

Organizational Behaviour- II
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Lecture - 25
Conflict (Contd.,)

Namaskar. Today we will be continuing with our discussion on 'Conflict', which is a topic in our subject 'Organizational Behaviour' II. And today is going to be the last lecture on this topic, where we will be discussing Negotiations. We have discussed conflict, the meaning, definition, concept of conflict; we have discussed, you know, dysfunctional and functional conflict; we have discussed task, process and relationship conflict; we have discussed intra-individual conflict, interpersonal conflict, inter-group conflict; we have discussed organizational conflict. We have also discussed conflict management, and we have also talked about conflict resolution techniques, conflict stimulation techniques, and today we are going to complete this particular topic with a discussion on negotiations. So, we will talk about what negotiations are, and how do negotiations take place, and what is the kind of negotiation which is fruitful for organizations in the long run; and we will also be talking about guidelines to effective negotiations, and we will actually wind it up with, you know, few techniques or few ways in which we can make negotiations successful, and for the long run. So, let us continue with our discussion on this topic, Conflict.

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The slide is titled "Negotiation" in a blue box. Below it, a blue box contains the text "Meaning of Negotiation". The main content is in a yellow box, featuring two definitions: "A process in which two or more parties exchange goods or services and attempt to agree upon the exchange rate for them." (Robbins and Judge) and "A decision-making process among interdependent parties who do not share identical preferences. It is through negotiations that parties decide what each will give and take in their relationship." (Luthans). A bulleted point states: "Often, the terms NEGOTIATION and BARGAINING are used interchangeably." A small video inset in the bottom right corner shows a woman speaking. The slide footer includes the IIT Kharagpur logo and the NPTEL logo.

The topic here is Negotiations. So, first and foremost, let us discuss the meaning of a negotiation. Now Robbins and Judge have defined negotiation as a process in which two or more parties exchange the goods or services, and attempt to agree upon the exchange rate for them. So, the definition clearly emphasizes a process where there are two parties, who are into an exchange, and they bargain with each other, or they negotiate with each other, to agree upon an exchange rate for the goods and services. So, a process in which two or more parties exchange goods and services, and attempt to agree upon the exchange rate for them is negotiation. This is how Robbins and Judge have defined negotiation. Fred Luthans defines negotiation as a decision-making process among interdependent parties who do not share identical preferences, and it is through negotiations that the parties decide what each will give and take in their relationship. So, Fred Luthans actually talks about negotiations more from the Organizational Behaviour point of view, where they talk about the fact that, it is a decision making between two parties; two interdependent parties, they do not have identical preferences; they may have divergent goals; they may have divergent thoughts; they may have, you know, differences between each other, but they are interdependent to each other. And it is through this negotiation that both the parties decide to give and take something in their relationship. So, it is through these negotiations that the parties decide what each will give and take in their relationship. So, Fred Luthans defines negotiation as a decision-making process among interdependent parties who do not share identical preferences, and it is through these negotiations that the parties decide what each one of them will give up, and what each one of them will give and take in their relationships.


Now often the term 'negotiation' and 'bargaining', have been used interchangeably. So, very often you see the word that is used is negotiation; sometimes it is bargaining, but in any case it is actually when two parties get together, and there is something of conflict between them, and they try to give up something from both ends to be able to arrive at a solution, or arrive at a solution which will end the conflict or end the problem that exists between both of them.

So, while they are trying to agree to arrive at a solution, there is some kind of a given take; both parties give up something; or sometimes one party gives up something. So, this kind of a give and take that happens so that a working relationship between the two parties can be arrived at,

and so that conflict between the two parties can end is what we refer to as a negotiation.

So, I repeat there are two parties in the organization; could be two teams; could be two groups/ departments, and there is a bone of contention; there is some conflict between the both of them, and they agree to, you know, come to a discussion forum; they agree to resolve the conflict through a negotiation by, you know, meeting each other, and negotiating with each, other arriving at a middle path; both parties give up something, or one party gives up for the sake of the other. In whatever way, they are trying to arrive at a compromise, or they are trying to arrive at a, you know, at a solution to the problem by sacrificing something or the other. So, that is what is a negotiation. In some cases, both parties sacrifice; in some cases, one sacrifices at the expense of the other. So this entire process of decision making among independent parties who do not share identical preferences, and must give up something to continue a working relationship is referred to as a negotiation.

