

ZCAS UNIVERSITY



Aspire, Acquire, Prosper

MASTER OF SCIENCE IN PROJECT MANAGEMENT/ STRATEGIC LEADERSHIP (SMS 5461)

MID TERM EXAMINATION.

OCTOBER, 2023

TIME: 3:00 HRS

TIME ALLOWED: THREE HOURS (plus 5 minutes to read through the paper)

INSTRUCTIONS

1. Section A: Question One in Section A is compulsory.
2. Sections B: Answer ANY THREE QUESTIONS from this section.
3. This examination paper carries a total of 100 marks.

Candidates must not turn this page until the invigilator tells them to do so

Section A.

Compulsory

Read the case study and answer the questions.

To communicate adeptly in social situations, you need to understand other people's emotions and points of view and use that information to monitor your own emotions and behavior. That said, social skills are also informed by culture and context—a broader awareness of how your environment influences perceptions and actions. In a negotiation, social skills can help you establish rapport, draw insight from your environment, ease tension, pick up on other nonverbal cues, and add humor. It will amaze you how far you can get with fitting humor.

As you work to hone your emotional intelligence, remember that low-stakes practice makes for high-stakes success. Trying anything for the first time in a high stakes situation will only add to your stress and deter you from every doing it again. There are countless everyday opportunities to hone your EQ skills and become a more effective communicator and negotiator, it always helps to have a foundation to work from.

Negotiations often evoke a variety of emotions, especially fear and anger. Emotions can cause intense and even irrational behavior, and can cause conflicts to escalate and negotiations to break down.

Human emotions are part of our evolutionary legacy. Fear and anger helped early humans avoid or fight predators. Love and empathy helped those mate and form groups. However, the human environment has changed, and responses that served human ancestors well may be less helpful in responding to the challenges of the modern world. Understanding the evolutionary functions of human emotions can help us deal with them today.

Emotions play positive and negative roles in negotiation. On the positive side, emotions make us care for our own interests and about people. Empathy can improve understanding and facilitate communication. Both hiding emotions and making vigorous displays of emotion can be effective negotiating tactics. Legitimately expressed anger may communicate the party's sincerity and commitment. On the other hand, fear and anger usually play negative roles in negotiation.

Anger can come in from perceived rules violations. Rudeness can make a person feel vulnerable and exposed, which prompts anger. Feelings of shame may turn into anger. In negotiations, anger can occur when parties are under time constraints, unconcerned with maintaining a working relationship, or facing angry constituents. Anger may also be a response to misrepresentation, excessive demands, illegitimate exercises of another's authority, challenges to a person's own authority, or trivia. Usually, anger disrupts negotiations. "Anger does so in at least three ways: it clouds our objectivity because we lose trust in the other side; it narrows our focus from broader topics to the anger-producing

behavior; and it misdirects our goals from reaching agreement to retaliating against the offender."(p. 169). Habitually angry people are also subject to health risks.

Required.

Relating to the case study.

A. "In a negotiation, social skills can help you establish rapport, draw insight from your environment, ease tension, pick up on other nonverbal cues, and add humor".

Discuss how Social awareness could be of great use during Workplace negotiations.

(10 Marks).

B. "Emotions can cause intense and even irrational behavior, and can cause conflicts to escalate and negotiations to break down".

Explain the importance of Self-awareness and Self-Management during the Workplace negotiations.

(10 Marks).

C. "Empathy can improve understanding and facilitate communication". Discuss the role of Social Management in organizational Communication.

(10 Marks).

D. "In negotiations, anger can occur when parties are under time constraints, unconcerned with maintaining a working relationship, or facing angry constituents".

Show how all the components of Emotional intelligence could be used in such circumstances.

(10 Marks).

(Total, 40 marks).