**John Ryan**

**UD75125BEC84304**

COURSE NAME:

**Benchmarking and CMR**

Assignment Title:

**The Chicago Benchmarking collaborative**

ATLANTIC INTERNATIONAL UNIVERSITY

Contents

[Introduction 3](#_Toc97217546)

[Body of Assignment 3](#_Toc97217547)

[Case study 3](#_Toc97217548)

[Introduction 3](#_Toc97217549)

[Understanding the Role of the IPS and the CP 4](#_Toc97217550)

[Figure 1. The Position and Responsibilities of the CP Within a City Administration 5](#_Toc97217551)

[Long Description 5](#_Toc97217552)

[Episode 1 –Working Together: Police and Politicians in India 7](#_Toc97217553)

[Episode 2 – Knowing Which Battles to Fight 8](#_Toc97217554)

[Episode 3 – Treading the Middle Path 10](#_Toc97217555)

[Episode 4 – Deciding to Meet Halfway 11](#_Toc97217556)

[Episode 5 – Taking the Bull by the Horns 13](#_Toc97217557)

[Questions: 16](#_Toc97217558)

[Conclusion 24](#_Toc97217559)

[Bibliography 25](#_Toc97217560)

# Introduction

This is a case study modified to reflect the 10 learning sections within the conflict management course.

Originally created for Sage Cases, this case highlights the whole range of strengths required to communicate, build relationships, manage conflicts, manage bureaucracy, and manage staff. It is designed to take the learning from the course materials and convert them into examples.

Throughout the case there are 5 distinct scenarios, each requiring different skills and communication styles with varied outcomes, although mainly win win, Lose win and compromise. Within those examples, the personality characteristics and communication styles are also varied to ensure there is a complete understanding of all of the material.

# Body of Assignment

## Case study

## Introduction

Young research scholar Shaniya sat tentatively waiting to meet the commissioner of police (CP) of [Jalandhar, Punjab](https://jalandhar.nic.in/) – a state in the northern part of India. She had just won the prestigious [Prime Minister’s Rural Development Fellowship](http://pmrdfs.tiss.edu/) from the Government of India and was excited to explore the roles that a CP performs as part of their job profile. With that intention, she arrived at an appointment with the CP of Jalandhar – Shri Praveen Kumar Sinha (Praveen), an Indian Police Service (IPS) officer of the 1994 batch. It was a chilly Monday morning in January, just before Republic Day, and Shaniya wanted to meet with the CP to further her research study on conflict situations encountered by police leadership and their management styles. She had set up a meeting with CP Praveen to get first-hand information about how this police leader assessed and managed conflict. Shaniya was both excited and nervous to meet him in person. She was aware of the importance of the CP in maintenance of law and order along with the district magistrate. Shaniya had done enough background work to identify the popular frameworks of conflict management. She knew that conflict management was about minimizing negative outcomes and enhancing positive benefits associated with the issue at hand. Based on her research work, she had conceptualized conflict as the state when two parties perceive incompatibility between their interests and believe that one party negatively impacts the desired outcome by another party. Consequently, conflict management would then be the intent of the conflicting parties to achieve their own interests or to accommodate the other’s concern while dealing with the conflict. In her interview with Praveen, Shaniya hoped to look at their application in practice to understand the importanc

# Bibliography

Joshi, G.N. *The constiution of India*. 1975. <http://jalahar.nic.in>.

Pakash, Singh & Others v Union of Indai. *Cases that changed the law in India*. 2006. <https://indiankanoon.org/doc/1090328/>.

Sen, S. "Heroine trafficing in the Golden Crecent." *The Police Journal* (1992): 251-256. Vol. 65(3).

Steinberg, J. "The GoldenCrecent Heroin Connection." *Executive Intelligence Review* (1995): 16/17. Volume 22(41).

Vadckunchery, James. *Policing the largest democracy*. New Dehli: APH Publishing Corporation, 1998. What went wrong here.

