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SEAT No. :

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S.Y.M.B.A.

**HRM 611 MJ : CONFLICT MANAGEMENT
AND NEGOTIATION SKILLS
(NEP 2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer any 5 out of 8:

[5×2=10]

- a) Define conflict.
- b) What is conciliation?
- c) Give two advantages of negotiation.
- d) Define ZOPA.
- e) What is positional bargaining?
- f) Define role conflict.
- g) Define win-win negotiation.
- h) State any two conflict resolution styles according to Thomas-Kilmann.

Q2) Answer any 2 out of 3

[10]

- a) Explain the stages involved in the negotiation process with suitable examples.
- b) Describe the impact of leadership style on conflict management.
- c) Explain the major sources and causes of conflict in organizations.

P.T.O.

Q3) a) ABC Ltd. faces frequent conflicts between the marketing and production teams due to unclear communication and target pressure. As an HR Manager, suggest suitable conflict resolution strategies with justification. **[10]**

OR

b) Explain Fisher and Ury's "Getting to Yes" principles. Discuss how they help negotiators to reach mutual gains, with suitable examples.

Q4) a) Analyse & explain the causes and dynamics of intergroup conflict in a multicultural organization. **[10]**

OR

b) Discuss Alternative Dispute Resolution (ADR) and demonstrate how third-party intervention helps in solving conflicts.

Q5) a) Critically evaluate the effectiveness of the Thomas-Kilmann Conflict Resolution Styles in organizational settings. Provide suitable examples. **[10]**

OR

b) Considering yourself as an HR and IR Manager, develop a conflict management strategy and negotiation plan for resolving disputes between employees and management over performance appraisal issues.

