies.
CO4: Identify the appropriate grievance machinery for managing negotiations and disputes.
CO5: Apply negotiation strategies for effective bargaining.

1.3.Set Text and Suggested Sources

All the below mentioned books are available in the 1st Floor Library.

Key Text Books:

1. Eirene Leela Rout, Nelson Omiko, "Corporate Conflict Management - Concepts and Skills", 3rd Edition, Prentice India, 2007.
2. Roy J. Lewicki, David M. Saunders, Bruce Barry, "Negotiations", 5th edition, McGraw Hill, 2005.

References Books

- Ober and Newman, Communicating in Business, 8th Edition, Cengage learning, 2018
- Kelly M, Quintanilla, Shawn T and Wahl, Business and Professional Communication, 3rd Edition, SAGE South Asia Publication Pvt. Ltd., 2017.
- Ramesh B. Rudani, "Principles of Management", Tata McGraw-Hill, 3rd edition, 2019.
- Lesikar, Flatley, Rentz & Pande, Business Communication, 12th Edition, TMH, 2014.

Important Weblinks

- Types and fundamentals of conflicts:
https://www.youtube.com/watch?v=wYb_PKTawE4
- Lecture on negotiation skills:
<https://www.coursera.org/lecture/negotiation-skills-conflict/week-2-outline-neVhB>
- Negotiations and peace: <https://l.artofliving.org/peaceincolombia-en>

2. THE COURSE

2.1 Course Description

CONFLICT AND NEGOTIATION MANAGEMENT			
Semester	IV	CIE Marks	50
Course Code	23MBPE681	SEE Marks	50
Teaching Hrs/Week (L:T:P)	3:0:0	Exam Hrs	03
Total Hrs	42	Credits	03

The course equips students to understand conflict dynamics and master negotiation strategies. This course is not just about resolving conflicts; it is about transforming challenges into opportunities for growth and collaboration. Spanning 13 weeks with 4 lectures per week, this course helps foster positive relationships, resolve disputes constructively, and create a harmonious work and social environment. Through 42 hours of instruction, students will explore different conflict models and theories and learn how to analyze disputes and assess their impact on individuals, teams, and organizations.

This 3-credit course is assessed through Continuous Internal Evaluation (CIE) worth 50 marks and a Semester-End Examination (SEE) worth 50 marks, with a 3-hour exam duration. This structure ultimately helps students to develop cultural sensitivity, ethical considerations, and inclusive negotiation practices to foster collaboration and mutual understanding.

2.2 Initiating Contact with Staff and Other Students

We encourage open communication and value your inquiries about the course; given the large number of students, please use email and office hours thoughtfully and check previous communications or the handbook before reaching out with administrative questions. Additionally, engaging with your peers for discussions and collaborative learning will enhance your understanding of the course material and foster a supportive academic community.

2.3 Resources

In addition to the college library, the provision of a modern learning environment allows students access a wide range of resources through the college website, including the VTU Consortium, e-learning platforms, and additional sources such as open-access repositories and government portals like NPTEL and NDLI. These digital tools offer access to e-books, research papers, video lectures, and interactive tutorials, creating flexible and comprehensive learning environments.

E-learning and digital library can be accessed via the college website <https://mite.ac.in/> (Campus Life section > Library > VTU Consortium/e-learning platforms/additional sources).

2.4 Staff

Course Faculty: Ms Verina D'Souza

Cabin: 3rd floor, PG Block

Email: verina@mite.ac.in

2.5 Topics and Reading materials for each module

Module 1

No. of Hours: 8

Topic: Introduction to conflict:

Conflict: Definition, Meaning, Theories, Types of Conflicts - Productive and Destructive. Levels of conflict—intrapersonal, interpersonal, group & organizational conflicts, Process and Structural Models. Myths about conflicts: cognitive (Pseudo conflict), process, 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.

- **Activities:**
 - Students have to come up with an innovative model depicting the different types of conflict organisations face and arrive at strategies.
- **Essential Reading:**
 - Eirene Leela Rout, Nelson Omiko, “Corporate Conflict Management - Concepts and Skills”, 3rd Edition, Prentice India, 2007. (Chapter 1 & Chapter 2)
- **Additional Reading:**
 - M. Afzalur Rahim, “Managing Conflict in Organizations”, 4th Edition, Transaction Publishers, 2011.(Chapter 1, 2 and 6)
- **Weblinks:**
 - **Types and fundamentals of conflicts:**
https://www.youtube.com/watch?v=wYb_PKTawE4

Module 2

No. of Hours: 9

Topic: Oral Communication

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.

