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QUESTION PAPER

June – 2023

(Solved)

CONFLICT MANAGEMENT, TRANSFORMATION AND PEACE BUILDING

M.G.P.E.-010

Time: 2 Hours]

[Maximum Marks: 50

Note: Answer any five questions, selecting at least two questions from each section. All questions carry equal marks.

SECTION-I

Q. 1. Discuss in brief Marxist approach to conflict management.

Ans. Ref.: See Chapter-2, Page No. 8, 'Contingents Theories' and Chapter-8, Page No. 54, 'Marxist Approach'.

Q. 2. What is conflict? Discuss different methods of conflict resolution.

Ans. Ref.: See Chapter-1, Page No. 1, 'Meaning of Conflict' and Chapter-4, Page No. 21, 'Methods of Conflict Resolution'.

Q. 3. Examine the inherency theories of sources of conflict.

Ans. Ref.: See Chapter-2, Page No. 7, 'Inherency Theories'.

Q. 4. What do you mean by conflict assessment? Discuss its relevance for conflict resolution.

Ans. Ref.: See Chapter-4, Page No. 24, Q. No. 1.

Q. 5. Elucidate the different conflict resolution measures adopted by government of India in Jammu and Kashmir region.

Ans. To initiate the conflict resolution, it is extremely crucial to analyze the conflict systematically. This will enable the practitioners to understand the roots of the conflict. As Dr. Maria S. Effendi elaborates using her Conflict Wheel Model, first the root causes of the conflict should be investigated deeply. Perspectives of all parties should be analyzed, regarding the root causes, meaning and importance of the present conflict. A consensus of all the parties should be built upon the perceptions about the conflict. Relevant causes of the conflict should also be studied. Actors, stakes, interests,

needs and positions of all the actors should be clearly identified. In this way all the parties will understand each other's interpretation of the conflict, which will significantly participate in designing their future course of action during the peace process. Effendi and Choudhary suggest that for effective conflict resolution, all the parties should try to develop a consensus over the interpretation of the conflict. Relevant experts will be required to conduct a detailed cost benefit analysis for remaining engaged and ending the conflict. Spoilers and drivers of the conflict should also be identified during conflict analysis process. It will enable the diplomatic staff to design a peace process which is immune to the external structural and proximate factors that could damage peace process.

Many efforts have already been made to resolve this protracted conflict. Few of them are listed as under:

Tashkent Declaration: Pakistan and India engaged in a war in 1965, triggered by many historical and existing grievances. It was a seventeen day conflict with massive losses on both sides. Tashkent declaration was an agreement brokered by Soviet Union, to end the war. It was decided that both the states will step back of their positions. Withdraw their militaries and try to establish good relations based on UN Charter. Along with establishment of good relations the countries will settle all their disputes peacefully. It was considered as a weak agreement because it could not stop the next war between India and Pakistan. But it was a fine example of peacemaking.

Shimla Accord: After the end of 1971 war, Pakistan and India signed a pact which would determine the future course of their relations. Kashmir, which plays a significant role in India-Pakistan relations, was also a part of the discussions over the agreement. India ruled out the option of third party mediation on Kashmir Issue during the negotiations. Whereas Pakistan wanted to employ different methods to peacefully resolve the conflict, even if it required third party interference. The fact that India took the Kashmir Issue to UN could not be ignored, while taking into account that India wanted to resolve the conflict bilaterally. This agreement could also neither shape cooperation between India and Pakistan neither prove helpful in deciding the fate of Kashmir. The misunderstandings, misperceptions and trust deficit have now changed into an emotion based fight.

Agra Summit: Another attempt to resolve the settle the conflict was Agra summit. It was started in 2001, when both the governments decided to engage diplomatically for peaceful settlement of the disputes. The summit was arranged with high hopes that it would bring out results. It was observed that India delayed the negotiations over Kashmir. Effendi mentions Amir that “The draft of the joint declaration was not issued due to Indian refusal to deal separately with Kashmir and Pakistani reservations about “Cross-border Terrorism.” Therefore, the summit ended without any significant achievement.

