

**Bhagwan Mahavir University**  
**Bhagwan Mahavir College of Management**  
**MCA SEM 1**

**3050302106 - Business Communication and Ethics**

<b>4</b>	<b>Unit 4: Interpersonal Communication &amp; Team Dynamics</b> <ul style="list-style-type: none"><li>● Interpersonal Skills and Emotional Intelligence</li><li>● Conflict Management Styles and Negotiation Techniques</li><li>● Group Discussions: Strategy, Participation, and Evaluation</li><li>● Team Building: Roles, Stages of Team Development (Tuckman's Model)</li><li>● Leadership Skills in Communication: Directive vs Participative Styles</li><li>● Time Management and Stress Handling in a Team</li><li>● Assertiveness and Empathy in Team Communication</li><li>● Role Plays, Ice-Breakers, and Group Simulation Exercises</li></ul>	<b>10</b>
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### **1. Interpersonal Skills and Emotional Intelligence**

- **Interpersonal Skills:** The abilities we use to interact effectively with others (listening, clarity in speaking, respect, cooperation).
- **Emotional Intelligence (EI):** The ability to recognize, understand, and manage emotions (yours and others).
  - **Components (Daniel Goleman):**
    - Self-awareness
    - Self-regulation
    - Motivation
    - Empathy
    - Social skills

- **Example:** A team leader notices a member is upset → instead of pushing deadlines harshly, he asks if support is needed, showing empathy and EI.
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## 2. Conflict Management Styles and Negotiation Techniques

- **Conflict Management Styles (Thomas–Kilmann Model):**
    1. **Competing** – Assertive, not cooperative (win-lose).
    2. **Collaborating** – Assertive & cooperative (win-win).
    3. **Compromising** – Middle ground (partial win-win).
    4. **Avoiding** – Ignoring conflict (lose-lose).
    5. **Accommodating** – Cooperative, not assertive (lose-win).
  - **Negotiation Techniques:**
    - Prepare well → know your facts and goals.
    - Listen actively → understand the other side.
    - Seek common ground.
    - Aim for win-win solutions.
  - **Example:** Two departments fight over budget allocation → HR facilitates a **collaborative negotiation** to balance priorities.
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## 3. Group Discussions: Strategy, Participation, and Evaluation

- **Strategy:**
  - Understand the topic.
  - Structure your thoughts (intro, points, examples, conclusion).
  - Respect others' time.
- **Participation:**

- Speak clearly, listen actively, support or challenge politely.
  - Bring new ideas, not just repetition.
  - **Evaluation Criteria:**
    - Content quality
    - Communication skills
    - Team spirit
    - Leadership & creativity
  - **Example:** GD on “Is AI a threat or an opportunity?” → Students are judged on clarity, teamwork, and logical arguments.
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#### 4. Team Building: Roles, Stages of Team Development (Tuckman’s Model)

- **Roles in Teams:** Leader, coordinator, innovator, implementer, supporter.
  - **Tuckman’s 5 Stages of Team Development:**
    1. **Forming** – Team introduced, polite behavior.
    2. **Storming** – Conflicts, competition for roles.
    3. **Norming** – Rules set, cooperation begins.
    4. **Performing** – Team works productively toward goals.
    5. **Adjourning** – Project ends, team disbands.
  - **Example:** A group project team initially argues over responsibilities (storming), then later works smoothly (performing).
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#### 5. Leadership Skills in Communication: Directive vs Participative Styles

- **Directive Leadership:** Leader makes decisions, gives clear instructions.
  - Works well in emergencies or with inexperienced teams.

- **Participative Leadership:** Leader involves team in decisions, values opinions.
    - Builds trust, motivation, and innovation.
  - **Example:**
    - Directive → A fire drill where the leader gives quick, strict commands.
    - Participative → A brainstorming session for a new product design.
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## 6. Time Management and Stress Handling in a Team

- **Time Management Techniques:**
    - Prioritize tasks (urgent vs important).
    - Use tools (calendars, to-do lists).
    - Delegate when possible.
  - **Stress Handling Techniques:**
    - Break big tasks into smaller ones.
    - Encourage breaks, mindfulness, open discussions.
    - Maintain work-life balance.
  - **Example:** Before a deadline, the team divides tasks smartly and avoids last-minute panic.
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## 7. Assertiveness and Empathy in Team Communication

- **Assertiveness:** Expressing thoughts confidently without aggression.
- **Empathy:** Understanding others' feelings and perspectives.
- **Balanced Approach:**

