

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

End Term Examination, December 2024
B. Tech./BCA/BBA/B.Des. Semester V, 2024-25

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. Mention all the assumptions for your answers clearly.

Q1. Answer any two of the following questions in detail:

10 x 2 = 20.0 marks

(LO 1, 2, 3, 4, 5)

- Q. 1.1 You have been made the team leader of a 7-member team at the University, which is given the responsibility of a special three-month-long project that will compete for government funding with teams from other universities. Your team members are from different departments, and most of them don't know each other personally.

Keeping Tuckman's stages of group development in mind for this scenario, explain what you, as a leader, will do at each stage to ensure a smooth working environment, and to get your group to perform efficiently as soon as possible.

- Q. 1.2 Sita was upset because she could not understand why she was getting very low scores in one of her courses. She was generally a good student, and felt she was putting in enough work to score at least above average marks. However, she seemed to consistently be amongst the poorest performers for every assignment. In one of the classes, the teacher specifically used Sita's work to highlight what the students should avoid doing, and this made her feel that the teacher was biased against her. She also felt that the teacher was very strict and unapproachable, and she was therefore hesitant to approach him to ask questions.

Keeping this scenario in mind, do the following:

- a) Use the Ladder of Inference to describe Sita's thought process and reasoning. Identify if there are any flaws and where possible errors might occur.
- b) Describe how Sita could have used Inquiry and Advocacy to help her in this situation.

Q. 1.3 Answer all five questions given below in about 120 words each.

- a) After proposing his four-stage model of group development, Tuckman later added a fifth stage, called Adjourning. Explain this stage, with a relevant example.
- b) Describe the three major types of conflict, with relevant examples.
- c) Describe the five core elements of Emotional Intelligence, as proposed by Daniel Goleman.
- d) Imagine that you met with a minor accident while driving/walking on the street. You feel this was the other person's fault, while the other person feels it was your fault. Explain how you can use inquiry and advocacy in this situation, to help resolve the conflict.
- e) Describe the four quadrants of the Johari Window (Arena/Open Area, Blind Spot, Façade/Hidden Area, and Unknown). What do they refer to? Describe how giving and receiving feedback can help within the context of the Johari Window.

Q2. Read the case described below and answer in detail the questions that follow:

10 x 1 = 10.0 marks (LO 2, 4, 5)

Q. 2.1 The Tata Group, one of the biggest industrial conglomerates in India, went through a serious crisis of leadership in 2016, due to disagreements between the Board of Directors of Tata Sons (the Tata Group's investment holding company), which was primarily represented by its ex-Chairman, Ratan Tata, and Cyrus Mistry, who was the Chairman of Tata Sons at that time.

What makes this surprising is that their relationship had actually started on a very good note. Cyrus Mistry was the youngest person to be appointed to Tata Sons' Board of Directors, when he joined in 2006. His family owned the Shapoorji Pallonji group, and his father Pallonji Mistry was the largest individual shareholder of Tata Sons. He was mentored by Ratan Tata during his first few years there, and Ratan Tata said he was "impressed with the quality and calibre of his participation, his astute observations and his humility." Thus, when Ratan Tata was due to retire in 2012, at the age of 75, Cyrus Mistry was his handpicked successor to take over the role of Chairman of Tata Sons' Board of Directors.

But within four years of his being given the role, the relationship had broken down. The problem probably started when Mistry started to assert more control over different Tata Group entities, and bring in his own people. He believed in a fundamental restructuring of the group, which he felt included too many loss-making entities, with only Tata Consultancy Services bringing in consistent profits. But the rest of the Board, specifically Ratan Tata, felt that he was making too many changes to the Tata Group's traditional structure, and had started feeling that perhaps he did not really align with their values. They further felt that he was making important acquisitions without really asking the Board for

approval or taking them into confidence. Tata was also unhappy that Mistry took a tough stance on the NTT Docomo case and engaged in a legal battle regarding the same, which cost the Group 1.17 billion dollars in damages.

Eventually, the Board of Directors took a tough stance and made a decision that shocked everyone in Indian industry at the time: they decided to fire Cyrus Mistry over these differences in vision, installing Ratan Tata again as interim Chairman in his place.

Cyrus Mistry was angered by his dismissal and alleged serious governance breaches (that Ratan Tata denied). Mistry further mentioned that he was removed without being given any explanation, and also without being given any opportunity to defend himself. He further emphasised that there was a total lack of corporate governance on behalf of the company. In a long, detailed letter to investors, Mistry also indicated that there were personal differences between him and Ratan Tata. One of them was his decision to exit businesses like the Nano car project and from the telecom sector.

Mistry took the dispute to court where the National Company Law Appellate Tribunal ruled in his favour. But that decision was overturned by the Supreme Court, which ruled his dismissal was legal. However, no matter what the result, this was an event that led to a major upheaval in one of India's most respected business groups.

Questions:

- a) What was the specific type of conflict in this situation? Give reasons for your answer. (2 marks)
- b) How could better feedback have helped all parties in this situation? Your description must be specific to this situation. (2 marks)
- c) Based on the Conflict Resolution Kit discussed in class, identify at least 3 major techniques through which this conflict could have been resolved. Mention clearly why you think the methods you chose are suitable for this scenario. (6 marks)

all the best!