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Types of Negotiation

- **Traditional negotiations:**
 - The traditional conflict management strategies comprised compromising, competing, accommodating, or avoiding, and are associated with distributive negotiation.
 - ✓ Positional bargaining is closely related to distributive bargaining; it involves sequentially taking, and then giving up, as a mutual understanding.
- **Contemporary negotiations:**
 - Whetten and Cameron have suggested an integrative approach; “expanding the pie”:
 - ✓ Win-win outcomes for both the parties.

The slide features a blue header with the title 'Types of Negotiation'. The main content is on a yellow background with black text. To the right, there is a cartoon illustration of two men in suits shaking hands on a platform. Below that is a small video inset showing a woman with glasses speaking. The slide footer includes the IIT Kharagpur and NPTEL logos.

Now what are the different types of negotiations? Now, we could actually classify them as traditional negotiations and contemporary negotiations. Now traditional conflict management strategies which comprised compromising, committing, accommodating, or avoiding - are all associated with distributive negotiation. They are in a way, you know, more to do with giving up something. So, positional bargaining is closely related to distributive bargaining. It involves sequentially taking, and then giving up something as a mutual understanding. So, it is more about

a distributive negotiation, and all traditional conflict management strategies like compromising, competing, accommodating, or avoiding, were actually associated with the distributive negotiation, which was a traditional mode of negotiation, and preferred traditional mode of negotiation. So, I repeat, distribution negotiation was a preferred negotiation approach in traditional negotiations, and positional bargaining was closely related to distributive bargaining, which involves sequentially taking and then giving up as a mutual understanding. So, there will be one party which would give up something for the sake of the other. So, positional bargaining is closely related to distributive bargaining, which could actually mean that when one party gives up something for the sake of the other, he or she loses and the other person or the other party gains.

Now contemporary negotiations are more to do with an integrative approach, more to do with integrative negotiation, which we shall discuss, where it is not one party gaining at the expense of the other. It is not one party winning at the loss of the other, no. It is that it is a win-win outcome for both the parties. So, Whetten and Cameron have actually suggested an integrative approach, where they say that rather than the size of the resources or the size of the cake being fixed, and you know, absolutely fixed, it is better to expand it, so that both the parties can feel better off, and it is a win-win solution for both, rather than when the cake or the pie is fixed, and one party gets a bigger share only at the expense of the other party. So, one party gets a bigger share; other party gets a smaller share because the size of the pie or the cake is fixed. So, that is more characteristic of traditional negotiations or distributive negotiation, but in the case of a contemporary negotiation, Whetten and Cameron, they suggest an integrative approach which is, you know, expanding the pie, expanding the cake, so that both parties get big shares, and both feel, you know, both tend to feel that they have won at the end of the negotiation. So, it is a win-win situation for both I repeat. When we talk about traditional negotiations, the traditional conflict standard strategies like compromising, competing, accommodating, or avoiding - they were more associated with distributive negotiation where one party gains at the expense of the other. The size of the cake or the size of the pie is limited; it is fixed. So, if I get a bigger piece, the other party gets a smaller piece. So, it is a win for me, and a loss for the other. So, positional bargaining is closely related to distributed bargaining, and it involves sequentially taking, and then giving up as a mutual understanding. So, I take a bigger piece, and the other party gets a

smaller piece, and agrees to it, you know, as a matter of mutual understanding between the both of us. But one wins at the expense of the other. But when we talk, about contemporary negotiations, it is not keeping the size of the cake or the size of the pie fixed; it is trying to expand the pie so that both parties tend to gain as much as possible, and it is a win-win situation for both the parties. So, Whetten and Cameron, basically have suggested an integrative approach to negotiations.

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- The negotiator must use an approach that superimposes the interests of both the conflicting parties.
- This can include:
 - Establishing superordinate goals.
 - Discussing the problem, and not the persons involved.
 - Focusing on interests and common good of all, and the organization as a whole, and not on positions and departments/units.
 - Being objective in the approach.