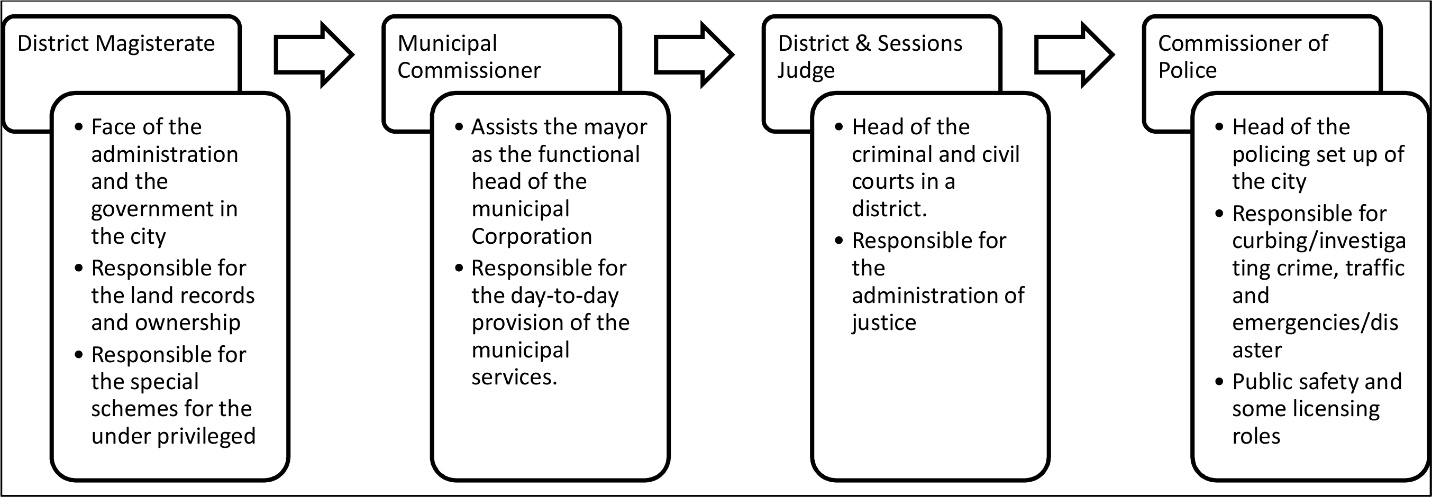
e of assessing conflicts and tailoring leadership styles to manage different types of conflicts in India’s public service.

## Understanding the Role of the IPS and the CP

As Shaniya headed into her appointment with CP Praveen, she reviewed her research in her mind. Her background work on the IPS informed her that officers are an essential pivot in the internal security system of India and its democracy because they establish law and order at the grassroots level in the country. Police Service officers are in charge of the overall functioning of the district and solve even the slightest malpractice or malfunction in the policing system as part of their duties and responsibilities.

Further, Shaniya knew that the IPS provides leaders and commanders to staff the state police, all security commands, and the all-India Central Armed Police Forces. They do so by commanding police forces and collaborating with the Indian Army to implement the laws, maintain peace, provide security, perform disaster and crisis management, and even prevent economic offences. The IPS has immense power, including some implicit power to maintain order in society at times of crisis. In her research, Shaniya created [Figure 1](https://sk.sagepub.com/cases/conflict-management-by-a-police-leader#i65) to summarize the position of the police within the executive/public administration in India along with the linkages within the larger administrative set-up.

### Figure 1. The Position and Responsibilities of the CP Within a City Administration



Note: The district magistrate is typically from the Indian/State Administrative Services; the municipal commissioner is appointed by the state government, typically from the Indian or State Administrative Services; the district and sessions judge is appointed by the governor of the state in consultation with the respective chief justice from the respective high court; and the CP belongs to the IPS.

Source: Authors

## [Long Description](https://sk.sagepub.com/ImageDetail?contentType=case&source=tabstrip-1&xmlId=&longdescid=s10.4135_9781529701210-fig1-longdesc)

An IPS officer constantly deals with people, so interpersonal skills and conflict-management skills are important, especially for CPs. Shaniya was interested in getting first-hand information from CP Praveen about such conflict assessment and management. In her studies on the role of law enforcement in India, Shaniya had learned a great deal about the responsibilities of the CP. The CP Jalandhar is the head of the policing set-up in the police commission within the municipal limits of Jalandhar district. The CP is responsible for all policing functions in the city. This includes keeping the city safe by prevention of crime and investigating those that have taken place. Maintaining harmonious police–community relations is another important mandate. The CP also has some quasi-judicial responsibilities which include powers of the executive magistrate to try cases of preventive arrest and of issuance of arms licenses, explosives licenses, etc. Apart from these responsibilities, Shaniya knew the CP held numerous administrative and technical roles within the organization too. Human resource planning and management, disciplinary issues, perspective planning, and logistical planning are all part of the responsibilities of the CP. Praveen had become the CP a few years prior with a usual term of three years and assumed leadership of the Jalandhar IPS.

