

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, 2022-23

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 It came to the attention of the CEO of a small company that there was a difficulty between two employees who had been working together for some time but recently appeared to have major differences that were affecting their entire department. 10 marks
(CO₂, 5)

The CEO was being approached by both employees at different times and by their line manager. Their CEO was spending increasing amounts of time speaking to them, taking notes of their comments, meeting with their line manager and generally finding it difficult to get on with her own job. The conversations were time consuming and impacting the productivity.

The line manager attempted to deal with the issue in informal conversations but ultimately one of the parties made a complaint of harassment against the other. The matter was dealt with internally and ended in a disciplinary warning which led to the matter worsening. The rest of the employees inevitably fell into two camps and relations between staff reached an all-time low when one party refused to pass important client information to the other and a complaint ensued from the client. Eventually one of the parties left the company and shortly after a Tribunal proceeding commenced for constructive dismissal. Almost a year after the proceedings began, the CEO suggested to their lawyers that a mediation might help – the company had spent thousands of pounds in legal costs up to that point and the CEO was becoming extremely anxious about her annual budget as the year end approached. The two sides agreed to a mediation and in a day the matter was resolved. Although it was too late to resolve the issue between the parties, at least they were able to save further legal costs. Had the mediation taken place at the earliest possible stage – i.e. before the

dispute spiralled to the point of one party leaving – far larger sums might have been saved and the impact on those involved, as well as the company, might have been considerably less.

Question:

- a. As a CEO, identify and explain the level of conflict between the employees?
- b. How will you analyse the CEO's decision of utilizing 'mediation' as a conflict resolution strategy?

- Q. 2 Pratibha just graduated college, she's ready to head out on her own and get that first job. She's gone through her first round of interviews. She receives an offer of INR 28,000, including benefits, from COLLEGE CORP, for an entry-level marketing position that seems like a perfect fit. She is thrown off by the salary that they are offering and knows that it is lower than what she was hoping for. Instead of panicking, she takes the advice of her mentor and does a little research to know what the market range for the salary is for her area. She feels better after knowing that she was right. After understanding more about the offer and the rates, she goes back to the HR representative and asks for her preferred rate of INR 32,500, knowing the minimum that she would accept is INR 30,000. Instead of going in for her lowest amount, she started higher to be open to negotiations with the company. She also sent a note regarding her expertise that warranted why she asked for that salary. To her happy surprise, the company counter offered at INR 31,000—and she accepted.
- 10
marks
(LO3,4
)

Questions:

- a. How did the mentors' feedback help Pratibha for salary negotiation?
- b. Analyse Pratibha's high inquiry and advocacy approach aided in her negotiation?

- Q. 3 A MedTech CEO tried to avoid the cost of a search and hired a leadership team whose members were in conflict with each other. Each person's world view, interests, temperaments, and work styles were vastly different, and the team couldn't function.
- 10
marks
(LO1,
2, 5)

The early-stage California-based MedTech company had significant milestones to reach: It was raising series-C funding, it was one year away from FDA approval, and two years out from commercialization. External posturing was important while raising capital. Unfortunately, challenges arose between the CEO and the founder, which created tension between them and the leadership team.

The company was at an inflection point and was ready to hire three critical leaders. The CEO had what seemed like a perfect opportunity. Trying to make a good financial decision in a rough economy, he reached out to several people with whom he'd worked before (and who were

available). It seemed he had a straightforward path to having the right team – great candidates whose timing was right and the chance to preserve cash while fundraising. The CEO hired each person, and all seemed well.

After six months, things weren't going well. Big and small issues started to infiltrate the leadership team and literally spoil the organizational culture. Before long, he had a major challenge on his hands that he described as cancerous. Other business responsibilities accumulated, and he couldn't focus all of his time on this, but he tried. He came to realize that he didn't hire the right people, individually and culturally as a group.

Questions:

- a. Explore why the CEO faced such a challenge despite hiring talented people, and what failed him to resolve the conflict amongst the leadership?**
- b. Explain the type of conflict that emerged between the leader and what failed to control the conflict?**

- Q. 4 Radha was very proud of her father. He was a senior bureaucrat in the state, and he was invited to every major function in Radha's school and colleges. She used to feel like a star on such occasions. She boasted about her father in her friends' circle. It was not without reason as her father himself used to tell her his stories of honesty, integrity in administration from his personal experiences. 10 marks (LO4, 5)

Radha was a brilliant student in her studies. She had many friends and some enemies too. Ramya was one of those enemies who was jealous of Radha, and she constantly searched for an opportunity to hurt Radha with her acerbic taunts. Most of the times Radha avoided encountering Ramya inside the college campus.

When Radha was in her final year of graduation, just before her final exams, her father was arrested on charges of corruption and was sent to jail. This became a major news in the state and severely affected Radha's mental health.

She did not want to write her exams as she felt embarrassed to go to college. But her friends and mother convinced her to give exams as it was very important for her future. As soon as Radha entered college, Ramya met her and started talking sarcastically about Radha's father that how an honest father got arrested and how Radha had come to write exams in spite of a major crisis in her family. Ramya wryly asked Radha if her father had gone to jail to deliver lecture about honesty and integrity. One of Radha's close friends slapped Ramya there itself.

Radha was hurt by Ramya's comments, and not being able to control her emotions she rushed out of college crying loudly. That day she did not take her exam.

Question:

- **Analyze how each one of them would have behaved if they all had possessed high emotional intelligence? Explain within the purview of Goleman's Emotional Intelligence.**