So, now if we talk about negotiations, the negotiator must use an approach that superimposes the interests of both the conflicting parties. See whenever there is a negotiation, or whenever negotiation takes place, it is between two people, or two parties, or two groups, or two teams, or two departments. So, there are two conflicting parties, and the negotiator, the person who acts as a negotiator between the two, must actually use an approach that superimposes the interest of both the parties so that ultimately both the parties get whatever they want in some manner, and overall the organization can benefit. So, this would include establishing a superordinate goal, which we discussed in the previous session that the manager or the leader establishes a superordinate goal which he presents to both the parties and because the parties are interdependent with respect to the tasks that are to be performed, because there is either sequential or reciprocal task interdependence, both the parties have no option but to work together. And this will diffuse the problem between the both of them. So, you know, the negotiator or for example the manager or leader, could either establish superordinate goals; and it

is very important that while the negotiator or the leader or the manager, whosoever is trying to negotiate, it is very important that he or she discusses the problem and not the people. Whenever a negotiation takes place, it is important that what is discussed is the issue, not the personality, not the people. So, there is nothing personal here to be discussed. It is all about the problem. So, discuss the problem, address the problem; do not address emotions, do not address personalities, and do not address the people involved, what is to be addressed is the problem at hand. And while this is happening, you know, the manager or the leader could focus on interests and common good of all and the organization, and he should focus on the interests and common good of all, and common good of the organization rather than on positions and departments. So, here whenever any kind of negotiation happens, it is not giving importance to the position, or to the departments, or to the units. What is important is, discuss the problem, and focus on the common interests of everybody. That is what should be the prime consideration and the leader or the manager or the negotiator, whosoever it is, should be very objective in the approach. So, the negotiator here, whether the negotiator is a manager, or a leader of the company, or he or she is a third party, whatever it could be, he must use an approach that superimposes the interests of both the conflicting parties. This would mean either establishing a superordinate goal, laying emphasis and focus on the problem, and how the problem solution is something which will be for the common good of all.

It is absolutely essential that during the negotiation process, the negotiator, the leader or the manager, or the third party, does not, you know, give importance to the people or to the persons or to the personalities or to the departments or to the units, No. What is to be given emphasis is, one, the problem; and two, how the solution can be for the common good of all in the organization. What is to be absolutely avoided is, the people or the personal factor, and second, the departments and the units involved.

So, the focus here, has to be on discussing the problem, and not the persons, and the focus again on the interest and common good of all and of the organization, rather than on the positions and the organizational units. And the negotiator again whether he is a leader or a manager, or a third party, has to be very very objective in their approach as well. So, these are things which need to be taken care off.

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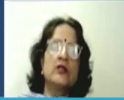
The slide is titled "Approaches to Negotiation" in a blue box. Below the title, a green box contains the text "There are two approaches to negotiation:". Underneath, a list of two items is shown: "➤ Distributive Bargaining" and "➤ Integrative Bargaining". The slide features a background with various icons including gears, a tree, a hard hat, and a chemical flask. A small video inset of a woman is visible in the bottom right corner. The footer includes the IIT Kharagpur logo and the NPTEL logo.

Now let us come to the approaches to negotiation. So, just a couple of minutes ago, I spoke about distributive and integrative bargaining, or distributive and integrative negotiation, where I said that traditionally, it was more of distributive, where the size of the cake or the size of the pie was fixed. So, one gained at the expense of the other. So, the win of one, was the loss of the other. So, this has given way to a more contemporary approach now, which is called the integrative negotiation or integrative bargaining wherein Whetten and Cameron, as we just said, talked about expanding the pie, or expanding the cake so that it is a win-win situation for all. So, we shall be discussing these two approaches now in greater length.


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➤ **Distributive Bargaining**

- Negotiation wherein the fundamental basis is to divide the fixed resources (fixed pie) is known as distributive bargaining.
 - A win-lose situation; a win of one, at the expense of the other.
 - Objective of one party is to get as much as possible.
 - ✓ For example: bonus; the management and the union negotiate over the amount of bonus that must be given to the employees.
 - In distributive bargaining, one party becomes the loser.
 - It is a short-term solution, and breeds future conflict.