Composite Dialogue: Composite dialogue, conducted from 2004-08, is considered to be the most “sustainable and peaceful negotiations in India-Pakistan relations”. During the dialogue, Musharraf was willing to step down of his positions for impactful proceedings. He did emphasized on Kashmir's annexation with Pakistan or, settlement of the dispute with UN interference. He proposed the self-determination formula for the resolution of Kashmir issue but India did not seem interested. Although the talks are thought to be successful but Kashmir was again left just the same.

Revocation of the Article 370: The revocation of Article 370 is a structural change made by India, claiming to settle the Kashmir conflict. The

constitutional change has annexed Kashmir with India. The Delhi government will directly control it. Scholars say that India cannot sustain this change, the increased suppression and forceful demographic changes will backfire. But according to Indian perspective, the annexation would enable Delhi to eliminate all the political, economic and historical grievances from Kashmir; ultimately settling the ‘insurgency’. As per Pakistan’s point of view, the increased deployment of forces, media blackout, demographic changes, marginalization and suppression will backfire. These all are human rights violations. When they will be coupled with extremist Hindutva ideology and its impacts, India will not be able to sustain it.

SECTION-II

Q. 6. Examine the Human Need Theory of conflict.

Ans. Ref.: See Chapter-6, Page No. 37, ‘John Burton and Human Needs Theory’.

Also Add: The Human Needs Theory by John Burton operates on the premise that a pre-condition for the management of conflict is that fundamental human needs be met. There are eight fundamental needs adopted by him which are: control, security, justice, stimulation, response, meaning, rationality and esteem/recognition. Burton’s additional need was ‘role-defense,’ the need to defend one’s role. Burton called these ‘ontological needs’ as he regarded them as a consequence of human nature, which were universal and would be pursued regardless of the consequence. The principle-based approach aims to resolve conflict by deferring judgment to a moral principle. Such an approach advocates the need for interest-based negotiations in contrast to those based on a ‘position’. For example Fisher would suggest that an interest would include issues like security, esteem and pleasures, whereas positions would define how one achieved those interests. He added that while basic human needs themselves are universal, transcending differences in class, gender and culture, their satisfiers are culturally determined. But such a radical separation between needs and satisfiers runs afoul of the fact that concepts like identity and security are not independently existing ‘universals’ rather, they are ideas abstracted from a multiplicity of concrete satisfiers. If the satisfiers are culture-bound, therefore, so, too, are the needs.

Sample Preview of The Chapter

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CONFLICT MANAGEMENT TRANSFORMATION AND PEACE BUILDING

Nature of Conflicts



INTRODUCTION

The term 'conflicts' is used in several contexts and most commonly it means an argument, a tiff, difference of opinions, clash of ideas, debate, contrary thinking, contradictory notions and much more. The word 'conflict' is actually a Latin word – '*confligere*' which means 'to strike together'. For e.g., If we strike two golf balls simultaneously then it is impossible for both the balls to go into the same hole. Only one will take its required position whereas the other one will be in 'conflict'. Such conflicts have several probabilities such as: one ball will go, none will go, the other will go, etc.

Usually 'conflict' means when two people have difference of opinions or when they disagree about an issue.

CHAPTER AT A GLANCE

MEANINGS OF CONFLICT

Several people have different perceptions about the term 'conflict'. It means when two people do not agree with each other on a particular issue. For example: The Indian Cricket Team captain wants 'Batting' first after winning the toss, whereas, the vice-captain wants 'Bowling' first. Since it is a clash of opinions, therefore both of them have a conflict with each other.

