

BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF COMMERCE
GRADUATE SCHOOL OF BUSINESS
MASTER OF LEADERSHIP AND CORPORATE GOVERNANCE
CONFLICT MANAGEMENT (MLC 506)
EXAMINATION PAPER
DURATION: 3 HOURS 30 MINUTES

NOV 2023

Instructions and information to candidates

1. Section A is compulsory and carries 40 marks.
 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 exam.
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SECTION A: [COMPULSORY]

QUESTION 1

CASE STUDY: LEADERSHIP AND CONFLICT MANAGEMENT IN THE DISTRICT

Leadership is a complex area across all sectors. The year 2021 has been a time of trials and tribulations for law enforcement. Difficulties of linking leadership with organisational outcomes are particularly pronounced for the police, since common police performance measures are affected by multiple confounding factors in Devonshire and Arundel communal areas. Of late, locals have discovered gold deposits within these vicinities. This discovery has led to the influx of people from across the country into these communities hunting for the precious mineral and associated greener pastures synonymous with illegal extraction thereof. As such, a lot of business opportunities seem to have been presented to many fortune seekers who have brought in their illegal business ventures into the communities.

The social fabric of these communities has not been spared either. It has been contaminated due to the surging population from unknown illegal migrants especially during this time of the deadly COVID 19 pandemic and lockdown eroding their social fabric. The crime rate has risen to alarming levels and will continue to rise while the police seem to be failing to harness this situation. Coupled with the fact that most police work is performed in low-visibility contexts free from direct supervisory oversight and decision-making scrutiny complicates this matter even further. At the same time, police personnel are often tasked with obtaining compliance from distraught, anxious, hostile, or otherwise uncooperative victims, witnesses, and offenders.

Against this background, the local communities have become difficult clients due to the inaction of the local police to effectively deal with the situation wherein the nearest Police establishment in the district is about 10km away from the epicentre of crimes. The local Traditional Leadership have, on numerous occasions, approached the Commanding Officer of Police in the District for assistance but are not satisfied with the service rendered by the police thereafter.

Police officers in the district tend to be demotivated to work and it seems there is poor communication within themselves. Whilst this is so, the District Police Commanding Officer

cannot make any decisions himself but allows the team, or subordinates, to make decisions. He seems to be dependent on his staff and rank-and-file of police officers or deputies to make all the decisions, regardless of the situation. Resultantly, Traditional Leadership have since engaged a higher gear upwards and have reported their concerns to the Provincial Police Commanding Officer Police Province. To this effect, the Provincial Police Commanding Officer has approached you, as a Conflict Management Expert, for advice in order for him to make informed decisions regarding this problem.

Source: Sithole (2022)

Required:

- (a) Regarding conflict management techniques, establish the major skills that are lacking on the District Police Commanding Officer. **(10 marks)**
- (b) With justifications, elaborate on the best style of managing conflict which may be suitable for the District. **(15 marks)**
- (c) In light of theories of conflict and with justifications provide recommendations of the most appropriate theory of conflict ideal for consideration by the Provincial Police Commanding Officer in the understanding of the nature of conflict in the District. **(15 marks)**

[Total: 40 marks]

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

QUESTION 2

With your understanding of the relationship among conflicts, examine their effects in managing an organisation you are familiar with. **[20 marks]**

QUESTION 3

Illustrate` how different types of conflict inherent in organisations could assist leaders in leading their subordinates in your organisation. **[20 marks]**

QUESTION 4

‘There is only one best universally accepted strategy of managing conflict in organisations.’
Using practical examples from your organisation, assess the validity of this conclusion made by some Leadership and Corporate Governance Students. **[20 marks]**

QUESTION 5

Built from your understanding of the conflict management process, critique its impact on conflict management applications and ethical issues in your organisation. **[20 marks]**

QUESTION 6

Basing on relevant corporate illustrations, demonstrate the distinction amongst goal, cognitive and affective conflicts. **[20 marks]**

END OF EXAMINATION PAPER