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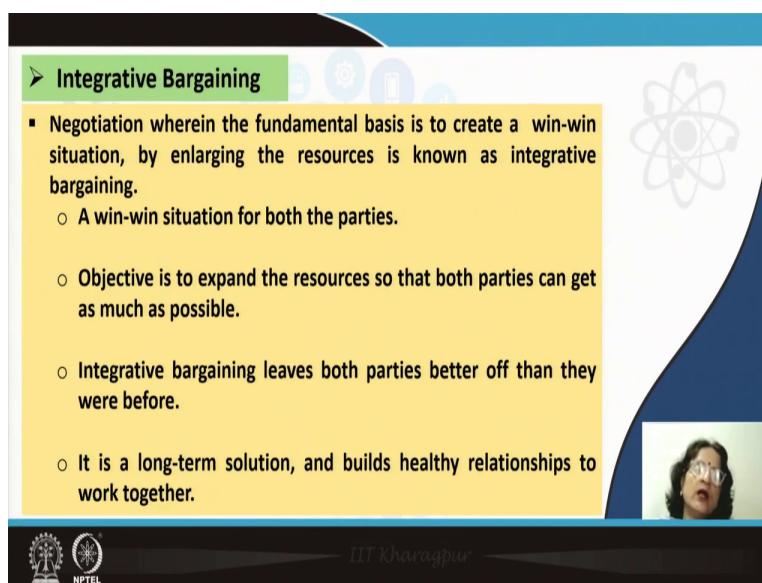


So, first let us come to distributive bargaining. Now negotiation wherein the fundamental basis is to divide the fixed resources, or the fixed pie, is known as distributive bargaining. So, if I get a piece of pie, it is at the expense of the other. So, if I get a larger piece, the other person gets a smaller piece. So, here what is happening is a win for one, at the expense of the other. It is a win-lose situation. If you recall we also discussed win-lose, lose-lose and win-win in the previous lecture, where we talked about these as three techniques. And if we go and discuss this further, we see that if I get a larger piece of the cake, or if I get a larger piece of the pie, the other person or the other party gets a smaller part of it. So, my win is at the expense of the other I said the loss of the other. So, this is a win-lose situation.

So, objective of one party here then, is to get as much as possible. When distributive bargaining is adopted, the objective of any and every person in the conflict or any party in the conflict is to get as much as possible. So, if there are two parties in a conflict, Party A and Party B, both Party A and Party B will like to get as maximum as possible; they want to get as much as possible, because the resources are fixed; the pie, the size of the pie is fixed. So, the objective is to get as much as possible. For example, bonus, you know, the management and the union always negotiate over the amount of bonus that must be given to the employees. The amount is fixed; Management wants to give lesser; Union wants to take more. So, if the union manages to get a larger share, lesser is left with management. If the management can, you know, can manage to give lower as bonus to the employees, so the management has a larger share remaining with it,

and the employees get a lesser amount of it. So, this kind of a negotiation that happens is distributed bargaining. The objective of both management and the labour union is to get maximum for both of them. So, the management wants to give lesser bonus, and the union wants to get a higher share of the bonus. So, the management and union negotiate over the amount of bonus that must be given and while the management wants to give less, the union members want to gain more. So, the gain of one is the loss of the other. If the management is successful, it would give lesser to the union, and management would be able to retain a larger share of the profits with itself. On the other hand, if the union is able to get a larger share, the management is left with lesser. So, in this distributive bargaining what happens is, that one party becomes the winner, and the other party becomes the loser at the expense of each other. So, one party wins at the expense of the other, and this kind of a solution, or this kind of a negotiation, in this kind of a negotiation we see, that the solution that is arrived at is a short-term solution, and it breeds future conflict. So, this kind of a bargaining, or this kind of a negotiation, is something where a solution is reached, but the solution is a short-term solution, and it always breeds future conflict.

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➤ **Integrative Bargaining**

- Negotiation wherein the fundamental basis is to create a win-win situation, by enlarging the resources is known as integrative bargaining.
 - A win-win situation for both the parties.
 - Objective is to expand the resources so that both parties can get as much as possible.
 - Integrative bargaining leaves both parties better off than they were before.
 - It is a long-term solution, and builds healthy relationships to work together.

The slide features a green header with the title 'Integrative Bargaining', a yellow background for the main text, and a small video inset in the bottom right corner showing a woman speaking. The slide also includes logos for NPTEL and IIT Kharypur at the bottom.

The second kind of bargaining which we have is integrative bargaining. Now negotiation where the fundamental basis is to create a win-win situation by enlarging the resources, that means expanding the size of the pie is known as integrative bargaining. Now in integrative bargaining what happens is, both parties win. It is a win-win situation. The objective here is to expand the resources so that both parties get as much as possible.

