

CBCS SCHEME



22MBAHR403

Fourth Semester MBA Degree Examination, Dec.2025/Jan.2026
Conflict and Negotiation Management

Max. Marks: 100

- Note:** 1. Answer any **FOUR** full questions from Q.No.1 to Q.No.7.
 2. Question No. 8 is compulsory.
 3. M : Marks , L: Bloom's level , C: Course outcomes.

			M	L	C
Q.1	a.	Define Conflict.	03	L1	CO1
	b.	Discuss about productive and Destructive conflicts.	07	L2	CO4
	c.	Explain various levels of conflicts.	10	L2	CO3
Q.2	a.	What are the causes for workplace conflicts?	03	L1	CO2
	b.	Explain different stages of conflicts.	07	L2	CO2
	c.	Discuss the role of " Harassment and Discrimination" in conflicts and how to manage it?	10	L2	CO4
Q.3	a.	What is the nature of conflict management?	03	L1	CO1
	b.	Explain various strategies for resolving team conflicts.	07	L2	CO2
	c.	Illustrate ' Thomas conflict resolution approach'.	10	L3	CO3
Q.4	a.	Define Negotiation.	03	L1	CO1
	b.	Explain six foundations of negotiation.	07	L2	CO3
	c.	Examine the negotiation process.	10	L2	CO3
Q.5	a.	What is power?	03	L1	CO1
	b.	Explain the significance of BATNA in dispute settlement.	07	L2	CO3
	c.	Discuss the role of negotiation in policy making.	10	L3	CO4
Q.6	a.	What is impasse?	03	L1	CO1
	b.	Explain the best practices in negotiation.	07	L2	CO3
	c.	Illustrate various formal intervention methods.	10	L3	CO4

Q.7	a.	What is Third party intervention?	03	L1	CO1
	b.	Explain ethical principles in negotiation.	07	L2	CO3
	c.	Discuss the various skills required for conflict management.	10	L3	CO4
Q.8		<p>Case Study:</p> <p>Ms. Mary worked as an executive assistant to a product manager at her company : Neon Organics Limited. Overall she loved her job. She was happy to work with a company that provided great benefits, and she found enjoyment in her day – to – day work. She had the same product manager boss for years, but last year her manager left Neon Organics Limited.</p> <p>Recently a new product manager : Mr. David took the charge and has been treating Ms. Mary unfairly and showcasing bullying behavior.</p> <p>One day, when Ms. Mary came into work, her boss decided to use his power as her manager and as superior to demand that she stay late to cover for him, correct reports that he had made mistakes on, and would not pay her overtime. She was going to be late to pickup her son from school, if she stayed late, she told this to Mr. David, and he was not happy.</p> <p>Over subsequent days, her boss consistently would make comments about her performance, even though she had always good remarks on reviews, and created a very negative work environment.</p> <p>The next time she was asked to stay late, she complied for fear of losing her job or having other negative impacts on her job. Ms. Mary situation was not ideal, but she didn't feel that she has a choice.</p> <p><u>Questions:</u></p> <p>i) What type of power did Mr. David employ to get her to do the things that he wanted her to do? Explain.</p> <p>ii) What negative consequences are apparent in this situation, where power is not balanced in workplace?</p> <p>iii) What steps should Ms. Mary take to do to counteract the power struggle that is occurring with Mr. David?</p>	06	L2	CO2
			06	L1	CO4
			08	L2	CO3