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# **MGPE-10**

## **Conflict Management, Transformation and Peace Building**

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*By: Parul Panchal*



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## Content

# CONFLICT MANAGEMENT, TRANSFORMATION AND PEACE BUILDING

Question Paper–June-2024 (Solved) .....	1
Question Paper–December-2023 (Solved) .....	1-2
Question Paper–June-2023 (Solved) .....	1-3
Question Paper–December-2022 (Solved) .....	1-2
Question Paper—Exam Held in March-2022 (Solved) .....	1-2
Question Paper—Exam Held in August-2021 (Solved) .....	1-2
Question Paper—Exam Held in February-2021 (Solved) .....	1-2
Question Paper–December, 2019 ( Solved ) .....	1
Question Paper–June, 2019 ( Solved ) .....	1
Question Paper–December, 2018 ( Solved ) .....	1-3
Question Paper–June, 2018 ( Solved ) .....	1-3
Question Paper–December, 2017 ( Solved ) .....	1
Question Paper–June, 2017 ( Solved ) .....	1

<i>S.No.</i>	<i>Chapterwise Reference Book</i>	<i>Page</i>
1.	Nature of Conflicts .....	1
2.	Sources of Conflict .....	7
3.	Methods of Conflict Analysis .....	14
4.	Conflict Assessment and Prognosis .....	20
5.	Responses to Conflicts .....	28
6.	Objectives of Conflict Management .....	35
7.	Conflict Management: Methods and Techniques .....	44

<i>S.No.</i>	<i>Chapterwise Reference Book</i>	<i>Page</i>
8.	Case Studies (Punjab and Nagaland) .....	53
9.	Approaches and Perspectives .....	61
10.	Theories of Conflict Transformation .....	70
11.	Gandhian Vision .....	82
12.	Case Studies (Champaran and South Africa) .....	90
13.	Peace-Building – Meaning and Significance .....	98
14.	Approaches to Peace-Building .....	104
15.	Post-Conflict Reconstruction and Rehabilitation .....	110
16.	Case Studies: Afghanistan .....	116

■ ■

# **Sample Preview of the Solved Sample Question Papers**

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# QUESTION PAPER

June – 2024

(Solved)

## CONFLICT MANAGEMENT, TRANSFORMATION AND PEACE BUILDING

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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. Critically examine contingent and interactionist theory of source of conflict.**

**Ans. Ref.:** See Chapter-2, Page No. 10, Q. No. 2.

**Q. 2. Discuss the key elements in conflict analysis.**

**Ans. Ref.:** See Chapter-3, Page No. 16, 'Identifying Key Elements in Conflict Analysis' and Page No. 17, Q. No. 2.

**Q. 3. Write a note on different methods of conflict resolution.**

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

**Q. 4. What are the major objectives of Conflict Management?**

**Ans. Ref.:** See Chapter-6, Page No. 39, Q. No. 1 and Q. No. 2.

**Q. 5. What are the major sources of conflict?**

**Ans. Ref.:** See Chapter-7, Page No. 44, 'Sources of Conflict'.

### SECTION-II

**Q. 6. Define conflict transformation. Discuss various approaches used in conflict transformation.**

**Ans. Ref.:** See Chapter-9, Page No. 61, 'Defining Conflict Transformation' and 'Approaches to Conflict Transformation'.

**Q. 7. In what ways Gene Sharp's non-violence strategies transform power relations in a violent conflict situation.**

**Ans. Ref.:** See Chapter-10, Page No. 70, 'Gene Sharp'.

**Q. 8. Discuss the theory of trusteeship as advanced by Gandhiji.**

**Ans. Ref.:** See Chapter-11, Page No. 84, 'Trusteeship' and Page No. 86, Q. No. 5.

**Q. 9. Define Peace building. Point out the major impediments to peace building.**

**Ans. Ref.:** See Chapter-13, Page No. 98, 'Terminological Distributions' and Page No. 101, Q. No. 5.

**Q. 10. Write a note on civil society or transformational approach.**

**Ans. Ref.:** See Chapter-14, Page No. 106, 'Civil Society or Transformational Approach' and Page No. 108, Q. No. 5.

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# QUESTION PAPER

December – 2023

(Solved)

## CONFLICT MANAGEMENT, TRANSFORMATION AND PEACE BUILDING

MGPE-10

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 various methods of conflict resolution mechanism.**

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

**Q. 2. Critically examine the various sources of conflict.**

**Ans. Ref.:** See Chapter-7, Page No. 44, 'Sources of Conflict'.

**Q. 3. What are the limitations of conflict transformation?**

**Ans.** Conflict transformation is a comprehensive approach to addressing and resolving conflicts by not only focusing on ending violence but also transforming the root causes of conflict. While this approach offers many advantages, it also has limitations that must be considered.