- **Activities:**
 - Students will be given a scenario and they have to design a conflict map for the same.
- **Essential Reading**
 - Eirene Leela Rout, Nelson Omiko, “Corporate Conflict Management - Concepts and Skills”, 3rd Edition, Prentice India, 2007. (Chapter 2 & Chapter 11)
- **Additional Reading:**
 - M. Afzalur Rahim, “Managing Conflict in Organizations”, 4th Edition, Transaction Publishers, 2011.(Chapter 1, 2 and 6)

Module 3

No. of Hours: 9

Topic: Conflict Management

- Nature of conflict Management, Managing conflict: Thomas conflict resolution approach, 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, Emotional Intelligence, conflict regulation reduction, resolution, transformation.

- **Activities:**
 - Role plays on conflict resolution-Dealing with difficult subordinates.
- **Essential Reading:**
 - Eirene Leela Rout, Nelson Omiko, “Corporate Conflict Management - Concepts and Skills”, 3rd Edition, Prentice India, 2007-(Chapter 4 and 5)
- **Additional Reading:**
 - Barbara A Budjac Corvette, “Conflict Management: Practical guide to develop Negotiation Strategies”, 1st Edition, Pearson Prentice Hall, 2006,(Chapter 3)

Module 4

No. of Hours: 8

Topic: Negotiation

- Negotiation strategies, six foundations of negotiation, negotiations, negotiation process, Principles for successful negotiations, Factors and essential skills for negotiation, psychological advantage of negotiations, issues in negotiations, strategy and tactics for distributive bargaining.
- **Activities:**
 - Group Discussion-Cultural Factors in Negotiation
- **Essential Reading:**
 - Eirene Leela Rout, Nelson Omiko, “Corporate Conflict Management - Concepts and Skills”, 3rd Edition, Prentice India, 2007-(Chapter 6)
- **Additional Reading:**
 - Barbara A Budjac Corvette, “Conflict Management: Practical guide to develop Negotiation Strategies”, 1st Edition, Pearson Prentice Hall, 2006,Chapter 14
- **Weblink:**
 - Negotiations and peace: <https://l.artofliving.org/peaceincolumbia-en>

Module 5

No. of Hours:8

Topic: Managing Negotiation

Negotiation-Resolving Disputes: Dispute Settlement Negotiation (DSN) and Deal Making, Negotiation (DMN), the 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. Finding and using negotiation power, sources of Power, Implications of Negotiation on Policymaking, and Ethics in negotiation.

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.

- **Activities:**
 - Negotiation on Business deals-A practical exercise
- **Essential Reading:**
 - Fisher,R and Ury.W, (1986), Getting to Yes. Negotiating Agreement without Giving in. London, Hutchinson Business Books Ltd. (Chapter 3)
- **Additional Reading:**
 - Eirene Leela Rout, Nelson Omiko, “Corporate Conflict Management - Concepts and Skills”, 3rd Edition, Prentice India, 2007-(Chapter 7)
- **Weblink**
 - Lecture on negotiation skills:
<https://www.coursera.org/lecture/negotiation-skills-conflict/week-2-outline-neVhB>

3 ASSESSMENT

The assessment for the Conflict Management and Negotiation module is divided into two components: Continuous Internal Evaluation (CIE) and Semester End Examination (SEE), each accounting for 50% of the total marks.

The Continuous Internal Evaluation (CIE) consists of two internal tests scheduled for the 8th and 14th weeks, contributing a total of 30% to the overall marks. The remaining 20% of the marks (i.e. 40% of CIE) are allocated for other assessments, including assignments and activities. Students are expected to adhere to deadlines and submit assignments punctually, as active participation is a key criterion for the activity segment.

Semester End Examination (SEE) constitutes the remaining 50% of the total marks. Key information regarding examination dates and related details can be accessed via the college website (Academics and Courses section > Calendar of Events > PG Even Sem).

Rubrics for Other Assessment (Total: 20 Marks / 40% of CIE)

Rubrics for Other Assessment		
	Total Marks allotted	Criteria
Assignment 1-Model Creation	10	<ul style="list-style-type: none"> ○ Presentation skills ○ Teamwork and networking ○ Application and Reasoning ○ Originality and Creative thinking
Assignment 2 -Conflict mapping	10	<ul style="list-style-type: none"> ○ Application and Reasoning ○ Accuracy