- Assertiveness ensures clarity.
  - Empathy ensures respect.
  - **Example:** Instead of saying “*Your idea won’t work*”, say “*I see your point, but what if we also consider...*”.
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## 8. Role Plays, Ice-Breakers, and Group Simulation Exercises

- **Role Plays:** Practice real-life workplace situations (e.g., handling an angry client).
  - **Ice-Breakers:** Fun activities to build comfort and bonding (e.g., “Two Truths and a Lie”).
  - **Group Simulations:** Team exercises to solve a challenge (e.g., case studies, mock negotiations).
  - **Example:** In class, students do a **role play** of a manager-employee conflict and practice resolution techniques.
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### ✓ Summary

Unit 4 builds **soft skills for teamwork**:

- Communication with **emotional intelligence**.
- Handling **conflicts and negotiations**.
- Active, respectful **group discussions**.
- Understanding **team roles and development stages**.
- Balancing **leadership styles, time, and stress**.
- Practicing **assertiveness with empathy**.

- Using **interactive activities (role plays, ice-breakers)** to sharpen skills.

### Case Study: *The TechNova Hackathon Team*

#### Background

Five students from TechNova Institute formed a team for a **24-hour hackathon**. Their task: build a prototype app that helps users track mental health through journaling and AI analysis. The challenge tested not only technical skills but also **team communication, conflict handling, leadership, and time management**.

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#### Case Progression

##### *1. Interpersonal Skills & Emotional Intelligence*

- At the start, everyone was excited, but two members (Asha and Neeraj) disagreed about the app's core feature.
  - Instead of escalating, their leader, Meera, listened patiently and showed **emotional intelligence** by acknowledging both perspectives:
    - "Asha, your point about privacy is valid. Neeraj, real-time tracking is innovative. Can we merge these ideas?"
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##### *2. Conflict Management Styles & Negotiation*

- Conflict arose when deadlines slipped.
- Neeraj wanted to "push harder" (competing style), while Asha suggested cutting features (avoiding stress).
- Finally, they used the **collaborating style** → kept the main features, but simplified design.

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### 3. Group Discussion: Strategy, Participation, and Evaluation

- During brainstorming, everyone contributed ideas.
  - Meera ensured quieter members like Rohit got a chance to speak:
    - “Rohit, you’ve been quiet. What do you think about this UI design?”
  - This inclusive participation helped balance creativity and practicality.
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### 4. Team Building: Tuckman’s Stages

- **Forming:** Team met and introduced skills.
  - **Storming:** Clashes over app features and coding approach.
  - **Norming:** Agreed on roles → Rohit (UI), Asha (data privacy), Neeraj (AI coding), Sneha (testing), Meera (team lead).
  - **Performing:** Worked smoothly with clear responsibilities.
  - **Adjourning:** Submitted prototype, celebrated teamwork.
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### 5. Leadership Styles in Communication

- Meera used a **participative style** during planning (heard all voices).
  - But during the last hour of coding, she switched to a **directive style**:
    - “Sneha, finalize testing. Rohit, freeze the design. No new features now.”
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## 6. Time Management & Stress Handling

- The team divided tasks into 4-hour blocks with mini-deadlines.
  - When stress peaked, Sneha suggested a 10-minute break and stretching session.
  - This helped reduce burnout and improved focus.
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## 7. Assertiveness & Empathy

- At one point, Asha felt overwhelmed with the privacy module.
  - Instead of ignoring, Rohit said:
    - **Assertive:** “We need the privacy module done in 3 hours.”
    - **Empathetic:** “But I can help you with the encryption part.”
  - Balance of assertiveness + empathy kept morale high.
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## 8. Role Plays, Ice-Breakers, and Simulation

- Before the hackathon, the team did a **role play** exercise:
    - Pretended one was an angry “investor” questioning the app.
    - Practiced answering tough questions.
  - They also did an **ice-breaker** by sharing fun facts to build comfort.
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## Outcome

- The team didn’t win first prize, but judges praised their **coordination, leadership, and conflict resolution.**



- They realized **team dynamics were as important as coding skills**.
  - Lessons learned: Active listening, flexible leadership, stress control, and structured discussions made them more effective as a unit.
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#### ✓ Learning Points from Case Study

1. **Emotional intelligence** helps resolve conflicts smoothly.
2. **Collaborative conflict style** often creates win-win outcomes.
3. **Tuckman's model** shows natural stages of team growth.
4. **Leadership styles** must shift with the situation.
5. **Time and stress management** are essential in high-pressure teamwork.
6. **Assertiveness + empathy** builds trust and respect.
7. **Role plays & ice-breakers** prepare teams for real challenges.