

# **MANAGING AND NEGOTIATING DISAGREEMENTS**

A Contemporary Approach for  
Conflict Resolution

**BHAWANA BHARDWAJ  
DIPANKER SHARMA**



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BY

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INVESTOR IN PEOPLE

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# List of Abbreviations

ADR	Alternative dispute resolution
AI	Artificial intelligence
BATNA	Best alternative to a negotiated agreement
NLP	Natural language processing
NSS	Negotiation support systems
ODR	Online dispute resolution
PEP	Personal excellence program
RAT	Role analysis technique
RNT	Role negotiation technique

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## About the Authors

**Bhawana Bhardwaj** is Assistant Professor, HPKV Business School, Central University of Himachal Pradesh, Dharmshala, India. She has 19 years of teaching and research experience in organizational behavior and human resource management. Throughout her education, she has been recognized for her merit and has received merit scholarships. She has contributed to the academic field as a dedicated academician and prolific writer by raising numerous social and organizational issues.

She has published research papers and book chapters in prestigious national and international journals with international publishers such as Elsevier, Emerald, Taylor & Francis, etc. She has presented papers as well as acted as a resource person at national and international conferences. She has also attended and organized numerous faculty development programs and workshops. As a resource person, she has been immensely appreciated by the organizers for her pedagogy and content. She has been conferred with “The Young Researcher Award,” “National Budding Researcher Award,” and the “Education Excellence Award in Human Resource Management.” She has published books on contemporary issues such as artificial intelligence (AI), emotional intelligence, women empowerment, and conflict management. Her research interests include conflict management, AI, Green Human Resource Management (GHRM), skilled migration, and organizational ambidexterity.

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His academic career has been extraordinary. He has many patents and SCOPUS indexed books in his name. He has published research articles in nationally and internationally acclaimed journals with high cite scores and impact factors. He has presented research papers at several national and international conferences in and outside India. He has received national and international awards for his work. He has done short assignments in Asian countries like Hong Kong, Dubai, Bhutan, and Singapore and has taken up many research projects on women empowerment and related issues. He was conferred with the National

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# Foreword

Conflicts are common. Our lives are filled with conflicts: within the individual, between two individuals, between groups, among the groups, between organizations, communities, societies, nations, and many more. In fact, our lives are filled with conflicts and sometimes one feels if there are no conflicts, there is no life. Conflicts can be on goals, methods, values, systems, processes, and many more points.

Recognizing and managing conflicts within ourselves from time to time makes us productively or less productively use our time and energy and succeed or fail. Succeed or fail in our relationships, professional endeavors, or societal interactions, we frequently find ourselves facing divergent perspectives and conflicting interests. How we navigate these disagreements often defines the quality of our relationships, the success of our endeavors, the harmony of our communities, and the success of the organizations.

This book by Dr Bhawana Bhardwaj and Prof Dipanker Sharma *Managing and Negotiating Disagreements: A Contemporary Approach for Conflict Resolution* is a comprehensive text book that offers practical insights and strategies for effectively addressing and resolving conflicts in various contexts. Written by integrating research and practical experiences with exercises and case studies, this book serves as a beacon of wisdom for anyone seeking to enhance their conflict management skills.

Drawing from extensive research and real-world experiences, the chapters illuminate the intricacies of disagreement dynamics and provide readers with a comprehensive toolkit for constructive engagement. From understanding the underlying causes of conflicts to mastering the art of active listening and empathetic communication, each chapter equips readers with valuable techniques for fostering mutual understanding, finding mutually beneficial solutions, and developing negotiation skills.

What sets this book apart is its holistic approach to conflict resolution, which transcends simplistic notions of winning or losing. Instead, the emphasis is placed on cultivating collaborative mindsets, fostering trust, and nurturing resilient relationships that can withstand the test of disagreement. Through illustrative case studies, practical exercises, and insightful anecdotes, readers are invited on a transformative journey toward becoming more adept conflict navigators.

The book certainly benefits management graduates, professionals, practitioners, and academic fraternity with its comprehensive approach to develop proficiency for creating win-win situations while negotiating or dealing with conflicts of a variety. Whether you are a seasoned negotiator, a budding leader, or simply someone navigating the complexities of everyday interactions, this book offers



invaluable guidance that will empower you to turn conflicts into opportunities for growth, understanding, and mutual gain.

The purpose of this book is to delve into the intricacies of negotiation, mediation, and conflict resolution within organizational contexts and complexities. This book advocates proactive approaches to conflict resolution by reframing conflict as a normal and potentially beneficial phenomenon. Through the lens of active listening, empathy, creativity, and principled bargaining, these 17 chapters of this book aim to empower readers to approach conflicts constructively.