To elaborate further, the ruling party wants a bill to be passed in the Parliament. Whereas, the

opposition party opposes it. Both the parties feel that they are right in their opinion, therefore they are in 'conflict'. Other examples of conflict can be seen is an aggressor and victim, rapist and the raped, the landlord and tenants, employer and the employee, etc.

Several psychologists feel that 'conflict' includes a hostile situation between two or more people. It can include few people or a large number of people. Other philosophers feel that it is a difference of values, opinions and interest between two or more people. According to Jessie Bernard "Conflict is a situation, in which there are controversial and mutually exclusive goals pursued by different closely placed parties."

For example, BJP wants FDI to be introduced in India; whereas Congress opposes it. The former thinks that it will create new avenues for the Indians, whereas the latter thinks that it will result in unemployment and will effect retail merchandising. Therefore, both the parties are in conflict with each other due to their controversial and mutually exclusive goals.

According to Boulding, a conflict may also exist even if there is no antagonism or hostility between two people. For example, Both Congress and BJP agree to the introduction of FDI (Foreign Direct Investment in India) but the former thinks it should be introduced later, whereas the later thinks that it should be introduced before the elections. Though there is no hostility or antagonism here but there is a clash of opinions. Every person, party wants power,

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position, authority, recognition, but only one can prove itself and sustain for a longer period due to its compatibility, which clearly means that one person/party is superior than the other.

There are certain rules and norms to be followed by a person/party in power. And his reaction or decision can cause chain events or chain reaction. For e.g. A ruling, Minister allocates a petrol pump to this relative on preference grounds, rather than following the normal routine of floating a tender. This action can lead to further reactions or criticism from his own party or opposition party which can lead to a chain reaction, giving rise to several conflicts.

If a person/party follow the rules/decorum then the consequences can be predicted or else it can lead to further chaos and disharmony within his own party. Such an act can lead to change of dynamics which results in more conflicts. Such an analysis was developed in polarised East-West conflict, which lead to positive responses which means whatever the leader does, the others follow, wherein the dynamics change the direction. Some of these ideas were used for the US-Soviet relations during detente.

INCOMPATIBILITY ANALYSIS

Now, let us try to understand Galtung's depiction of incompatibility. In the figure below two people: A and B fight for a common post i.e. IAS post. If A gets the job, then there is nothing lefts for B and vice-versa. In this case if any one gets the job, it will not be acceptable by the other. Now there is another candidate C who has a better solution. He tells A and B to appear for a tie-breaker test and anyone who wins will get the required job.

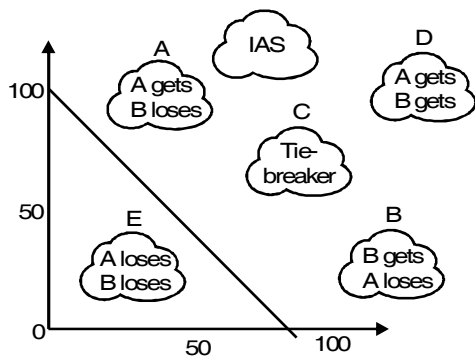


Fig.: Analysis of Incompatibility

This is where Galtung's ideas came into the forefront 'transcendence'. Now there is another candidate D who convinces both A and B that they have equal chances to get the job. Now some creativity and intellect is needed to crack the tie-breaker test.

CONFLICT RESOLUTION MECHANICS

It means a situation wherein parties can resolve their conflicts in a formal or informal agreement, wherein the solution is accepted amicably by both the parties. In a layman language it is also called 'Out of Court Settlement.' Such methodologies are very commonly used in courts, democratic procedures, and elections, wherein people/parties do not follow the regular norms and agree to an unanimous decision informally. For e.g. Party A and Party B are fighting over a piece of land, claiming that it belongs to them respectively. Since the issue cannot be resolved so they decide to take the matter into court. Now, the case lasts for five years in the court and no decision has been taken so far and both the parties have spent a lot of money on the lawyers and other court proceedings. Now both the parties decide an 'Out of court settlement' and agree to sell the land on their own and divide the money equally among them. This is called 'Conflict Resolution Mechanics'.

