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INSTITUTE OF ENGINEERING AND TECHNOLOGY / INSTITUTE OF
MANAGEMENT / INSTITUTE OF DESIGN

End Term Examination, May 2025
B. Tech. / BCA / BBA / B.Des. Semester V, 2024-25 (Backlog)

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

5 × 4 = 20.0
(LO 1, 2, 3, 4, 5)

- Q. 1.1 Read the case below and identify what the narrator can do to deal with conflict better:

"I have been affected by shame and guilt, leading to anxiety and very low self-esteem, all my life. Whenever I find myself in conflict initiated by another person, I am so overcome by guilt and the feeling that I must be in the wrong, that I cannot think clearly. This prevents me being able to work out at the time, whether I have actually done something wrong that requires me to address the issue, or that the other person is being unreasonable. It is not until I have had time to process what has happened, that I can understand what has occurred. By then, the moment has gone.

If I do try to raise an issue of potential conflict with another person, I almost always do it in writing. I find that this way I can take time to express myself clearly. But where conflict arises on the spot, this is not an option.

Because I try to avoid conflict, the situation does not often arise. However, this is often due to the fact that I let issues that I should address go. I find my inability to manage conflict and my feelings of guilt and shame are causing me to withdraw from life and want to be alone."

*(Adapted from a column in The Guardian by Annalisa Barbieri;
<https://www.theguardian.com/lifeandstyle/article/2024/jul/26/my-crippling-fear-of-conflict-is-causing-me-to-withdraw-from-life>)*

- Q. 1.2 Jyoti is the team leader of a project team in a multinational corporation, and often faces high pressure at work. This causes her to often lose her temper with her colleagues. One day, another colleague got upset with her when she shouted at him for being late to work, although he had tried to explain his position by saying that his wife was sick. He said that she needed to work on her emotional

intelligence. Jyoti could not understand this.

What is Emotional Intelligence? List and explain Goleman's five core elements of emotional intelligence, and using these, describe what Jyoti could have done in this situation instead. Also analyse whether the colleague was displaying emotional intelligence when he got upset with Jyoti.

- Q. 1.3 In the context of the Johari Window, what do 'Arena' and 'Blind Spot' mean? Explain how these can be reduced, by giving an appropriate example.
- Q. 1.4 Describe the case of Jobs vs Sculley, and identify the type of conflict. Discuss how the conflict developed and how it could have been resolved.
- Q. 1.5 Answer both (a) and (b) below:
- a) What happens in the 'Storming' phase of group development? What are the roles of the team members and the team leaders at this time?
 - b) Explain how beliefs are formed in the Ladder of Inference structure.
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Q2. Answer all the questions given below:

10 x 1 = 10.0 (LO 2)

- Q. 2.1 Explain the following conflict resolution skills, as described in the Conflict Resolution Kit, in about 120 words each.
- a) The Win-Win Approach
 - b) The Creative Response
 - c) Appropriate Assertiveness
 - d) Mapping the Conflict
 - e) Third Party Mediation
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all the best!