**Complexity of Conflicts:** Conflict transformation acknowledges that conflicts are deeply rooted in social, political, economic and cultural structures. While this recognition is a strength, it also complicates the process. Conflicts that are multilayered and entrenched in historical grievances or structural inequalities can take years, if not decades, to transform. The complexity of these issues makes it difficult to pinpoint where to start or how to sustain momentum over time.

**Time-Intensive:** The process of conflict transformation is inherently long-term. It requires significant time to address the underlying causes of conflict and build sustainable peace. Unlike other methods such as conflict management or resolution, which aim for quick fixes or short-term solutions, conflict transformation demands patience and

persistence. This is often at odds with political or public pressure for rapid results, making it difficult to maintain support and funding for long-term interventions.

**Resource-Intensive:** Successful conflict transformation requires considerable resources, both human and financial. Interventions often involve multiple stakeholders, including governments, civil society and international organisations, which can be difficult to coordinate. In resource-poor settings, the sheer scale of intervention needed-ranging from rebuilding institutions to fostering dialogue-may be beyond the means of local actors.

**Resistance to Change:** One of the key challenges of conflict transformation is that it requires a shift in power dynamics, social relationships, and attitudes, which may be resisted by those who benefit from the status quo. Elites or dominant groups may resist changes that threaten their position, making it difficult to achieve the structural and cultural changes necessary for true transformation.

**Unpredictable Outcomes:** Conflict transformation seeks deep and meaningful change, but outcomes are unpredictable and not always positive. The process may lead to unintended consequences, such as new forms of violence or inequality, if poorly managed. It also involves risk, as challenging deeply rooted systems of oppression or inequality can provoke backlash.

**Q. 4. Briefly explain the role of International agencies in peace building.**

**Ans. Ref.:** See Chapter-5, Page No. 29, 'Role of International Community', Page No. 32, Q. No. 2 and Q. No. 3.

# **Sample Preview of The Chapter**

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# CONFLICT MANAGEMENT TRANSFORMATION AND PEACE BUILDING

1

## 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,



## 2 / NEERAJ: CONFLICT MANAGEMENT TRANSFORMATION AND PEACE BUILDING

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 left 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.

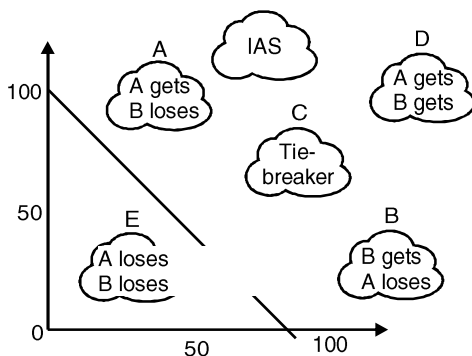


Fig.: Analysis of Incompatibility

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 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 comes 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.

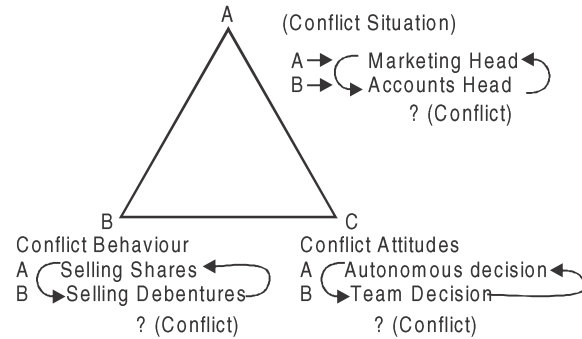
**7. Left to Later:** Here, the decisions are not taken at the moment rather a commission is set to resolve the issue, which takes a lot of time. Since the importance of a matter gets faded away. Therefore, the decision or solution is lingered on. Though it has a second chance to resolve the matter since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

4 / NEERAJ: CONFLICT MANAGEMENT TRANSFORMATION AND PEACE BUILDING

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 believes 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 bring 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 example, '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 R.W. Mack, 'The mathematical possibilities of conflict increases 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 labours 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 phenomena 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 things, then it should be resolved immediately. So that the peace can sustain within the family. On contrary if the conflict is a major one, it can lead to the permanent separation of the two.

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**TERMINAL QUESTIONS**

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

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

1. Different people in the party may have different goals and interest 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.