In such kind of mechanism, non-violent methods are used, which lays more emphasis on reconciliation and mutual agreements.

TRANSCENDING INCOMPATIBILITY

Theoretically there are seven distinguished ways in which a dispute among the parties can be resolved. By changing the attitude, the basic problem can be resolved though it is very difficult to change the fundamental positions. It entirely depends on the leadership qualities of a leader who needs to think innovatively and out of the box. A simple solution for any conflict is the confrontation which can resolve the matters amicably.

The seven ways are:

1. Changing Attitudes: It can lead to the change in one's priorities. It also encourages some changes in the major power relations which can lead to major implications. A simply confrontation can do the magic trick and resolve the issues. The priorities are changed during economic crisis. However, not much

should be expected from these changes since it can be dangerous at times.

2. Classical Approach: Parties agree to divide the resources amongst them amicably but stick to their main objectives. It is a kind of a compromise wherein both the parties re-prioritize their interests. Any change in one party leads to the consequent change in another party. Negotiation leads to better results where both employers and employees are benefitted.

3. Horse Trading: Where one party ensures the fulfillment of all its demands and the other party meets all of its goals. Here, two areas are divided by two different parties and one is responsible for one territory and the other one is responsible for another territory.

4. Shared Control: Here, both the parties claim on a particular resource and share it amicably. Any decision related to that particular resource has to be agreed upon by both the parties. It is quite similar to a coalition government. Here, a conflict is successfully transcended and works after following certain rules.

5. Give Control to Somebody Else: Here, an external agency/authority is given the ultimate control. Though both the parties agree but the absolute control is on the third party.

6. Restoring Conflict Resolution Mechanism: Here, the arbitration and other legal procedures come into the forefront. Here, a problem is resolved through the outside parties who have immediate control. It also includes new elections which means a non-predetermined audience will resolve the issue.

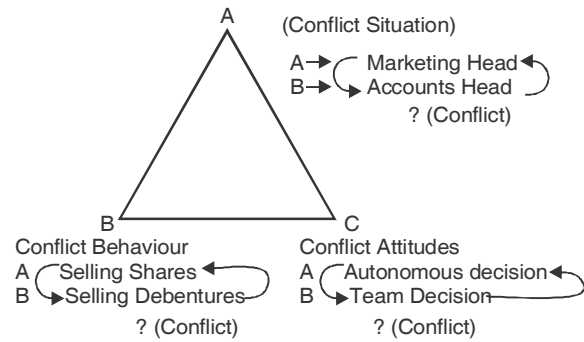
7. Left to Later: Here, the decisions are not taken at the moment rather a commission is set to resolve the issue, which takes a lot of time. Since the importance of a matter gets faded away. Therefore, the decision or solution is lingered on. Though it has a second chance to resolve the matter since it provides a chance of compromise. It is taken up later when the time is right and accurate.

CONFLICT TRIANGLE

This theory was introduced by Johan Galtung in the 1960s, which is indeed an analytical tool, which helps in inferring and analysing complication situation.

As the name suggests, the conflict is in the three corners of a triangle i.e. A, B, C wherein A is the

conflict situation, B is the conflict behaviour and C is the conflict attitudes respectively.



Conflict Situation: For example, A has been made the Accounts Head of an organisation though he is an expert in the Marketing division. Whereas B has been made the Marketing Head though his interest lies in the Accounts Department such a situation is called a ‘Conflict Situation’ which will eventually lead to the frustration and inefficiency of both the employees and hamper the smooth functioning of an organisation.

Conflict Behaviour: In an emergency situation partner A wants to sell the company’s shares to raise the capital, whereas partner B wants to sell the company’s debentures to raise the capital and both of them are right in their justification, such a situation is called **Conflict Behaviour**. Wherein, both the partners are adamant in their behaviour and doesn’t want to budge in their decision. Such a rigid approach is hazardous in the smooth functioning of an organisation.

