

**BINDURA UNIVERSITY OF SCIENCE EDUCATION**  
**FACULTY OF COMMERCE**  
**GRADUATE SCHOOL OF BUSINESS**  
**MASTER OF LEADERSHIP AND CORPORATE GOVERNANCE**  
**CONFLICT MANAGEMENT (MLC506)**  
**EXAMINATION PAPER**  
**DURATION: 3 HOURS 30 MINUTES**

 JUN 2023

**INSTRUCTIONS AND INFORMATION TO CANDIDATES**

1. Section A is compulsory.
  2. Answer Question One from Section A and any three (3) questions from Section B.
  3. The paper carries six questions.
  4. All questions in Section B carry equal marks of 20 each.
  5. The use of cell phones is not allowed in the examination.
-

## **SECTION A [COMPULSORY]**

### **QUESTION 1**

#### **CASE STUDY: SPARKVINE TECH Plc**

Ruggie was the divisional director of a software developing company – Sparkvine Tech Plc. Initially she hired Tamu to lead a new project division. Tamu and Ruggie later interviewed and hired Abdul. However, Tamu strongly opposed hiring Abdul for the project because she thought he was not competent to do the job. Seven months after Abdul was hired, Ruggie left the project to start her own company and recommended to the General Manager that Abdul and Tamu serve as joint project leaders.

Tamu agreed reluctantly with the stipulation that it be made clear she was not working for Abdul. The General Manager consented; Tamu and Abdul were to share the project leadership. Within a month Tamu was angry because Abdul was representing himself to others as the leader of the entire project and giving the impression that Tamu was working for him. Now Tamu and Abdul are meeting with you to see if you can resolve the conflict between them.

Tamu says: "Right after the joint leadership arrangement was reached with the General Manager, Abdul called a meeting of the project team without even consulting me about the time or content. He just told me when it was being held and said I should be there. At the meeting, Abdul reviewed everyone's duties line by line, including mine, treating me as just another team member working for him. He sends out letters and signs himself as project director, which obviously implies to others that I am working for him."

Abdul says: "Tamu is all hung up with feelings of power and titles. Just because I sign myself as project director doesn't mean she is working for me. I don't see anything to get excited about. What difference does it make? She is too sensitive about everything. I call a meeting and right away she thinks I'm trying to run everything. Tamu has other things to do? Other projects to run? so she doesn't pay too much attention to this one. She mostly lets things slide. But when I take the initiative to set up a meeting, she starts jumping up and down about how I am trying to make her work for me.

**Required:**

- a. What is the source of conflict between Tamu and Abdul in this case? Support your position ( 10 marks)
  - b. Explain potential sources of conflict in a work organisation, other than those sources described in the case study. (10 marks)
  - c. Discuss the positive consequences of conflict at the workplace. (20 marks)
- [Total: 40 marks]

**SECTION B** (*Answer any 3 questions from this section*).

**QUESTION 2**

Critically examine the determinants of conflict resolution strategy at the work place.

[20 marks]

**QUESTION 3**

Discuss the individual and organizational factors that can facilitate effective work conflict management.

[20 marks]

**QUESTION 4**

Work conflict can be managed using the structure of the organisation and interpersonal techniques. Discuss this statement in light of workplace conflict management.

[20 marks]

**QUESTION 5**

Discuss the conflict resolution skills that are required by a manager for the effective management of conflict at the workplace.

[20 marks]

**QUESTION 6**

Explain the types of work conflict that can confront management at the workplace.

[20 marks]

**END OF EXAMINATION PAPER.**