

**BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING**  
**IN COLLABORATION WITH**  
**ZIMBABWE OPEN UNIVERSITY**

**BACHELOR OF COMMERCE (Human Resource Management and  
Industrial Relations)**

**Negotiation in Conflict Management**  
**NC 231**  
**Special Examination**

**Marks: 100**

**Duration: 3hours**

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**Instructions to candidates:**

1. This examination contains **Four** sections: A, B, C and D
2. Begin each answer to a new question on a new page
3. Answer questions according to instructions given in each section
4. Write answers in the answer booklet provided
5. Write legibly in grammatical English



**SECTION A: MULTIPLE CHOICE QUESTIONS.**

**[10 Marks]**

**Choose one alternative that best matches the statement or answers the question.**

1. Conflict which occurs when a person fails to share information with the whole group is a result of \_\_\_\_\_.
  - A. Personality clashes
  - B. Competition for resources
  - C. Low performance
  - D. Lack of cooperation
  
2. A statement like “let's discuss this later, let's forget it” represents \_\_\_\_\_ resolution style.
  - A. Accommodating (Lose/Win)
  - B. Competing (Win/Lose)
  - C. Avoiding (Lose/Lose)
  - D. Collaborating (Win/Win)
  
3. \_\_\_\_\_ source of power is meant to enhance efficiency and effectiveness at the workplace.
  - A. Expert
  - B. Legitimate
  - C. Charismatic
  - D. Personal
  
4. According to Karl Marx, work place conflict occurs when \_\_\_\_\_ and \_\_\_\_\_ struggle with one another to improve their respective positions.
  - A. Young; old
  - B. Subordinates; managers
  - C. Black; white
  - D. Bourgeoisie; proletariat

5. Which of the following is an advantage of collaborating conflict resolution style?
- A. It leaves negotiators in a weak position
  - B. A means of improving relationships
  - C. Takes long to reach a solution
  - D. Issues are too important to be compromised
6. In improving the accuracy of information in negotiation breakdown, imaging is basically about \_\_\_\_\_.
- A. How parties in negotiation see their positions
  - B. Separation of the parties
  - C. Synchronised de-escalation
  - D. Tension release
7. The following are the disadvantages of third party intervention in negotiation except \_\_\_\_\_.
- A. Salvaging the shipwreck of stalled negotiations
  - B. Revealing evidence of failure of the negotiation process
  - C. Botched attempt to cultivate cordial relationships among conflicting parties
  - D. Possible loss of control by the conflicting parties
8. \_\_\_\_\_ is category of communication problem that occurs when negotiating parties speak difficult language and belong to different cultures.
- A. Absence of dialogue between negotiators
  - B. The problem of hearing the speaker
  - C. The problem of misunderstanding
  - D. Hostility and suspicion of one another



9. The ultimate goal of a collective bargaining process is \_\_\_\_\_.
- A. BATNA
  - B. Agreement
  - C. Strike
  - D. Lockout
10. Which of the following formal intervention method could a third party be employing when he/she hears the evidence and leaves the parties to agree on a resolution to the dispute by themselves?
- A. Arbitration
  - B. Conciliation
  - C. Mediation
  - D. Adjudication

**SECTION B: TRUE/FALSE. [10 Marks]**

**State whether each of the following statements is True or False**

1. Conflict is destructive when it causes reassessment by allowing for examination of procedures or actions.
2. Exchange is the process of explicitly offering resources, as an example of strategy to influence negotiator's power base.
3. Moral development factor states that personality traits influences people to behave ethically or unethically.
4. Red style negotiators are regarded as hard-line distributive bargainers.
5. Modern conflict theories state that society consists of different groups who struggle with one another to attain scarce resources.
6. The signs and behaviours of a negative conflict spiral include open communication.
7. Conflict is a positive force that should be embraced.
8. Negotiation is always the appropriate action to pursue whenever there is potential for unilateral benefit.
9. If a negotiator perceives injustice or feels that he has been taken advantage of, he is likely to reciprocate in the like manner.
10. As a third party intervention strategy, an arbitrator does not impose or recommend a solution unlike a conciliator who reaches a decision.

**SECTIONC: SHORT ANSWER QUESTIONS.**

**[30 MARKS]**

**Answer all questions in this section.**

**QUESTION 1 [10 MARKS]**

**Read the scenario below and answer the questions that follow**

Daniel Phenyo is the employment relations manager at a large mining company He holds a Bachelor of Commerce in Human Resources Management and Industrial Relations. He is very versed with negation process to avert a simmering intergroup conflict. It is that time of the year where wage negotiations are taking place, and he is the head of negotiating team that comprises a chief negotiator, analyst, recorder, and an observer.

- a) State two (2) possible causes of intergroup conflict. **(2 marks)**
- b) Explain the main communication role of each negotiating team members mentioned above. **(8 marks)**

**QUESTION 2 [10 MARKS]**

**Study the information below and answer question that follow**

It is unethical to negotiate for one's own personal wellbeing, it is wrong to do so by masking ones true intentions. There are those who believe that morality, correctness, or righteousness of any action is judged in terms of the degree to which it includes and integrates the purposes. And provides for the potential development of those purposes of all other people concerned in the action or possibly affected by it.

- a) Explain with practical examples two (2) forms of unethical behaviour in negotiations. **(4 marks)**
- b) State three (3) possible reasons which may be given by people who engage in unethical conduct tactics in negotiations **(6 marks)**



**QUESTION 3 [10 MARKS]**

- a) Explain the concept of a trip-wire package as used in negotiation. **(2 marks)**
- b) Identify any two (2) guidelines for breaking negotiation deadlock. **(2 marks)**
- c) Give two (2) examples of mutually agreeable ground rules for a negotiation breakdown meeting. **(2 marks)**
- d) Distinguish between information power and expert power in negotiations. **(4 marks)**



**SECTION D: ESSAY QUESTIONS.**

**[50 marks]**

**Answer any two questions in this section.**

**QUESTION 1 [25 MARKS]**

With practical examples discuss any five (5) ways of making communication more effective in negotiation. **(25marks)**

**QUESTION 2 [25 MARKS]**

Critically analyse strategies for dealing with following:

- a) Aggressive negotiators **(5marks)**
- b) Covert red negotiators **(5 marks)**
- c) Purple negotiators **(5 marks)**
- d) Red stylist **(5 marks)**
- e) Blue stylist **(5marks)**

**QUESTION 3 [25 MARKS]**

With examples, evaluate the following essentials of negotiation in relation to power dynamics.

- a) Assertiveness **(5 marks)**
- b) Coalitions **(5 marks)**
- c) Friendliness **(5 marks)**
- d) Legitimacy **(5 marks)**
- e) Praise **(5 marks)**

***END OF THE PAPER!***