This book has 17 chapters. The first chapter itself introduces and discusses the contemporary notion of conflict including what is conflict, conflict life cycle, speculating nature of conflict, various schools of thought on conflict, and diagnosis of conflict and discusses if conflict is always harmful. The second chapter presents various types of conflict (intra-personal, inter-personal, inter-group, intra-group, intra-organizational, and inter-organizational conflicts). The third chapter discusses the stages and processes of conflict. The fourth chapter discusses the styles of conflict management. The fifth chapter deals with conflict management styles (avoiding, competing, accommodating, compromising, and collaborating). The next chapters discuss the dynamics of personality and conflict including transactional analysis and ego-states. There are chapters devoted to conflict resolution strategies, resolving inter-group and intra-organizational conflict through role analysis and role negotiation techniques. A full chapter is devoted to negotiating conflicts including the temperaments that people bring to the negotiation table (harmonizing, controlling, pragmatic, and action driven) and how they impact negotiations. There are four chapters devoted to negotiation, dynamics of negotiation, team negotiation, and negotiation skills. The book also presents the best alternatives to negotiated agreements popularly known as BATNAs. This is a very comprehensively written book on conflict management. The book has various case studies, self-assessments, review questions, glossary, and group activities. The authors deserve to be congratulated to bring out such a comprehensive book with examples, case studies, and self-assessment tools.

I am very sure the ideas expressed, solutions provided, and approaches described in this book serve as a compass, guiding the readers toward a future where conflicts and disagreements are not obstacles to be feared but rather invitations to deepen connections and forge a more harmonious world. In the era of digitalization, there has been a significant drift in the management practices and negotiations are now managed online and through several AI tools. The discourse on using contemporary tools like negotiation support system and online dispute resolution is per se a prodigious contribution of this book which will benefit and enable the readers to fine-tune with this changing paradigm.

The authors, Dr Bhawana Bhardwaj and Prof Dipanker Sharma, have done a remarkable job and as they embark on this journey of educating and training various groups of professionals, teachers, and students, I appreciate their undaunted efforts in developing this book and congratulate them.

*Best Wishes!!*

T. V. Rao

Chairman, T V Rao Learning Systems Pvt. Ltd  
Former Professor IIM (A)

# Preface

Welcome to *Managing and Negotiating Disagreements: A Contemporary Approach for Conflict Resolution*. Human interaction will always involve conflict, especially in contexts like organizations where people with different personalities, objectives, and points of view come together. Even though conflict is frequently associated with negativity, when handled skillfully, it may also offer chances for development, creativity, and stronger bonds between people. The capacity to resolve conflicts and negotiate agreements is a critical talent for both individuals and companies in today's linked and fast changing world.

The purpose of this book is to present a conflict management that delves into the intricacies of negotiation, mediation, and conflict resolution in the context of organizations. The book support proactive methods to conflict resolution by encouraging readers to recognize conflict as a normal and potentially beneficial phenomenon. It does this by highlighting active listening, empathy, creativity, and principled bargaining. It also emphasizes how crucial it is to create an environment where candid communication, helpful criticism, and cooperative problem solving are valued in order to resolve disputes before they become more serious.

This book examines different aspects of conflict, negotiation, and resolution via 17 chapters. It starts with an introduction to conflict as a modern concept and goes into its numerous levels, stages, and procedures. The complexities of conflict management techniques, the relationship between personality and conflict, and conflict resolution and preventive tactics will all be covered in detail for readers.

The negotiation chapters provide insightful information about the nature of negotiations, negotiation styles, temperaments, and successful negotiating techniques. In order to obtain a deeper knowledge of the dynamics at play during negotiations, readers will also learn about crucial concepts like best alternative to a negotiated agreement and the significance of perception in negotiation.

This book also looks at the function of teams in negotiations, the significance of post-negotiation assessment, and the possibility of third parties stepping in to mediate disputes. It also looks at how conflict management is evolving in the digital era and how artificial intelligence and technology are used to resolve disputes. To encourage active learning and reinforce important concepts, each chapter is enhanced with self-assessment tasks, review questions, case studies, group activities, and glossaries.

Conflict management techniques suggested in the books are useful tools for fostering harmony, innovation, and organizational resilience, as disputes continue to affect organizational dynamics and outcomes. This book is a great tool

for developing competence and confidence in handling and resolving conflicts, whether you're a professional, a student, an academician, a researcher, or an individual looking to improve your conflict resolution abilities.

In order to help you become an expert negotiator and conflict resolution practitioner, we believe that *Managing and Negotiating Disagreements: A Contemporary Approach for Conflict Resolution* will be a useful manual and a source of motivation.

Happy reading and learning!  
Dr Bhawana Bhardwaj  
Prof Dipanker Sharma