

Negotiation and Conflict Resolution

Course Objectives

The purpose of this course is to understand how to be more effective in negotiating to help you secure more of what you want in life. A basic premise of the course is that while a manager needs analytic skills to discover optimal solutions to problems, negotiation expertise opens the way for these solutions to be implemented.

Syllabus

Intergroup Relations and Conflict, Negotiation, Negotiations and Collective Bargaining, Conflict and Disputes Resolution, Trends in industrial conflict

Expected Outcome

Upon completion of this course, the students will be able to:

1. develop an understanding of the principles, strategies, and tactics of effective negotiation, conflict resolution, and relationship management 2. to assess the impact of interpersonal styles, personality, culture, and other variables that influence negotiation.

References

1. Harvard Business Essentials, Guide to Negotiation, Harvard Business Review Press.
2. Fisher, R., Ury, W L., Getting to Yes; Negotiating an Agreement without Giving in, RHUK.
3. Deepak Malhotra and Maz Bazerman, Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond, RHUS; Reprint edition.
4. Edgar H. Schuster, Negotiation And Conflict Resolution, Harvard Business Review Press
5. Mark Stephens, Conflict Resolution, Amazon Digital South Asia Services, Inc. (Kindle version)
6. Muookin, Peppet and Tulumello, Beyond Winning: Negotiating to Create Value in Deals and Disputes, Harvard University Press; New edition edition.
7. Dwivedi, R.S., Managing Human Resources: Industrial Relations in Indian Enterprise, Galgotia Publishing Company.
8. Druckman D. Intuition or Counterintuition? The Science behind the Art of Negotiation Negotiation Journal, October, pp. 431 - 446.

9. Ury, W.L., J. M. Brett and S. B. Goldberg. Three Approaches to Resolving Disputes: Interests, Rights and Power

“

, in Getting Disputes Resolved: Designing Systems to Cut the Cost of Conflict, San Francisco: Jossey-Bass, (November).

10. Anstey, M., Distributive and Positional Bargaining in Negotiating Conflict, London: Juta and Co.

Units Topics

1 Intergroup Relations and Conflicts:

Overview, History of negotiations, Common elements of negotiations, Nature of conflict in organisations, Changing view of conflict, Types of Conflicts in organisations- Interpersonal, intrapersonal, Intergroup, Inter-organisational.

2 Negotiations:

Negotiation - Definition, Nature of Negotiation, Efficient and Effective Negotiators, Distributive Negotiation, Integrate negotiation – The Harvard Method, Obstacles in negotiation, international negotiation, cross cultural negotiation, rationality and cognition, multi party negotiation, negotiation strategies; Third party negotiation;

Multilateral and Coalition Negotiations - Epistemic communities, ratification, constituencies, multi-stakeholder frameworks;

Problem-Solving Negotiations - Interests, assumptions and perceptions, alternatives, options development BATNA / WATNA, Circle Chart analysis; Issues in Negotiation - Gender, Culture and other factors.

Interest based Negotiations - Active listening, communication skills, interest assessment, body language, information flow, and needs assessment.

First Internal Examination

3 Collective Bargaining and Distributive Bargaining:

Causes of Industrial Disputes, their Settlement & Prevention Mechanism, Formulas, types of agreements, and role of legal advisors; Role of Tripartism, Current Trends in Collective Bargaining, Industrial Democracy and Industrial Peace, Collective bargaining: Concept, Nature, functions and Types of; Collective bargaining in the Indian context; Negotiating a collective bargaining agreement;

Distributive Bargaining - Concessions, bargaining range, resistance point, tactics, games, avoiding, yielding, contending, problem-solving;

4 (a) Conflict and Disputes Resolution:

Conflicts; Conflict management - Conflict Management Strategies, Improving group, organizational or team dynamics when conflict occurs– Collaborating, Compromising, Accommodating, Competing, Avoiding, Johari window

Second Internal Examination

4 (b) Industrial Relations Machinery in India; Provisions under the Industrial Disputes Act, 1947, Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Methods of industrial disputes resolution; Forms of industrial conflicts; Labour turnover; workplace practices and cooperation.

5 Trends in industrial conflict:

Dynamics of conflict and collaboration; Nature, causes and types of industrial disputes, handling interest and rights disputes, Statutory and Non-statutory.

Final Examination