Now if you see, in distributive bargaining, the resources are limited, and so the gain of one would be at the expense of the other; but in the case of integrative bargaining, the objective is to expand the resources so that both parties can get as much as possible, and it leaves both the parties better off than before. So, this kind of a solution which is arrived at through integrative bargaining is a long-term solution; it builds healthy relationships between the parties, and then they believe to work harder, work together to be able to expand the resources even more for future negotiations. So, it is a long-term solution, and it builds healthy relationships to work together.

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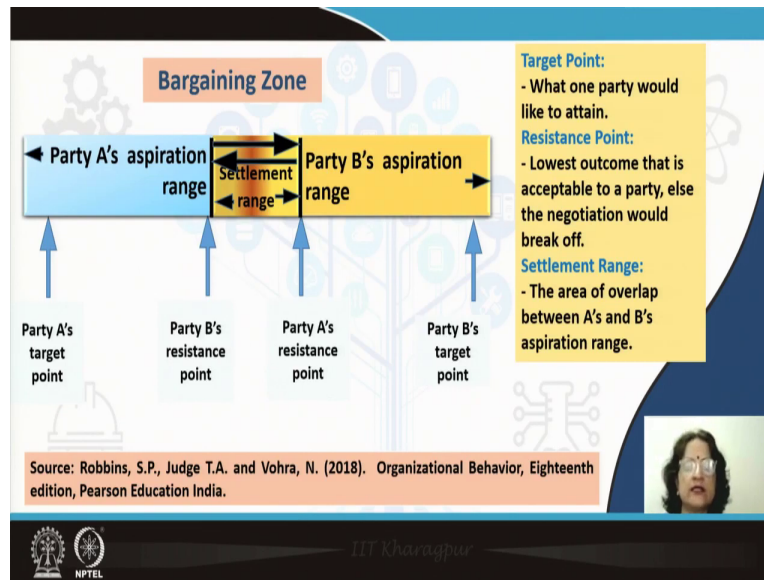
▪ Integrative bargaining is always preferable than distributive bargaining because it makes both parties feel better off and leads to long-term relationships.

▪ However, integrative bargaining is not possible always because organizational resources are scarce.

Now if we go deeper, and if we look at the implications of this for organizations, it is seen that integrative bargaining is always preferable than distributive bargaining, because it makes both parties feel better off at the end of the day, and leads to long-term relationships; it leads to healthy working relationships, between the both between both the parties. However integrative bargaining is not always possible. I mentioned this in one of my lectures earlier also, that it is not always possible that companies can actually practice integrative bargaining the reason being the limit on the resources.

So, practically it is not possible to expand resources all the time, and that is why integrative bargaining may not always be possible.

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Now if you look at this here, this is a figure which has been borrowed from Robbins, Judge and Vohra, 2018, Organizational Behaviour, 18th edition, Pearson Education, India. If you look at this figure here, you see here, that there is a bargaining zone. So, you have Party A's aspiration range which starts here and ends here, and there is Party B's aspiration range which starts from here and ends here.

And so, this is Party A's target point, this is Party B's target point, and this is their resistance point. So, Party B would want to get something from here to here, and Party A would want to get something from here to here. So, this is Party A's resistant point. Now the common area, or the interface here, is this; this zone, which we call as a settlement range. So, Party B would want to gain till here; Party A would want to gain till this point. So, there is a settlement range, and it is in the settlement range that both the parties negotiate or bargain with each other. So, what is the target point - what one party would like to attain? What is the resistance point - The lowest outcome that is acceptable to the party, else the negotiation will break down, and there is a settlement range - the area of overlap between A and B's aspiration range, and this is the point where they both negotiate. So, this is what they want; this is what B wants, and this is what A wants, and so, this is the settlement range wherein the negotiation takes place. The area of overlap between A and B's aspiration range. This settlement range is the area of overlap between A's and B's aspiration range, and A would want to reach here; B would want to reach here; they

would both want to negotiate so as to get maximum possible. So, this is how bargaining takes place.

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The slide is titled "Guidelines for Effective Negotiations" and features a blue header and footer. The main content is on a white background with a yellow box containing the text. On the right side, there is an illustration of three people in business attire sitting around a table, and a small video inset of a woman speaking. The footer includes the IIT Kharagpur and NPTEL logos.