Shaniya had spoken to CP Praveen on the phone, but it had taken several attempts to set up today’s interview. With the upcoming Republic Day celebrations, Praveen was busy with a lot of administrative responsibilities and professional engagements. Even as she was waiting to meet him, she could hear a voice giving crisp instructions in vernacular language, and from what she had heard she was expecting to meet quite a serious, no-nonsense kind of man.

She was in for a pleasant surprise to meet a bespectacled jovial person with a towering figure, albeit without the gun and its holster. She could not help but express her surprise at the clean desk without any files, which was contrary to her expectation of a typical government office. Shaniya also observed a laptop, a tablet, about three phones, and two mobile phones. The room also had the map of his jurisdiction. After exchanging pleasantries, Shaniya started by explaining the purpose of her visit to his office. She explained that she wanted to understand the working set-up of the police force with respect to containing disputes. Praveen had experience dealing with journalists but this interaction with a research scholar was a first, so he showed keen interest to help in any way he could.

Shaniya noted that she was interested in the role of stakeholder sensitivity in conflict resolution but quickly sensed that CP Praveen was not engaged by that line of thought. She quipped that she would keep things simple and asked him to narrate some interesting conflict situations that he had handled in ingenious ways.

### Episode 1 –Working Together: Police and Politicians in India

CP Praveen asked Shaniya to clarify what types of situations she would be interested in, and Shaniya explained, ‘Often we have heard of political interference which prevents police officers from performing their duties. Do you have any counter examples—where you worked together with the politicians to resolve an issue despite differences?’

CP Praveen explained that India is a great example of a vibrant democracy and the police is indeed one of the pillars entrusted with the formidable task of maintaining law and order within the country—which is also incidentally a state subject (see The Constitution of India, Joshi, 1975, specifically Schedule VII). He noted that as stakeholders with different goals and objectives there were often differences between them, but they had also come together to resolve many issues.

Shaniya asked CP Praveen about a police reforms report that political interference had reduced the working efficiency of the police force in general (see the Prakash Singh & Others v. Union of India, 2006 for the directives on police reforms). CP Praveen agreed that indeed the relationship between the police and political representatives was about maintaining balance and enabling democracy. He narrated an incident in which both he and the elected Member of Legislative Assembly (MLA) had worked together.

An upright officer, Omkar, from the dominant community had heard about CP Praveen and expressed his desire to work under him. He requested a transfer from his current less-challenging posting, but it was denied. Subsequently Omkar contacted CP Praveen and requested his help and noted that he was motivated to achieve the IPS goals and worked to achieve them with the highest level of professional integrity. CP Praveen explained to Shaniya that he decided to try to get Omkar transferred because he was short of competent officers who put the needs of the IPS and those it served first. He was also facing a spike in crime. Unfortunately, he was not initially successful, and he was falling short of ideas of how to work within the dynamics of the large bureaucratic organization to effect the transfer.

Given that crime in that area had peaked around the time of Omkar’s transfer request, the locals were expressing dissent. The MLA reached out to CP Praveen and inquired about the reasons for the spurt in crime. CP Praveen noted that he told the MLA, ‘Look, I am doing all that is within my capacity to keep the situation under control, but you have to accept that I am short of officers’. The elected member inquired if he could be of any help. CP Praveen stated that he had an officer in mind and asked the MLA to intervene in getting Omkar transferred. Praveen made this request being aware of the fact that both the elected member and the officer belonged to the same dominant community. The politician was also weighed down by the rising crime rates in his constituency and losing face to his loyal supporters played on his mind.

Shaniya asked if the posting of public service officials and their transfers were typically in the hands of the elected representatives. CP Praveen noted they were and said that the home minister for the state was involved in working out this transfer request. The elected member finally intervened at his level and got the officer transferred. Praveen said, ‘To cut a long story short, the MLA intervened at his level, using his means, and Omkar was transferred to my jurisdiction, and we were also able to curb the rising crime rates’.

