Roll No. ☐☐☐☐☐☐☐☐☐☐☐☐☐   Total No. of Pages : 03

Total No. of Questions : 15

MBA (2015 to 2017)   (Sem.–3)
CONFLICT AND NEGOTIATIONS
Subject Code : MBA-965
M.Code : 70758

Time : 3 Hrs.   Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. **SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.**

2. **SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks and student has to attempt any ONE question from each Subsection.**

3. **SECTION-C is COMPULSORY and consists of ONE Case Study carrying EIGHT marks.**

SECTION-A

1. Discuss the nature of conflict arising in an industry.

2. What are the best practices in negotiation?

3. How does an organisation deal with difficult subordinates?

4. What are the causes of conflict in an organisation?

5. Explain the role of personality in handling and dealing with conflicts.

6. Differentiate between direct and indirect costs of conflict.

SECTION-B

UNIT-I

7. What do you mean by interpersonal conflict? Explain the stages involved in it.

8. Discuss in detail the various models of conflict?

UNIT-II

9. Write in detail the conflict management process in an organization.

10. Diversity in an organisation can also be the cause of conflicts. How managers can cope up with such situations and also highlight the skills required by managers to handle the aggression by employees?

UNIT-III

11. Explain in detail the process of negotiation.

12. Explain the tricks used in course of negotiation.

UNIT-IV

13. Elaborate the various sources of power used during negotiation.

14. How to manage negotiations in case of international trade?

SECTION- C

15. **Case Study :**

Shirley and Abdul both work for a software development company. The manager of the new product division was originally the leader of the project team for which she interviewed and hired Abdul. Shirley, another project team member, also interviewed Abdul, but strongly opposed hiring him for the project because she thought he was not competent to do the job. Seven months after Abdul was hired, the manager left the project to start her own company and recommended that Abdul and Shirley serve as joint project leaders. Shirley agreed reluctantly with the stipulation that it be made clear she was not working for Abdul. The General Manager consented; Shirley and Abdul were to share the project leadership. Within a month Shirley was angry because Abdul was representing himself to others as the leader of the entire project and giving the impression that Shirley was working for him. Now Shirley and Abdul are meeting with you to see if you can resolve the conflict between them. Shirley says: "*Right after the joint leadership arrangement was reached with the General Manager, Abdul called a meeting of the project team without even consulting me about the time or content. He just told me when it was being held and said I should be there. At the meeting, Abdul reviewed everyone's duties line by line, including mine, treating me as just another team member working for him. He sends out letters and signs himself as project director, which obviously implies to others that I am working for him.*" Abdul says: "*Shirley is all hung up with feelings of*

power and titles. Just because I sign myself as project director doesn't mean she is working for me. I don't see anything to get excited about. What difference does it make? She is too sensitive about everything. I call a meeting and right away she thinks I'm trying to run everything. Shirley has other things to do, other projects to run, so she doesn't pay too much attention to this one. She mostly lets things slide. But when I take the initiative to set up a meeting, she starts jumping up and down about how I am trying to make her work for me."

Questions :

a. With specific examples the above case study, justify why conflict is a form of communication that is healthy in any society.

b. With examples from the case study, explain any five factors that affect conflict modes.

NOTE : Disclosure of identity by writing mobile number or making passing request on any page of Answer sheet will lead to UMC case against the Student.