Guidelines for Effective Negotiations

Luthans has categorized the techniques as:

- Low-risk negotiation techniques (flattery; silence; addressing the easy point first; "Oh, poor me" etc.).
- High-risk negotiation techniques (unexpected temper losses; Boulwarism: "take it or leave it"; waiting until the last moment).

Now what are guidelines for effective negotiations. Now Fred Luthans has categorized the techniques as high-risk and low-risk negotiation techniques. So, Fred Luthans says that simple flattery, maintaining silence, addressing the easy points first, creating sympathy like 'oh poor me' - these are low-risk negotiation techniques which are often adopted by parties you know; they can go to the extent of flattering the management or, in case it is between two departments or two teams, they could go to the extent of flattering the third party; they could just maintain silence; they could try to address the easy points first and emerge victorious and then move to the more difficult points which would mean, you know, greater effort in negotiation etc.; or they could create sympathy, and you know, try to 'oh and poor me', you know, 'bad luck' and things like that so that some sympathy can be generated.

On the other hand, there are high-risk negotiation techniques which could be unexpected temper losses, emotional outbursts, or something called 'take it or leave it'; we give you this, you want it, take it; you do not want it, we do not give it to you - so that is something which we call as Boulwarism; like for example, the management and union are negotiating over the bonus. So, the management says, Well, I am going to give you just 'x', you want x, fine; if you do not want, please leave, we will not give you anything. So, that is what is one of the high-risk negotiation

techniques which would mean that the negotiation will just break off, and the union may go on a strike. So, that is a technique of course, which management can adopt, and a reaction could follow from the union. If the union realizes, that yeah, we are at a weaker spot so, they would accept it; on the other hand, if the union realizes that they are more powerful, so then they could just leave and go for a strike. So take it or leave it is, a high-risk negotiation technique. We also refer to it as Boulwarism. And then there is another high-risk negotiation technique which could be waiting until the last moment - till things absolutely deteriorate, and like for example, you know, there may be a plant where a lockdown or a lockout is declared by the management, and this has been done by management particularly because the workers were not being productive enough; they would go to the factory, sit there, but low productivity low performance and nothing, and so, the management one day decides to lock the factory gate, and the people are sitting out waiting for days and days, and days and the management is absolutely quiet, because they feel that they would not like to open the factory gates till the union or till the workers promise to be productive or promise to work hard, and so, finally after 5 days, 10 days, 15 days it may so happen that the union gives way, and the management can emerge victorious at the negotiation table because the union or the workers are now at a weaker spot. So, often management may wait until the last moment for negotiation. By that time one of the parties would have weakened. Same thing would happen, you know, in the case of workers being more powerful than the management. Like for example, the workers are on a strike for days and days and days and days, and then one day the management has no option but to concede to the demands of the union. So, these are different kinds of techniques which may be used.



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Negotiation Process

According to Robbins and Judge, the negotiation process comprises 5 steps:

1) Preparation and planning:
This involves understanding the nature of the conflict, and analyzing the causes leading to the conflict. It involves addressing queries like - What is your position? What is the opponent's position in terms of goals, objectives etc.? What is desired out of the negotiation process? It also involves determining the best alternative to a negotiated agreement, or BATNA.

2) Definition of ground rules:
This involves addressing queries like - Who will do the negotiation? Where, when and how? To what issues would it be limited? What fall within the purview of the discussion?

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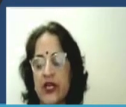
Now we come to the negotiation process. Now according to Robbins and Judge, the negotiation process comprises five stages. We have preparation and planning, which is the first stage; we have definition of ground rules, which is the second stage;

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3) Clarification and justification:
This stage deals with stating original demands, the reasons and justification of the demands, and the documentation of the same.

4) Bargaining and problem solving:
This involves the give and take, and both parties try to arrive at a decision through adjustments and compromise.

5) Closure and implementation:
The last stage involves the finalizing of the agreement, and developing mechanisms and procedures for implementation and control.

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We have clarification and justification, which is the third stage; Bargaining and problem solving, the fourth stage; and then we have closure and implementation, which is the fifth stage. So, when we talk of preparation and planning, this involves understanding the nature of conflict; bringing to surface the causes of the conflict. So, it involves addressing queries like, what is your position as a party to the conflict;

what is the opponent's position in terms of the goals, objectives; what is desired out of the negotiation process; and it also involves deciding the Best Alternative To a Negotiated Agreement; So, the Best Alternative To a Negotiated Agreement - we also call it, BATNA.