Shaniya could not but help express her admiration. ‘That was tactful and simultaneously a great demonstration of joint effort to achieve the larger goal of controlling the crime rates.’

### Episode 2 – Knowing Which Battles to Fight

Shaniya inquired if CP Praveen had adopted the approach of collaborating to resolve almost all situations. To this Praveen philosophically mentioned that as a shrewd police officer one must choose which battles to fight and which ones to avoid. He elaborated further about an incident that occurred between two rival political parties just a few days before councilor elections.

CP Praveen referred to them as political groups A and B for simplicity. In India each of the police stations is under the supervision of an inspector or sub-inspector referred to as station house officer (SHO), who can also carry out investigations if necessary. The SHO immediately went to the place where the rival groups were gathered. The place was a stronghold of group A and the members of group B had gone to campaign in that locality. The residents of that locality being loyal supporters of group A besieged the members of group B. They further started alleging malpractices were being carried out by members of group B, such as distributing liquor and money and adopting unfair means to influence the voters. While the SHO worked to verify the facts and tried to gauge whether the allegations were true or not, group A became restless. To prevent the situation from escalating the SHO took the members of rival group B under preventive custody and took them to the police station. Soon after group B was taken to the police station, unfortunately another incident was reported and the SHO had to immediately rush to the spot, leaving the rounded-up members of group B at the police station. Other supporters and members of group B thought that they had been falsely arrested and thronged the police station. The agitated members of group B started resorting to road blockades and sloganeering against the false arrests, albeit it was clarified that the members had not been arrested. A case had to be registered against the members of group B who had resorted to sloganeering at the police station in support of their members, thus hindering the work of government personnel.

In response to these developments, the members of group B decided to rally in protest the following day with the aim of generating the electorate’s empathy towards them. They had decided to gather in thousands at a prominent place in the city and march a couple of kilometers to the prominent government offices. They were required to take the necessary permission from the CP’s office to depute adequate security. ‘Of course, we declined that permission, but I could actually see through their ploy of seeking undue attention from the media and I had to play it safe. Hence, we finally decided to ignore them totally. We did, though, depute some of our officers in plain clothes along the proposed route of the protest rally to prevent the situation from escalating, but no visible police presence was there. On the morning of the proposed protest rally, members of Group B did congregate at the venue. I got frantic calls from the leaders of Group B asking me to depute people to prevent any undue law and order situation. I explained to them that there was no necessity to depute police personnel as nothing untoward was apprehended. Besides, providing security would also provide legitimacy to the protest. I further explained to them that since the requisite permission was not granted, their gathering was illicit and still there was the option of using brute force to disperse the crowd. What happened next was that hardly 500 people gathered for the protest rally and by the time they had marched even halfway, barely 50 of them were left.’

Shaniya noted that was a close shave to have smartly avoided getting embroiled in any sort of a controversy, especially during the councilor elections. CP Praveen agreed that one had to handle such cases in ingenious ways and that there could not be a uniform approach.

### Episode 3 – Treading the Middle Path

Building on the examples of managing potential conflicts with politicians and citizens engaging in political activities, CP Praveen moved on to offer Shaniya an example of a time he had managed a conflict between citizens and communities.

CP Praveen said, ‘A couple of months back there was a viral video circulated through social media platforms in which a group of men were abusing another man because he had converted his religion. This group of men had used extremely derogatory language not only against the individual who had decided to convert but also against the religion to which he had converted. This led to flaring up of communal tensions and both the groups resorted to blockades. One of the groups created a blockade to protest against the derogatory language used in the video targeting their religion, while the rival group’s blockade protested allegedly being victimized by the false video.

‘While one group resorted to the blockade of an arterial highway leading to Jalandhar, the other group resorted to the blocking of an arterial route within the city, leading to a lot of chaos and unrest. The group which had blocked the highway had also resorted to arson and violence, so we promptly registered cases against both the groups.

CP Praveen noted that ‘Fearing arrests, all of those involved in the arson and violence absconded, while I was still contemplating the way to diffuse the tension. I knew that strong action had to be taken and I instructed my officers to arrest the individuals who were suspected to be involved in creating the blockades. My officers started raiding the houses of those whom we suspected to be involved based on video evidence. The strong response of arresting the individuals led to the easing of the communal tension and the blockades were removed and we seemed to have partially resolved the conflict’.