Conflict Attitudes: For example, the company has to decide the annual increments and promotion of its employees and partner A decides everything without consulting other partners and sub-ordinates, such a situation can lead to conflict in attitudes because other people might feel hurt or neglected or can create any other ego issues. Such a situation is also hazardous for smooth functioning of an organisation. It can also lead to an aggressive or a volatile situation.

According to Adam Curle, it can lead to the following situations:

1. Low Awareness of injustice.
2. High Awareness of conflict.

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3. Confrontation of the oppressed and oppressor.
4. Conciliation and unanimous settlement.
5. Restructuring the aggressive/volatile relation.

CONFLICTS – CYCLICAL OR DIALECTICAL

Some scholars staunchly believe that conflict passes through several stages and is thus cyclical in nature, whereas others say that it is dialectical and a stage-wise process in which a society is formed from one stage to another.

Karl Marx supported revolution in society because he believed that it brings changes and transition in the society, which was quite contradictory to the ideas of Aristotle who existed two thousand years ago. According to Karl Marx, a revolution would create a 'class-free' society, wherein there would be peace and harmony and no conflict would arise. Marx quoted, "The separate individuals form a class or unit only when they have to carry a common battle against another class, or else they are on hostile terms with each other as competitors."

George Simmel believed that conflict leads to greater boundaries between different groups which disrupts harmony and smooth functioning in a state or an organisation. It is also considered as a disease and an epidemic which is contagious and spread at an alarming rate.

Therefore, conflicts should be resolved at the basic level so that it doesn't lead to major hostile and volatile situations. Another example is that a school student wants to go on an educational tour organised by his school but his parents do not give permission for the same, thinking that it is a wastage of time, money and effort. Thus, it leads to a 'Conflicting – Situation.' Every individual is complicated in his own situation and therefore his behaviour cannot be predicted. Moreover, in a country like India, wherein several religions are practiced simultaneously, people are in conflict with all other religions which can sometimes lead to communal riots.

Few examples, 'conflicts' can also be seen in our Parliament. Wherein we often find politicians, fighting or having a conflict over trivial issues.

INEVITABILITY OF CONFLICTS

In any scenario or organisation, where two or more people work together 'conflicts' are inevitable

since human beings are social animals and are interdependent on each other.

Every individual has his own notions, opinions and viewpoints including likes and dislikes, therefore, when two people work together, differences or 'conflicts' are bound to happen.

Biologically and scientifically no two people are alike, including the twins, which makes 'conflicts' more inevitable or unavoidable. With the introduction of Industrial Revolution more people came in contact with each other which increased the competition and output. According to R.W. Mack, 'The mathematical possibilities of conflict increase both within and between societies under industrialization. When so many people work together, there are more chances of job dissatisfaction, conflict of opinions, labour management conflicts. For example: The labourers in the factory want medical allowance which is not provided by the management whereas the owners of the company feel that it is not necessary. In such a situation, labour management conflict arises. Moreover, a medium class worker is always affected by the constant price-rise, which leads to a conflict between 'common man' and the government.

Strangers or outsiders react in a very hostile manner. 'Conflict' is a universal phenomenon and every human being learns from his/her experience. The quality of a relationship depends on the gravity of a conflict. For example, if a father-son has a conflict over a minor thing, then it should be resolved immediately. So that the peace can sustain within the family. On the contrary if the conflict is a major one, it can lead to the permanent separation of the two.

TERMINAL QUESTIONS

Q. 1. Critically examine the nature of conflicts in society today.

Ans. Following are some points which show the nature of conflicts in the society today:

1. Different people in the party may have different goals and interests which may lead to conflicts.
2. The interest of one person may harass, or humiliate the others.
3. It is a state of mutual antagonism.