

Conflict Management MGMT-HRM624

All years midterm Subjective question

Solved By: Summaira Naz

Question No # 01. (Marks: 03)
Define positional Bargaining and identify at least two negative consequences for it?

Answer!

What is Positional Bargaining?

A process of negotiation that involves each disputant taking successively more moderate positions in hopes that eventually a compromise will result is described as positional bargaining.

Negative consequences of positional bargaining:

There are three negative consequences of positional bargaining.

1. Becoming locked into position psychologically- regardless of whether a better option is available
2. Becoming blinded to issues unrelated to your position
3. Seeing the other disputant as the enemy leading to an unnecessary impasse and additional "spin-off" conflicts

Question No # 02. (Marks: 03)
Create a conflict situation where conflict is competitive?

Answer!

Competitive Conflict:

A conflict in which the disputants believe that, when one disputant helps him- or herself, the other disputant is humble or quite or less powerful.

Competitive conflict situation:

The sales team of the toys manufacturing company claimed that they made the boost sales in the current year than previous years so there should be extra bonuses for their welfare and encouragement but management is not ready to announce extra bonuses according to the efforts of sales team."

In this situation competitive conflict (win-lose) will arise as staff demands more bonuses after they claim increase in the sales and management is not prepared to announce more bonuses.

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Question No # 03. (Marks: 05)

List down different sources of conflict?

Answer!

Main Sources of conflict:

Following are the main sources of conflict.

1. Resources
2. Data-type or about facts or laws
3. Preferences and nuisances
4. Differing attributions of causation
5. Communication problems
6. Differences in conflict orientation
7. Structural or interpersonal power
8. Identity
9. Values
10. Displaced and misattributed

Question No # 04. (Marks: 05)

List down any five sources of interpersonal errors?

Answer!

Specific sources of interpretational error:

- a. Actor did not intend his or her actions.
- b. Use of a heuristic. It is defined as mental shortcuts that facilitate the interpretational phase of perception
- c. Negative heuristics that tend to be associated with escalated conflict.
- d. Self-fulfilling-prophecy behavioral responses to application of a heuristic by the observer.
- e. Application of heuristics is associated with high levels of stress and reduced mental and emotional resources (as during conflict).
- f. Influenced by individual contextual factors and motivational factors

Question No # 05. (Marks: 03)

What are the advantages of collaborative negotiation?

Answer!

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Collaborative: People tending towards a collaborative style try to meet the needs of all people involved. This style is useful when you need to bring together a variety of viewpoints to get the best solution .when there have been previous conflicts in the group or when the situation is too important for a simple trade-off

Question No # 06. (Marks: 05)

In which situation competitive style of negotiation may be possible, justify?

Answer!

Competitive: People who tend towards a competitive style take a firm stand, and know what they want. They usually operate from a position of power, drawn from things like position, rank, expertise, or persuasive ability.

This style can be useful when there is an emergency and a decision needs to be made fast; when the decision is unpopular; or when defending against someone who is trying to exploit the situation selfishly. However it can leave people feeling bruised, unsatisfied and resentful when used in less urgent situations.

Question No # 07. (Marks: 03)

Describe in which avoiding may be the best approach to conflict resolution.

Answer!

Avoiding: People tending towards this style seek to avoid the conflict completely. This style is characterized by delegating controversial decisions, accepting default decisions, and not wanting to hurt anyone's feelings.

It can be suitable when victory is impossible, when the argument is unimportant, or when someone else is in a better position to solve the problem. However in many situations this is a weak and ineffective approach to take.

Question No # 08. (Marks: 05)

What basic point should be considered before consulting an interest tree?

Answer!

Tips for Interest Trees an interest tree must include following points:

1. There must always be needs – other elements are optional.
2. There may be multiple levels of underlying interests.
3. Each position, aspiration, interest, and principle/value rectangle must logically relate (directly or indirectly) to one or more need rectangles.
4. Don't confuse interests with facts or contentions.