The second stage is definition of ground rules. So, ground rules here, meaning, this involves addressing queries, like who will do the negotiation; where will it happen; when will it happen; how will it happen; to what issues will the negotiation be limited, and what falls within the purview of the discussion. So, all this is included in definition of the ground rules.

In the third step, that is clarification and justification, so this stage deals with stating original demands and reasons for justification of the demands, and documentation of the same.

The fourth stage is bargaining and problem solving. So, this involves the give and take, and both parties try to arrive at a decision through adjustments and compromise, and this is wherein you know, there could be integrative bargaining; there could be distributive bargaining. So, both parties try to arrive at a decision through adjustments and through compromise.

And then, finally you have closure and implementation, which is the last stage which involves the finalizing of the agreement, and developing mechanisms and procedures for implementation and control. Now this stage is a very important stage because whatever has been negotiated upon must be written, signed by both the parties, and they have to be mechanisms to ensure that whatever has been decided is implemented, and there are, you know, mechanisms and procedures for effective implementation and control.

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- The manner in which people negotiate varies from person to person; individual differences play an important role, be it socio-economic cultural differences, educational background, age, gender, values, moods, emotions, personality etc.
- People across cultures negotiate differently.
- People within cultures are able to negotiate much effectively than in situations where the people of different cultures are negotiating.
- Gender differences are seen in the manner in which people negotiate; men and women negotiate differently. They differ with respect to their approach and orientation during negotiations.

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Now, the manner in which people negotiate varies from person to person. Individual differences play a huge role, be it age, gender, moods, emotions, personality, cultural differences, socio-economic differences, educational background etcetera. So, the manner in which people negotiate will vary you know, from person to person, and individual differences play an important role be it socioeconomic, cultural differences or educational background, age, gender, values, moods, emotions, personalities etc., and people across cultures negotiate differently. People within cultures are able to negotiate much effectively than in situations where people of different cultures are negotiating, which means that people who are similar to each other with respect to cultural characteristics, are able to negotiate much more effectively than in situations where such negotiations are between people of different cultures. Gender differences are also seen in the manner in which people negotiate. Men and women tend to negotiate differently. They differ with respect to the approach during negotiation. They also differ with respect to the orientation during negotiations.

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Negotiating Skills

- Begin with a positive approach.
- Discuss problems, not personalities.
- Focus on a win-win solution for the negotiating parties.
- Summarize points of agreements and minute the same; sign.
- Be polite and courteous.
- Inject humor whenever possible.

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Now let us come to the negotiating skills. What are important skills, you know, which need to be given attention? One is, always begin with a positive approach; be very optimistic, and discuss problems not personalities. This is something I have mentioned earlier as well; the focus of discussion, the focus of negotiation, has to be the problem, not the person not the personality. The focus here has to be on the problem and the solution to the problem for the common good of all. Always focus on integrative bargaining - a win-win solution for both the negotiating parties. Of course, as I said, it may not always be practical or practically possible, but it is something which should be attempted upon. Summarize points of agreements and minute the same. Any and every negotiation process should end up with a document, minutes and signatures of both the parties so that it is it is recorded and documented, and then there have to be mechanisms for implementation and coordination, and control. Another important skill in negotiation is be polite and courteous. Whenever there is some kind of a stressful scenario which is emerging, or whenever things are becoming very serious, inject humour. Try to bring in some kind of a humour element so, as to diffuse the situation.

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Third Party Negotiations

In case the conflicting parties are not able to arrive at an agreement, third-party may be resorted to.

- Mediator
- Arbitrator
- Conciliator

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Now, then we come to third party negotiations. Now as I said, whenever there is a conflict, there are two parties. Sometimes the two parties try to arrive at a solution on their own. Sometimes it may not be possible. The manager may have to intervene, or the leader may have to intervene, or a third party negotiation - an external party may have to be invited to solve the conflict, to resolve the conflict. So, third-party negotiations are resorted to in the form of mediation, arbitration and conciliation. So, in case the conflicting parties are not able to arrive at an agreement on their own, third party may be resorted to. Again as I said, the manager also could be a third party; the leader could be a third party. Apart from that there could be an independent third party. So, during the course of this lecture, I was mentioning that negotiation can be by a leader, can be by manager, and can be by a third party. What I meant there as a third party was, an external party. So, the external party here, could be a mediator, could be a conciliator, could be an arbitrator. Let us come to the difference between the three.

