

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**

Sessional Examination

Marks: 100

Duration: 3hours

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. The objective of union representative is to solve workers concern overnighing and ventilation problems, which if not resolved could be a possible a cause conflict associated with _____.
 - A. Different perceptions
 - B. Frustration
 - C. Common interest
 - D. Differences in attitude

2. _____ refers to an attempt to fully satisfy concerns of both parties.
 - A. Avoiding
 - B. Competing
 - C. Accommodating
 - D. Collaborating

3. An informal third party approach to dispute resolution encompassing a set of activities aimed at creating the foundation for dialogue between clients is known as _____.
 - A. Conciliation
 - B. Arbitration
 - C. Process consultation
 - D. Mediation

4. Failure by negotiating parties to reach an agreement within the context of negotiation is referred to as _____.
 - A. Dispute
 - B. Grievance
 - C. Compliant
 - D. Conflict



5. _____ relates to conflict between feuding communities challenging government authorities.
- A. Intrapersonal conflict
 - B. Inter group conflict
 - C. Intragroup conflict
 - D. Interpersonal conflict
6. When negotiators cook up a collection of accurate and inaccurate arguments that lead to the other party to the wrong conclusion is referred to as _____.
- A. Bluffing
 - B. Falsification
 - C. Selective disclosure
 - D. Deception
7. The exchange of thoughts, facts and ideas between two more persons with an objective of bringing about mutual understanding, defines _____.
- A. Communication
 - B. Negotiation
 - C. Collective bargaining
 - D. Discussion
8. The following encompasses legitimate sources of power for a negotiator, except _____.
- A. Centrality
 - B. Authority
 - C. Performance
 - D. Reputation
9. Conflict is destructive when it _____.
- A. Opens up issues of importance
 - B. Deepens differences in values



- C. Helps build cohesiveness
 - D. Allows re-examination of actions.
10. The following are the ways of making communication effective, except _____.
- A. Ordering others to do something or to stop doing something important
 - B. Reminding yourself that how you say something is often more important than what you say
 - C. The way you organize your messages strongly affects their impact
 - D. Listening clearly and acknowledging what is being said so as to not to lose track of the negotiating process



Degree
July-December

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SECTION B: TRUE/FALSE. [10 Marks]

State whether each of the following statements is True or False

1. Conflict is not regarded as a part of interaction between two or more persons or groups.
2. The higher the stage of moral development the more complex the moral reasoning should be and therefore the ethical the decisions.
3. Power is the ability to bring desired outcome by getting things done the way one wants.
4. If a negotiator perceives injustice or feels that he/she has been taken advantage, he/she is likely to reciprocate in like manner.
5. As an influence strategy in power dynamics, persuasion is used when a negotiator wants the other part to change its mind through information.
6. Conciliation refers to a formal intervention method in which a third party makes final decision.
7. A red style approach to conflict resolution can be used in situation of emergency.
8. Global negotiation means that there are no cultural differences in approach across national borders.
9. A union negotiating with employer over final wage offer an example of good BATNA.
10. Executive pay is the most dominant item in most workplace negotiations.



SECTIONC: SHORT ANSWER QUESTIONS.

[30 MARKS]

Answer ALL questions in this section

QUESTION 1 [20 MARKS]

Read the scenario below and answer the questions that follow

A Japanese client company called Osaki entered into negotiating a strategic alliance with an American company called Alberta corp that had a reputation for being challenging. Prior to meeting contacted a colleague who done business with Alberta corp, had warned us that the lead negotiator would be very confrontational.

Understanding that clients at Albertacorp wanted to maintain harmony, they discussed the potential problem beforehand. Not long after negotiations began, the Alberta corp lead negotiator announced, “We are going to use our contract, and if you don’t like it, you can leave”

The Osaki team leader became visibly uncomfortable and told Alberta corp lead negotiator that they should meet in separate rooms to considered whether or not to get back on the plane. During the meeting in a separate room, the Alberta corp lead negotiator interrupted us several times, looking more nervous with each visit. It was a difficult decision for us, and it took time. We wanted to send the message that his arrogant and threatening behaviour could have serious consequences.

We returned to the meeting with a suggestion for culturally responsible negotiation strategies. While difficult to implement, it was workable. Nearly as importantly, our method elicited more reasonable behaviour from Alberta corp team for the rest of the process. Taking the time to understand cross-border negotiations including the culture and the habits of the other side had paid off. We were not surprised by the aggression and ideology of the Americans and reacted appropriately, even though we did not know in advance the exact form it would take.

Many deals succeed or fail just on the strength of how well you understand global culture, plus information about the company on the other side of the negotiating table.

The first and most critical step in negotiation is information gathering. Negotiators who take shortcuts on this step are jeopardizing their deal and a long-term respectful relationship.

Before you can make a credible value argument that will resonate with a potential client, you have to get the facts about:

- The national or regional culture where each team lives or does business
- Each company's organizational structure
- Decision makers within each company
- The lines of business: where will the impact of your proposed solution be felt?
- Stakeholders (investors, for example) and anybody in the equation who has potential influence on the deal's outcome (e.g., close advisors or independent consultants)
- Clients and end users: who will ultimately use the product or service

Remember, you're not making one deal; you're setting up a relationship. The more you know about your opponent's people, culture, and business challenges, the better. Of course, not all information has the same value, but every bit of information you gather is important in its own way. Having information helps you reduce the other side's alternatives; not processing information reduces your own. As you prepare to negotiate, you need to discover:

- The customer's weaknesses in the business and industry
- How decisions are going to be made in each company; not only should you know about the people and structure, but about how their culture may impact their decision making and negotiation style
- External factors; among other things, these could be regional economic pressures or regulations unique to the country.

Knowing how each team is evaluated, their financial status and stability, purchase timetables, history will also help make you an informed, credible international negotiator. Information gathered for negotiation should however never be disclosed, to avoid violating laws or agreements.

a) Name any three (3) personal sources qualities displayed by the Alberta corp lead negotiator.

(3 marks)



- b) Explain the difference between assertiveness and consultative strategies applied by the two lead negotiators. **(4 marks)**
- c) State three (3) characteristics of global negotiation. **(3 marks)**
- d) Explain culturally responsive strategies and the nature of information needed in negotiation. **(10 marks)**

QUESTION 2 [10 MARKS]

- a) Define communication as used in negotiation and conflict management. **(2 marks)**
- b) Explain the principle of good faith in negotiation. **(2 marks)**
- c) State three (2) potential roles of media in conflict management. **(2 marks)**
- d) Analyse situations in which avoiding and competing conflict management strategies can be used. **(4 marks)**



SECTION D: ESSAY-TYPE QUESTIONS.

[50 MARKS]

Answer any two (2) questions in this section.

QUESTION 1

- a) Highlight with relevant examples, the importance of conflict management. **(10 marks)**
- b) Critically examine the dysfunctional and functional nature of conflict. **(15 marks)**

QUESTION 2

With relevant examples, discuss any five (5) basic principles of negotiation. **(25 marks)**

QUESTION 3

- a) Examine in detail the concept of third party intervention in negotiation, focusing on formal methods. **(10 marks)**
- b) Analyse the merits and de-merits of third party intervention. **(15 marks)**

END OF THE PAPER!