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Question No # 09. (Marks: 03)
Describe Elements of Business relationships?

Answer!

Business Relationships:

A business relationship is designed for people who must be involved in a relationship but who have very low levels of trust in each other.

A business relationship has following components.

- Explicit and detailed agreements
- Formal, preferably written communication
- No sharing of emotion
- Balanced, neutral assessment methods

Question No # 10. (Marks: 05)
Displaced conflict definition example and its resolution?

Answer!

Displaced conflict:

There is an unacknowledged conflict, the disputants are disputing over something else.

Example:

Business partners who have a unacknowledged conflict over the allocation of rights and Responsibilities dispute about a minor aspect of the business

Question No # 11. (Marks: 05)
What do you know about Dual Concern Model? Discuss in detail.

Answer!

Dual Concern Model

1. The avoiding style, which represents a low level of concern for both self and other.
2. The dominating (or competing) style, which represents a high level of concern for self and a low level of concern for other.
3. The obliging (or accommodating) style, which represents a low level of concern for self and a high level of concern for other.
4. The integrating (or collaborating or problem-solving) style, which represents a high level of concern for both self and other.
5. The compromising style, which represents a moderate level of concern for self and other.

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Question No # 12. (Marks: 03)

Differentiate between low level trust and mistrust?

Answer!

Mistrust is considered as a state in which one individual actively believes that the other is likely to harm him or her. Trust is difficult to establish when mistrust is present.

Mistrust and low levels of trust are the engines driving conflict escalation: low levels of trust create the suspicion, circumspection, and defensive tactics that promote inefficiency, bad feelings and disputants' efforts to undermine one another

Question No # 13. (Marks: 05)

Explain Meta dispute and loss of ripeness?

Answer!

Meta-Conflict (meta-dispute)

Meta-disputes are disputes about the way a conflict is being handled. Unresolved and escalating conflict breeds meta-disputes. More the conflict is complex, more the chances of evolving meta-disputes. Meta-disputes generally are based on misunderstandings.

Simple Meta-Conflict (meta-dispute)

An interpersonal conflict (dispute) over the way another interpersonal conflict is being handled.

Loss of ripeness:

Resolving a conflict is perceived as costly, difficult, and unpleasant. Many times, disputants won't confront the work needed to resolve a conflict until they find no alternative. This situation of conflict is called ripeness

Question No # 14. (Marks: 05)

Discuss the managerial actions that can give raise to a workplace conflict?

Answer!

Types of Managerial Actions that Cause Workplace Conflicts

1. Poor communications:

- a. Employees experience continuing surprises; they aren't informed of new decisions, programs, etc.
- b. Employees don't understand reasons for decisions, they aren't involved in decision-making.
- c. As a result, employees trust the "rumor mill" more than management.

2. The alignment or the amount of resources is insufficient. There is:

- a. Disagreement about "who does what".
- b. Stress from working with inadequate resources.

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Question No # 15.

(Marks: 05)

Basic needs of human regarding conflict union.

Basic Human Needs:

Lying even more deeply at the heart of the conflict union than principles and values are basic human needs. People are not able to express easily the basic human needs that lie at the heart of a conflict union: they must be indirect from what people say and do and the circumstances they are in. A good interest analysis should include basic human needs. Basic human needs are basic, and a failure to deal with and address them creates pressure for them to be expressed in other ways. Theories about human development and human drives provide a conflict diagnostician with guidance about basic human needs.

Question No # 16.

(Marks: 05)

How can we analyze the interest of agents and advocates?

Answer!

Interests analysis of agents and advocates an interest analysis should explore the interests, values, and needs of the agents and advocates on all sides of the conflict. The basic reason is that interests' analysis should include the agents and advocates of one 'steam is to clarify whether they have problematic conflicts of interest with their principal. Better understand the complexities of what is motivating the "other team" and develop coping strategies. Develop understanding of motivators of other team members and strategize to cope with such conflicts.