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The slide features a title 'Mediator' in a green box. Below it, a yellow box contains four bullet points. A small video inset in the bottom right shows a woman with glasses. The slide footer includes logos for IIT Kharagpur and NPTEL.

Mediator

- A mediator is a neutral third party who helps the conflicting parties arrive at a settlement through logic, reasoning, persuasion and narrowing down the differences.
- He encourages the two parties to arrive at a solution on their own.
- He cannot pronounce a judgment, and the suggested course of action is not binding on both the parties.
- Mediation is effective in cases where the conflict level is moderate.

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Now a mediator is a neutral third party who helps resolve the conflict, and helps, you know, the conflicting party, arrive at a settlement through logic, reasoning, persuasion and narrowing down of differences. So, a mediator is a neutral third party, who helps the conflicting parties arrive at a settlement through logic, through rationality, through reasoning, through persuasion, and through narrowing of the differences. He encourages both the parties to arrive at a solution on their own, which means that he acts as a middleman, and he encourages both parties to arrive at a solution on their own. He cannot pronounce a judgment, and he can only make suggestions. In case he makes a suggestion, the suggestion is not binding on both the parties. So, mediation is effective in cases where the conflict level is moderate.

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Arbitrator

- An arbitrator is a third party that has the power and authority to pronounce and /or dictate an agreement.
- The judgment is binding on both the parties.
- It can either be voluntary or compulsory.

The next is an arbitrator. Arbitrator is a third party that has the power and authority to pronounce a judgment, and/or dictate an agreement. He is also a third party; it could be either voluntarily done, or involuntarily done that he is invited as a third party, and he or she has the power and authority to pronounce and dictate an agreement which is binding on both the parties. So, whatever the arbitrator says you know, or pronounces as a judgement, is something which is binding on both the conflicting parties.

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Conciliator

- A conciliator is also a third party who helps the two parties arrive at a solution informally.

And then you have a conciliator. A conciliator is also a third party, who helps the two parties arrive at a solution informally. The difference between conciliator and mediator is that a mediator

is more formal, but the conciliator is one who helps conflicting parties arrive at a solution informally.

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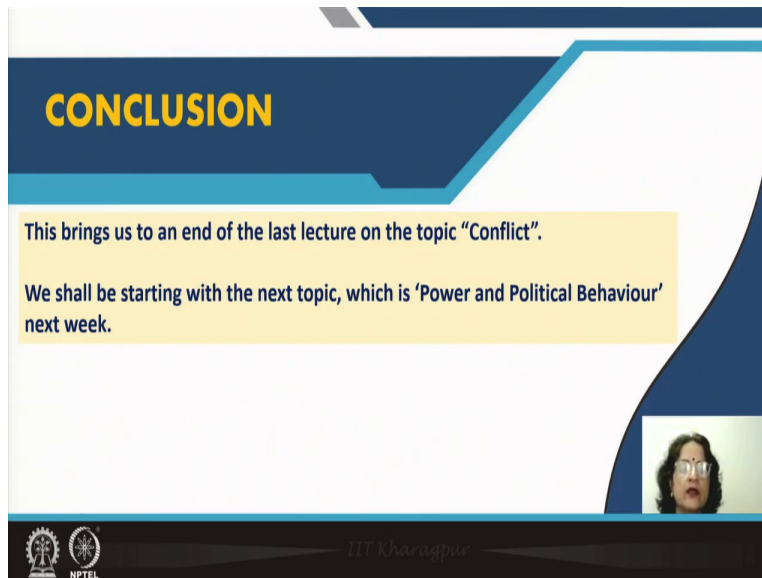
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So, with this I come to an end of this lecture. These are the references.

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CONCLUSION

This brings us to an end of the last lecture on the topic "Conflict".

We shall be starting with the next topic, which is 'Power and Political Behaviour' next week.

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Now, not only do I come to an end of this lecture, I also come to an end of this topic, and end of Week V. So, we end up with Week V, Lecture V, and this brings us to an end of this of our discussion on the topic, 'Conflict'. We shall be starting with the next topic which is, 'Power and Political Behaviour' next week. Thank you.