CP Praveen explained that the elders of the groups decided to intervene and requested the police to not raid the houses. ‘We identified about six or seven people from the groups involved in the violence and arson. Then we negotiated with the elders of the communities and decided to arrive at a compromise by stating that the raids would stop provided those six or seven individuals who had been identified from the viral video surrendered themselves. Fearing arrest and punishment, they agreed, and the blockades also came down.’

Shaniya surmised with a smile, ‘You negotiated a compromise with the elders of the groups and were successfully able to prevent further looting and arson while also ending the unrest’.

### Episode 4 – Deciding to Meet Halfway

Shaniya assiduously took notes and probed further, ‘Do you believe that the police should always be assertive to ensure tighter control of situations?’

Praveen reiterated that he had to be shrewd in dealing with situations. He shared another example of a conflict in which he had to be assertive but with a focus on cooperation. ‘Shortly after becoming the Commissioner, I experienced a difference of opinion with local journalists on certain issues of information presentation. It escalated to the point where there were demonstrations and protests carried out against the highhandedness of the police department. All sorts of allegations were also made against me and the press had created a lot of pressure. Around the same time, unfortunately, one of the journalists met with a road accident and he died. The local journalists’ association resorted to protest, demanding that a case be registered against the municipal corporation for lack of adequate maintenance of roads.’

He further explained, ‘Now this was a catch-22 situation because if I registered a case against the municipality then it would set a precedent. Think about it. What would happen if a person’s house was robbed? Would the home owner register a case against the police for the lack of law and order enforcement? As an extension, the government of the day could be taken to the judiciary for not enacting adequate legislations and so on’.

CP Praveen went on to note that during the investigation he learned that the journalist was not only drunk but was not even wearing a helmet. ‘Drunk driving or driving without adequate protective gear is not only a social menace but also a culpable offence under the relevant acts of road driving, for which the punishment can range from a hefty fine to imprisonment or in some cases both. I did empathize with the deceased reporter’s family, but I also wanted that truth on record and made known.’

CP Praveen related that the journalists’ association showed solidarity to one of their own, despite being aware of the other side of the story. ‘They knew the dead journalist had been drunk, but they blamed the municipality for the lack of road infrastructure. Further, to create pressure on us they used all sorts of tactics including the typical ploy of not performing the funeral of the deceased individual till the case was registered against the municipality for investigation.’

Despite a lot of opposition and criticism, CP Praveen noted that he decided to register a case against the municipality. After the case had been registered, they had to conduct an inquiry and submit their report. During their inquiry they were able to place it on record that the individual had been drunk and that he was also not wearing a helmet. Thus, the accidental death was also a result of the negligence of the individual and the municipality could not be solely blamed. CP Praveen noted that after this, the protests died down. Shaniya looked up from her notes and smiled as CP Praveen said, ‘This was an incident where I decided to go against conventional practice, and I was able to tackle and diffuse the pressurized situation created by some of the journalists’.

### Episode 5 – Taking the Bull by the Horns

Shaniya was impressed by the narration of the various situations. She stopped for a moment and looked back over her notes. CP Praveen inquired, ‘Did you miss anything?’

Shaniya said, ‘Sir, all these situations that you have narrated no doubt point to some sort of tactful handling, but I am intrigued by the possibility of you having encountered any situation where you had to take the bull by the horns, or, you know, your response was like an eye for an eye?’

CP Praveen got the hint and chuckled, ‘Probably I have saved the best for last. Such an eye for an eye contest usually happens with criminals who use various checks and balances to disrupt the enforcement of law and order by the police. Owing to our proximity to international border countries and one of the dens of illicit opium production amongst the infamous “Golden Crescent” [Sen, 1992; Steinberg, 1995] countries, the state of Punjab faces the problems of drug abuse and illicit liquor smuggling. The typical modus operandi is that one person/party gets a license for Jalandhar province and the government gives you a target of, say, X number of bottles. It is pure economics – in your area you sell the liquor bottle at the price prescribed but you tend to sell the same bottle in a different area at a discounted price. In other words, you are dumping into others’ territories, while in your own area you are selling it at a premium. So, across territories there is a lot of liquor smuggling and it has given rise to a separate ecosystem that promotes and enables other illegal trades such as those with the drug mafia’.