Question No # 17.

(Marks: 05)

How conflict gamers are different from conflict professionals?

Answer!

Conflict gamers:

Conflict gamers love interpersonal conflict and feel the most alive when up to their necks in it. They don't seem to meet to prepare for a negotiation- their innate personality and temperament alone seem to be preparation enough. They jump at the chance for a rumble. In a negotiation, they seem utterly fearless. They are always ready to inflict punishment on their adversaries. After litigation is over, win or loose, over drinks or lunch conflict gamers express what a profound pleasure it all was, what a rush, and how it resembled the happy days, they once spent in high school.

Conflict professionals:

Conflict diagnosis is also for conflict professionals and professionals-in-training seeking to enrich their understanding of their field. For example for a lawyer, a judge, a paralegal etc. the course will help a lot in diagnosing conflict and applying ADR techniques for conflict management. Applying theses techniques to conflicts enable conflict professionals to find the magic keys to unlocking their clients' potential power to settle their differences.

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Question No # 18.

(Marks: 05)

Why ADR FAIL?

Answer!

(ADR failure)

Following are the four reasons of why strategies of change fail:

- a. Resistance and lack of support from others
- b. Application of existing (traditional) ways and means, rather than innovative solutions
- c. Lack of proficiency in using innovative tools
- d. Support by social structures of traditional ways to resolve disputes

Question No # 19.

(Marks: 05)

Elaborate BATANA and radical perceptive in conflict Diagnosis? Identify/maximize the Best Alternative To a Negotiated Agreement (BATNA)

Answer!

Develop a list of alternative to a negotiated agreement, including the best alternative to a negotiated agreement, or BATNA. If you are a disputant, agent or an advocate, develop plans for clarifying these alternatives and improving them.

Steps in Conflict Diagnosis

1. Describe/map the conflict
2. Identify sources
3. Analyze interests
4. Characterize the conflict
5. Consider trust
6. Identify impediments to settlement
7. Address negotiation styles and preferences
8. Consider power
9. Identify/maximize the Best Alternative To a Negotiated Agreement (BATNA)
10. Consider diversity issues

Question No # 20.

(Marks: 05)

Explain merits of High level of trust?

Answer!

Advantages of high trust level

Why high level of trust is given importance, it has certain advantages, such as:

- Less guesswork
- Fewer formalities; greater efficiency
- Pleasant feelings and comfortable work environment
- Fosters cooperation
- Better quality of life for every one

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Question No # 21. (Marks: 05)

How Techniques to transform competitive conflict into cooperative?

Answer!

Here are some of the methods and techniques to transform competitive conflict into cooperative conflict.

1. Choose Language with Care
2. Assign Joint Tasks
3. Expand the Pipe
4. Establish ground rules for civility in communication.
5. Create or focus on a common enemy
6. Point out areas of agreement
7. Focus blame away from the disputant and towards process
8. Prepare "the case"
9. Use trust -building exercises
10. Set up structure to create sharing of information

Question No # 21. (Marks: 03)

What is the basic component of conflict onion?

Answer!

Kind of Interest	Definitions
Position	The demand the disputant makes to others.
Aspiration	The bottom line the disputant is looking for
Underlying interest	The reason for the aspirations
Principles and values	Beliefs and moral codes that influence the interests
Basic human needs	Underlying needs that drive the motivations of disputant

Question No # 22. (Marks: 05)

You desire your work team to complete a project within 2 weeks. Doing extra time will be needed. Most of the team members are resisting for extra time. How will you perceive this conflict (cooperative or competitive) and why?

Answer!

Conflict situations offer each of us an opportunity to choose a style for responding to the conflict. Manager has assigned a task to your subordinate but he refused to do this cooperative problem-solving style enables people to work together so everyone can win. Using this style, people try to find a solution that will help everyone meet their interests and help everyone maintain a good relationship.

