

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

JUN 2025

Instructions and Information to Candidates

1. Section A is compulsory and carries 40 marks.
 2. Answer 'Question 1' 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.
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SECTION A: [COMPULSORY]

QUESTION 1

CASE STUDY: MR SANGO

Mr Sango Otta graduated from Austin Musumoko University (AMU) in 2015 with a Bachelor's degree in Financial Management. He was employed immediately thereafter by Sunnydale Fruit Juice Manufacturing Company Limited (SFJM) as Chief Financial Officer (CFO).

He was surprised that a fresh graduate like him should be given such a high position in a small company. The family business was established in 1986 by Mr Farouk Patel, and it has grown from strength to strength. On his recruitment as CFO, Mr Otta was assured of rosy conditions of service including being entitled to a personal-to-holder car, lunch allowance, housing allowance, professional retention allowance, subsidized medical care, and subsidized professional development allowance. He was promised that his salary would be paid on the 27th day of every month. However, after three years of joining the Company, he has not received his salary on time as it normally hits his bank account around the 5th day of the following month, and he cannot complain because he is aware of the financial position of the Company.

After spending some time in the job, he realised that the job of CFO is performed by Mrs Aisha Patel who is a Chartered Accountant with several years of experience. To him, he assumed that he was merely just job-shadowing. Mr Otta also discovered to his surprise that he had to join the other workers on the Company bus to ferry him home as the promised car never materialised. He eventually got a bank loan to buy himself a personal car. Mr Otta worked extremely hard putting in many hours of hard work to get work out of the way. He was under enormous pressure as sometimes he doubled as the Management Accountant, HRM Manager, Stores Officer, and on occasion, as the Public Relations Officer because the Company had a small labour force and a lean structure. Some tasks could have been done by the Sales and Marketing Manager, but she was equally saddled with a lot of operational tasks such as sales, despatches and purchasing and supply. Reporting lines in the 40-member labour force were grey and blurred as job descriptions were hardly adhered to.

There was a big communication gap between the white-collar employees on the one hand, and the blue-collar lower-level employees on the other hand, as senior workers such as Mr Otta were discouraged from mixing freely with lower-ranked manual workers, artisans, and mechanics. Since he joined the Company, Mr Otta has never been appraised of his job nor been given a salary raise. He feels unrecognised, demotivated, exploited, and somehow abused. Despite advice from his friends to resign, he still hangs in there hoping that one day things would turn around for the better.

Required:

- a. Describe all the types of conflict Mr Otta is facing at his workplace as an individual. (10 marks)
- b. One of Mr Otta's friends had advised him strongly to sue his employers for breach of Contract. Explain to Mr Otta the benefits of using Alternate Dispute Resolution fora other than the courts of law to address his grievances. (Your answer should cover the work of Industrial Tribunals, Arbitration Conciliation and Advisory Services [ACAS], and the Trade Unions). (15 marks)
- c. Identify and explain the levels and types of conflict that Sunnydale Fruit Juice Manufacturing Company (SFMC) is facing as an organization, and state how these can be resolved. (15 marks)

SECTION B: (Answer any three [3] questions from this Section).

QUESTION 2

A key task concerning conflict is managing its occurrences, deriving the benefits of conflicts while minimizing its harmful effects" Give some examples of ways that can be taken to minimize the potentially harmful effects of conflicts while enhancing potential benefits.

[20 marks]

QUESTION 3

'The use of power in organizations in a conflict situation is unethical'. Discuss giving practical examples from a Zimbabwean situation.

[20 marks]

QUESTION 4

Conflict in general is seen as inevitable in the workplace as it cannot be avoided. Discuss the causes and effects of conflict, and how lack of proper intervention can ruin the business of a company.

[20 marks]

QUESTION 5

Conflict may be harmful to an organization, but there are times when it is useful. It is for this reason that managers must learn to distinguish between constructive and destructive situations. Discuss the above statement giving practical examples from organizations in Zimbabwe. [20 marks]

QUESTION 6

Discuss any four (4) conflict resolution methods that you are familiar with referring to the organizations of your choice. [20 marks]

END OF EXAMINATION