CP Praveen went on to note that they had been catching a lot of people but based on their analysis they concluded that they were getting their hands on smaller fishes while the kingpin sharks were getting away. ‘We started surveillance of one individual based on the intelligence that we received. This powerful individual would use his nearest and dearest, such as educated family members, along with his legal knowledge and professional network as a way to defend himself. This kingpin even had illegal private cameras kept at fair distances on both sides of the road to ensure that he was aware of any possible raids against him. For instance, anybody catechizing the individual would typically face an instant (falsely implicating) complaint filed against them by the kingpin’s daughter who was a lawyer by profession. A lot of personal attacks in the form of false allegations and writ petitions in the snail-paced court system were made against my honest officers, so most of my officers were afraid of the kingpin.’

Shaniya knew that, in the police system in India, if any person filed a writ petition against a police officer in a judicial system with a large number of pending cases, then for all practical purposes that person had lost his or her job.

CP Praveen noted ‘It’s a painfully long-drawn legal battle to prepare and file a reply and even the State machinery does not support the officers. He went on to say: ‘This pattern of false allegations and writ petitions kept repeating. Soon we realized that some of our officers were also helping the kingpin, and we began disrupting this channel. Although we expected a slew of false cases and allegations against us, we did not back down and gave a measured response. At this time, we also got intelligence reports that this individual was supposed to receive a smuggled consignment. When we raided his house, we found that this individual had used ingenious methods to store the smuggled illicit liquor. The best evidence was that we obtained the recordings from his surveillance cameras and got evidence of the people who visited and helped him’. CP Praveen noted that the kingpin in question absconded and they promptly sealed the house.

As expected, writ petitions were filed against them stating that the police were illegally holding the house and forcefully occupying it. CP Praveen explained that they replied saying that they were not holding the house but since the said individual had run away, they were protecting it and that he was free to claim his house back. This kingpin also had influence with the media and CP Praveen noted that nothing about this case appeared in the media. ‘I gave a tip off to the media that I would personally be visiting the house and inspecting the bunkers but unfortunately no media turned up. Our effort was to use all channels to highlight this news in the public domain. For once, I also got aggressive and gave response in equal measure instead of cowing down.’

To this Shaniya said, ‘Can you make this clearer?’ CP Praveen responded by stating that one of the biggest shortcomings as far as the smuggling of illicit liquor is concerned was that the police were able to get the peddlers and small-time suppliers, but in the process often the kingpins would escape by the methods mentioned. CP Praveen stated, ‘It is very frustrating that you let go of the kingpins for lack of evidence or for other reasons such as false cases and allegations. I thought it was important to send a stern message by keenly pursuing the kingpin. Through our actions we were also able to disrupt his whole ecosystem’.

Bollywood Epic Ignites a Conflict

It was clear to Shaniya that, as the leader, CP Praveen had tactfully and effectively managed a range of conflict situations. She thanked him for his insight and service as she stood to leave. As she gathered her papers, Shaniya reflected on how the CP had managed situations that included task conflict, relationship conflict, and process conflict. Depending on the situation, CP Praveen had differentiated his level of assertiveness and cooperativeness to choose an appropriate style of conflict management, namely collaborating, competing, accommodating, avoiding, and compromising.

As Shaniya was about to exchange pleasantries before leaving, CP Praveen’s intercom buzzed. There was a sense of urgency at the other end and an officer barged in with a note in his hand. CP Praveen took on a pensive look. Shaniya politely inquired if everything was well. Praveen shared, ‘You probably know that the movie [Padmaavat](https://www.imdb.com/title/tt5935704/) is set to be released tomorrow across India including at two movie halls in Jalandhar city’. Shaniya was aware that the controversial film was based on the life of Rani Padmini of Chitorgarh and Malik Mohammed Jayasi’s epic poem, Padmaavat. The film was loosely based on this fictional historical poem about Queen Padmavati and her effort to defend against invaders. Shaniya said, ‘I know that Padmaavat has been in the thick of controversy for its portrayal of historical characters, notably the lead protagonist of Queen Padmavati and the lead antagonist, Alauddin Khilji’.

