**Module 4 Critical Thinking**

Student Name: Sankara Narayana Katabathina

Colorado State University Global

Course Code: **CSC501** (Management for the Computer Science Professional)

Instructor: Dr [Jennifer Marquez](https://csuglobal.instructure.com/courses/109070/users/96641)

Due Date: 05/11/2025

**Conflict Resolution and Negotiation in Project Management**

In a mid-sized technology company, a system integration project is underway to unify customer data across sales, support, and marketing departments. Midway through the project, conflict arises between the IT department and the Marketing team. IT insists on prioritizing security and compliance, leading to restricted access to customer analytics. Marketing, on the other hand, needs broader data access for campaign optimization and personalized outreach. As deadlines approach, tension increases, and productivity suffers.

**Conflict Resolution Approach**

The project manager calls for a facilitated meeting with department leads to address the issue. The goal is to align both teams with the overall project mission while respecting their individual objectives. The project manager employs interest-based negotiation, focusing on understanding the underlying needs of both departments rather than their fixed positions.

**Negotiation Methods Utilized**

* **Active Listening**

Each department is given time to explain their needs and concerns without interruption, fostering mutual understanding.

* **Clarification of Goals**

The project manager reiterates the project’s purpose—to deliver an integrated customer view that supports both secure handling of data and business insights.

* **Identifying Common Ground**

Both teams agree on the importance of data integrity and business value.

* **Collaborative Problem Solving**

A compromise is proposed: IT will implement role-based access controls, allowing Marketing to view anonymized customer segments rather than raw personal data.

* **Use of Expert Mediation**

A third-party data privacy consultant is brought in to validate the compromise and ensure compliance with regulations.

**Expert Commentary and Industry Insight**

research shows the value of integrative negotiation in resolving cross-functional disagreements. By focusing on shared interests, rather than divisive positions, project teams can foster collaboration and innovation.

**Conclusion**

By applying structured negotiation techniques and drawing on industry best practices, the project manager resolves the departmental conflict and restores focus on the project’s objectives. The use of expert input, open communication, and mutual respect ensures that the project continues on track, demonstrating how thoughtful project leadership can turn conflict into opportunity.

**References**

1. [Crucial Conversations: Tools for Talking When Stakes are High, Third Edition, 3rd Edition](https://eds-p-ebscohost-com.csuglobal.idm.oclc.org/eds/viewarticle/render?data=dGJyMPPp44rp2%2fdV0%2bnjisfk5Ie45PFJsKuxTbSk63nn5Kx94um%2bTa2nrkewprBNnqm4SK6wrlCexss%2b8ujfhvHX4Yzn5eyB4rOzTress1C1qLY%2b8d%2fiVbTasX7jp7BIq6m3TbCjsnyy26t6r6q3ReOrt03freFJ4ay1TL7o43zn6aSE3%2bTlVePkpHzgs%2bN88eXthKTq33%2b7t8w%2b3%2bS7feLp7YfqpLdPtqewTq6qtUyvr64%2b5OXwhd%2fqu37z4uqM4%2b7y&vid=0&sid=6d3fe120-3952-4d4e-b149-e595a7c1c674@redis" \o "Crucial Conversations: Tools for Talking When Stakes are High, Third Edition, 3rd Edition)

<https://learning-oreilly-com.csuglobal.idm.oclc.org/library/view/crucial-conversations-tools/9781260474190/pref.xhtml>

1. The Art of Project Management

<https://learning-oreilly-com.csuglobal.idm.oclc.org/library/view/the-art-of/0596007868/0596007868_artprojectmgmt-PREFACE-1.html>

1. Getting To Yes:

<https://eds-p-ebscohost-com.csuglobal.idm.oclc.org/eds/pdfviewer/pdfviewer?vid=2&sid=62f4d98c-a9fd-4468-9c57-a4c4dfa5eace%40redis>