



PAN AFRICA CHRISTIAN UNIVERSITY

DIPLOMA IN LEADERSHIP MANAGEMENT

**END OF SEMESTER EXAMINATION SEPTEMBER –
DECEMBER 2020**

DEPARTMENT: LEADERSHIP

COURSE CODE: DLM 202

CAMPUS: ROYSAMBU

COURSE TITLE: STRESS AND CONFLICT MANAGEMENT

EXAM DATE: **DECEMBER 2020**

DURATION: **2 HOURS**

INSTRUCTIONS

- This exam script has **TWO SECTIONS**.
- Answer **ALL** Questions in **SECTION A** and **ANY TWO** Questions in **SECTION B**

(40 marks)

SECTION A – Answer ALL the Questions

QUESTION ONE

- a) Explain any **two** impacts of work related stress to employee productivity (4 marks)
- b) Differentiate functional conflict from dysfunctional conflict (4 marks)
- c) Explain any three causes of conflict in a multicultural organizational setting (6 marks)
- d) Explain any two factors that should be considered in conflict analysis (4 marks)
- e) Mention any two way in which an organization can manage the stress levels of its employees (2 marks)

SECTION B – Answer any TWO Questions

QUESTION TWO

- a) Describe the primary appraisal process and mention its two mechanisms as understood by the transactional model of stress and coping. (4 marks)
- b) According to the Social Support Theory of stress, there are 4 types of support that your friends, family and colleagues can offer. Mention and explain any two. (6 marks)

QUESTION THREE

- a) Summarize the 5 stages of a conflict while using practical examples (10 marks)

QUESTION FOUR

- b) Describe any two approaches to conflict resolution (4 marks)
- c) Tom is the marketing manager of a multinational telecommunications company in Tanzania. He heads a team of 5 members that represent different cultures in Africa (Tanzanian, Kenyan, Zambian, Ethiopian and Ugandan). He started to notice that some of the members were not fully cooperating in office team tasks and were frequently sending each other tense emails with a copy to him. At some point, the Kenyan and Ethiopian started to miss out on team building activities and would occasionally avoid attending meetings together. Both the Ethiopian and Zambian were close friends to the Kenyan and Ethiopian, hence their involvement in the conflict. The Ethiopian was directly supporting the Kenyan but the Zambian would occasionally try to intervene and mediate where possible.
 - What type of conflict does this situation represent? (1 mark)
 - Categorize the following actors according to their involvement in the conflict (3 marks)
 - Tom
 - Ethiopian

- Zambian
- Mention any 2 notable indicators of the conflict? (2 marks)

QUESTION FIVE

- d) As the leader of an organization, explain three reasons to support the need of conflict analysis (6 marks)
- e) State and explain your preferred tool of conflict analysis (4 marks)

END