CP Praveen nodded and shared that a section of individuals opposed the characterization of the queen as derogatory in the movie, while the creative film fraternity stood by the artists for their creative freedom. In Jalandhar specifically, this movie had kept the law enforcement agencies on tenterhooks. Since the news of the movie’s release had got out, the activities of the opposing group actively canvassing against the release gained momentum. ‘While protests and campaigns are an integral part of a vibrant thriving democracy, my top priority is the maintenance of law and order, especially with Republic Day around the corner’, mused Praveen, who put his thinking hat on to deal with this situation. Shaniya wondered how the CP would handle the situation. What style of conflict management might he draw upon this time? Would he compete, collaborate, compromise, accommodate, or avoid dealing with the conflict?

## Questions:

1, Based on the 5 negotiation examples in the case, as describe by Police Chief Shri Praveen Kumar Sinha, which negotiation style and resolutions have been used each example?

While the answers are variable based on the opinions of the students, the reasoning of the examples leads to certain conclusions:

|  |  |  |  |
| --- | --- | --- | --- |
| **Conflict-management style** | **Situation** | **Characteristics** | **Was this conflict-management style effective?** |
| Avoiding | Episode 2: the protest rally during the councillor elections | * Trivial issue * Less or limited scope to satisfy personal objective * Need more time to collect information | * Yes – the trivial issue was avoided and the CP was able to concentrate on the councillor elections. |
| Accommodating | Episode 4: the unfortunate demise of the press reporter and subsequent agitation | * Maintain cooperation * Build social credit * Show reasonableness | * Yes – the CP not only demonstrated reasonableness but was also able to establish credibility with the journalists. |
| Competing | Episode 5: the law enforcement agencies took on a kingpin of illicit liquor and drug smuggling | * Decisive action needed * Enforce discipline * Against people who resort to undue advantage | * Yes – it resulted in curbing the illegal business in the area |
| Collaborating | Episode 1: the CP and MLA worked together to get an inspector from a dominant community transferred | * Integrative solution * Try and satisfy all the concerns | * Yes – the concerns of both parties involved were satisfied. |
| Compromising | Episode 3: unrest as a result of objectionable videos which were widely circulated on social networking platforms | * Reach a settlement for complex issues * Arrive at swift solutions under time pressure | * Yes – not only a swift solution was achieved with respect to violence and arson, but a settlement was also achieved to a relatively complex issue. |

2. (a) From the collaboration example explain how the win win was achieved?

Mutual benefit was the primary way, although manipulation of sensitivities also helped as they were from the same region.

Compromise was again used, albeit perceived, as the compromise suited Praveen more.

It was also done at a time where there was little room for maneuver and accordingly time taking was not an issue.

(b)In your opinion, what BATNA would he have had in mind and why?

It would need to be alternate officers, although the case lent itself to this not being necessary.

The use of the relationship and implied benefits would make the BATNA less likely to be required but perhaps an officer who would not meet the needs nor was from the same region, hence pushing the mayor to be more direct.

3. (a)How effectively doe Pradheep communicate? Refer to the 6 rules of effective communication to justify your answer.

(b) How would you therefore consider his style based on Hippocrates temperments: sanguine (pleasure-seeking and sociable), choleric (ambitious and leaderlike), melancholic (analytical and quiet), and phlegmatic (relaxed and peaceful).

* 1. He demostraste 4 key traits:

Recognize that Actions Speak Louder than Words, in addressing issues and arrests directly when deemed necessary.

He was concise in relation to clarity of the message in all instances, even though the pressures were very distinct.

Always Translate Your Message into Benefits for the Other Party; This trait has been a trait in all negotiations. HE has never, even in extreme duress, discarded the ability of the other side contributing to the solutions.

Listen Carefully to the Other Party is clearly what he has demonstrated in all examples.

* 1. The Chloris temperament more suits Pradeep’s personality although not all traits are evident: He could not be described as egocentric and extroverted, although certainly very confident which could be interpreted as either. He is also quite with impulsive passion to instill in others. He most certainly follows the criteria of being task-oriented with the focus on getting a job done efficiently and is most certainly ambitious, strong-willed and likes to be in charge. He demonstrates leadership and is significantly solution oriented.

4. Reflecting on Pradeep’s experience, how can you use effective listening and staying calm as tools to enhance your negotiation skills. How will it impact the balance of power to allow you to successfully navigate the negotiation process?

