

JK Lakshmipat University, Jaipur
INSTITUTE OF ENGINEERING AND
TECHNOLOGY/INSTITUTE OF MANAGEMENT/ INSTITUTE
OF DESIGN

End Term Examination, December 2022

BTech/BCA/BBA/BDES Semester V, 2023-24

Roll No.....

CC1105: Understanding and Managing Conflict

Time: 2 hours

Max. Marks: 30

Instructions to students:

1. Do not write anything other than your roll number on the question paper.
2. Answer any **Three** Questions.

Q.1	Alice has been working as a Corporate Counsel for Sterling Enterprises (SE), a US-based manufacturing firm with global presence, for over 10 years. SE has a long-standing reputation as a company that stands by its core values (respect, integrity, and excellence). These values have defined how SE works with its customers, have framed how staff members work with colleagues and have been a key part of the company's culture since its founding. About three years ago, SE was sold to private equity. Since then, there has been a significant restructuring and the acquisition of two smaller companies to help improve the balance sheet. Part of the prior leadership team remained, but some talent, including the CEO and COO, have been appointed by the new owners. It is understood that the new owners are preparing the company for an eventual IPO. Dave is the new COO. His primary mission is to build SE's value and prepare it to go public. He expects all functions, including corporate functions like legal, to focus on bottom-line performance, just as the profit centers of the business must do. Alice, along with her colleagues representing Finance, Accounting and IT, have been invited to a meeting to discuss ways to cut costs and streamline processes in each of their respective areas. When the meeting agenda was communicated a few weeks ago, Dave stated that he was looking forward to lots of group interaction and innovative thinking. About 10 minutes into the meeting, Alice realizes there will be little room for discussion. In fact, she starts to feel that the meeting is 100% aligned to re-affirming his pet projects and that he is not open to new ideas at all. Within 20-minutes of the meeting, the tone is set, and it is clear Dave only wants to review the projects he has defined as being critical in each area, without much input. When the Legal Department comes up, Dave mentions his plan to redistribute the workload and reduce reliance on outside counsel. Alice interjects with a different idea and offers a new approach to contract negotiations, allowing the in-house team to focus on higher-value legal work. Dave shoots down Alice's idea with, "I wish we had time to vet these ideas more fully, but I think you would all agree, we've already identified what needs to be accomplished by the end of this fiscal year." Alice counters with some data she has collected and	10 marks (CO 3, 5)
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	connects the projected cost savings on reducing contracting time to SE's overall financial objectives. She can tell Dave is very unhappy with her interjection. Alice notices her colleagues as all of this is happening and sees them shutting down too. One of them, an attorney on Alice's team, tries to support her idea and even mentions that he knows of several competitors who are moving towards using web-based systems with pre-defined workflows for standardized legal transactions – Paul tries hard to influence Dave giving lots of pertinent information. By this point, Dave becomes very quiet and just looks down – it is very uncomfortable for everybody. Paul continues but Dave says, “we need to table this until another time.” a. What aspects of ‘Self-Awareness’ and ‘Self-Management’ are not being used in this situation by Dave, Alice, or Paul? b. What are the likely business implications due to the lack of ‘Emotional Intelligence’ demonstrated in this situation?	
Q. 2	How will you engage a new employee when he/she joins your team at the workplace? Provide comprehensive feedback while exploring through the ‘Johari Window’.	10 marks (CO 4)
Q. 3	Case Study: You're frustrated because your colleague in the USA keeps messaging you at 5 am (your time IST). They send you seemingly urgent requests when you're sleeping or just waking up, and you're sick of being bombarded with multiple requests before you've even sat down at your desk. You get the vibe they don't like you very much and you don't know how to approach them. Identify the conflict and common stress patterns of ‘silence’ and ‘violence’ reflected in the above case study, and how can you resolve it for effective communication?	10 marks (CO 2, 3)
Q. 4	You have setup your own startup and yet don't have a diverse group of people on your team. To make your startup profitable: a. Evaluate the parameters and techniques required to build an effective team at work using the Tuckman's model. b. How can you ensure that you will have robust discussions and decision-making for effective team communication?	10 marks (CO 1, 5)