

International Islamic University Chittagong

Department of Business Administration

Final Examination Spring-2019

Program: BBA Course Code: HRM-4807

Title: Conflict Management

Time: 2.5 hours

Marks: 50

[Answer any **five (5)** from the following questions. All questions are of equal marks.

All parts of the same question must be answered serially]

1. a. What do you know about integrative negotiation and attitudinal structuring? Write down the key principles for integrative negotiation. What are its main features? Explain in brief the basic process of distributive bargaining technique for resolving conflict. 6
b. Identify the five phases of negotiation. What is BATNA? Write down the process of determining one's BATNA. How would you like to assess other parties' BATNA? 4
2. a. What is meant by structural conflict? How clarifying job responsibilities, reducing interaction and using authority can be used to resolve conflict from the organization? 5
b. What is organizational change? Explain in brief Lewin's classic 3 step model for organizational change. Why action research can be a good approach for managing organizational change? 5
3. a. "Managing conflict focuses on maintaining conflict at the right level"- elaborate the statement. Discuss in brief the Thomas-Kilmann model of conflict negotiation. 5
b. Explain in brief behavioral style for conflict handling. Point out the ways to improve communication for minimizing conflict. 5
4. a. What do you mean by mediation? How it is differing from negotiation? Write down the basic features of mediation. Elucidate the PRIDE model of mediation for mitigating conflict. 6
b. What is arbitration? How this technique can be used as alternative dispute resolution approach to resolve conflict from the organization? 4
5. a. What is meant by coaching? What are the guidelines for coaching employees who involve in organizational conflict? 5
b. What is image exchanging? What are the five key steps that are used in image exchanging? 5
6. a. Distinguish between power and politics. Explain different sources of power in the organization. Organizational politics -good or bad? Explain. 5
b. What are the factors that influence political behavior in the organization? Suppose you are the Group Head of Azim Group of companies. You have observed some critical political activities among CBA leaders that might diminish the fragile relationship among the employers and employees. How would you like to control political behavior in your organization? 5
7. Write short notes on the following: 10
 - i. Stimulating conflict through brainstorming
 - ii. Group passing technique
 - iii. Delphi group technique
 - iv. The four control tactics
 - v. One-to-one dispute resolution