Focusing on rapport and the implied trust and using the notion the “the more you listen the more the other party has to talk” allows the advantage to present itself from the perspectives of showing respect but also allowing the participant to generate solutions for the situations that present. For example, the political negotiations Pradeep has had to partake in requires making the senior political figures understand his thinking while feeling they made the decision. The same could be said for the negotiation with he elders. Using these examples, an elaboration on the benefits of a positive relationship using rapport and moreso listening.

Remaining calm has been a very effective tool of Pradheep. While there is no direct reference to it in the cases, the situation facing the political leaders who seem to hold all the power and require respect in a very bureaucratic culture, as well as the tribal leaders who especially during conflicts will be very intolerant. During the street violence, the power to reflect and see the big picture to safely diffuse the situation meant he remained calm but yet well respected throughout. Again, this is the basis for self-reflection.

5. Using the examples below evaluate how Pradeep effectively evaluated one of the examples from the case?

|  |  |  |  |
| --- | --- | --- | --- |
| **E.G Case 1** | **Evaluate Alternatives** | **Evaluate the decision** | **What strategies for Overcoming Objections do you feel were used** |
| **Classify the problem: Is it a one-time event or is this a generic, repeatable problem?** | One time where the alternatives were the appointment of an alternative officer or noy using the mayor as an influence. | Best possible outcome to address rising crime. | Persuasiveness, decisiveness, efficiency |
| **Define the decision you’re trying to make: What are you actually dealing with?** | A willing officer is available to fill a role, but the decision requires political assistance. Local recruitment would be easier. | The political influencer is motivated | Win win negotiation |
| **Identify boundaries:** | Urgency of an appointment v the restriction in hiring the officer. | Not the simplest solution but works well for all parties. | Decisiveness and urgency. |
| **Do what’s right, not what’s popular:** | Follow due process for the recruitment or use less conventional methods to allow the officer to move. | Potential delay if the mayor is not adequately motivated. | Motivation, trust, urgency |
| **Understand what it’s going to take to make the decision happen:** | Urgency on the part of all parties. Adequate motivation to be sure the transfer does not get lost due to bureaucracy. | Possibly the longest of all options but the result will be verified once completed. | Motivation, urgency, reassurance, guidance |
| **Revisit your decision:** | The transfer does not work out. | List alternative options for the scenario. | Team building, motivation, guidance, assurance. |

6. Choosing between the group decision making methods, which of brainstorming, nominal group technique, dialectical inquiry or Delphi technique, which do you feel most accurately describes the decision-making methodology of the groups in conflict in case 2?

For this, the student will hypothesize the decision-making procedure, although no matter how they go they will conclude that a version of the Delphi technique would need to be used, maximizing the impact of group think. The different leaders from each group and from within each group will need to be definite and united in the thoughts and ideas, and this is where the persuasion will be important, but they need to ultimately, feel at least, the decision was theirs.

# Conclusion

For the 10 learning areas, I have tried to associate directly in a very practical way. There are many variations to the possible answers and as such perhaps debates or discussion could reap more benefit.

Question 1 requires a detailed knowledge of all the negotiation techniques and critically analyze which is the most likely to have been used in each situation, demonstrating the need to use differing techniques based on circumstances.

Question 2 focuses on the achievement of the win win, which is a dominant theme through the case as a technique used to manage political and conflicting relationships.

Question 3 focusses heavily communication and the Hippocrates temperments to manage the interactions and enhance the prospect of achieving the goals of the negotiation.

Question 4 focusses on the requirements for advertising for the purposes of customer relationships, recognizing the internal and external markets and the requirements for all customer segments in each category.

Question 5 Looks at the evaluation techniques employed within the case and creates a template to review alternative and decisions throughout the decision-making process.

Question 6 looks at how groups were influenced with the use and management of group thinking.

# Bibliography

Joshi, G.N. The constiution of India. 1975. <http://jalahar.nic.in>.

Pakash, Singh & Others v Union of Indai. Cases that changed the law in India. 2006. <https://indiankanoon.org/doc/1090328/>.

Sen, S. "Heroine trafficing in the Golden Crecent." The Police Journal (1992): 251-256. Vol. 65(3).

Steinberg, J. "The GoldenCrecent Heroin Connection." Executive Intelligence Review (1995): 16/17. Volume 22(41).

Vadckunchery, James. Policing the largest democracy. New Dehli: APH Publishing Corporation, 1998. What went wrong here.