Question No # 23. (Marks: 05)

What aspect enhances the importance of conflict management?

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Answer!

Conflict management involves implementing strategies to limit the negative aspects of Conflict and to increase the positive aspects of conflict at a level equal to or higher than where the conflict is taking place. Furthermore, the aim of conflict management is to enhance learning and group outcomes (effectiveness or performance in organizational setting)

What is Caucus

Caucus is a meeting between a mediator and one disputant (with or without the disputant's representatives), out the earshot of the other disputant and his or her representatives. A caucus is different from a joint session, which all the disputants involve in mediation, and/or their representatives,

What is Trust?

Trust can be defined as a state of mind in which a person believes that another person intends to be helpful and, accordingly, that it is appropriate to take risks in the relationship. Trust can be described as a basic component of human relationships.

Three levels of trust

The levels of trust are given below

- (1) Calculus-based trust
- (2) Knowledge-based trust
- (3) Identification-based trust

Quality of ADR

Though saving time and money are important goals, if the process is faulty, long-term efficiency is lost, and so the quality of dispute resolution process and outcome must be considered.

There is little evidence that this longer-term assessment of long-term efficiency and effectiveness is taking place.

Assessments of the quality of ADR are confounded by the lack of empirical research to sufficiently distinguish among forms of ADR.

Conflict diagnosis ideas will also help researchers and policy makers to design better studies and to interpret studies more effectively.

ADR: Alternative Dispute Resolution is the general term that includes conflict, management, mediation, arbitration, and other processes that are alternative to the judicial system

Perspectives on the Handling of Interpersonal Conflict:

An evaluation of interpersonal conflict depends on how it is handled. Conflict diagnosis allows the user to choose the best blueprint and the best tools to handle a conflict well. Conflict can have positive and negative consequences. Perspective is critical in discussing positive and negative consequences of interpersonal conflict.

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- a. Time perspective
 - . Short-term
 - . Intermediate-term
 - . Long-term
- b. Person perspective
 - . Individual-disputant
 - . Joint-disputant
 - . Systemic
 - . Institution or society-wide
- c. Issues perspective
 - . Process versus outcome
 - . Narrow versus broad focus
 - . Monetary or economic versus non monetary, tangible or intangible
 - . Prospective versus retrospective

Types of Assisted Negotiation

Following are the various types of assisted negotiation.

- a) Agent or advocate-assisted disputants' representatives conduct the negotiation
- b) Mediation- neutral third party assists the disputants in settling the dispute.
- c) Nonbinding evaluation- neutral third party renders a nonbinding evaluation of the conflict.

Forms of Negotiation

There are various types of negotiation.

- a) Assisted (Facilitated) Negotiation
- b) Unassisted (simple) Negotiation

Simple negotiation

In this type of negotiation only participants are the disputants.

Assisted (or facilitated) negotiation

In assisted negotiation the disputants are joined by others.

Interests analysis:

Interest analysis is perhaps the most critical step in the conflict diagnosis process. A systematic exploration of a conflict participant's interests is called interest analysis.

Briefly stated, interest's analysis is the development of an accurate and complete understanding of each conflict participant's positions, aspirations, interests, needs and values in relation to the interpersonal conflict. Interest analysis includes an explanation of all the underlying interests, needs, and values of each conflict, participant, as well as an exploration of how all link together and are organized.

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1. Competitive Conflicts

Competitive Conflicts occur when two parties believe that they are right and the other one is wrong and will not agree in the middle.

A win-lose situation:

These conflicts can ruin a relationship and lead to a dysfunctional, destructive outcome.

2. Cooperative Conflicts

Cooperative Conflicts occur when two parties agree to compromise to end a conflict; each party may need to give up something to get something in return.

A win-win situation:

These conflicts build trust for the future and allow parties to accomplish their present goals together.

Remember me in ur prayers,

Agarads,

Summaira naz.

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