



PAN AFRICA CHRISTIAN UNIVERSITY

**UNIVERSITY EXAMINATIONS FOR THE DEGREE OF MASTER OF
ARTS IN LEADERSHIP**

END OF SEMESTER EXAMINATION (July 2018)

CAMPUS: KISUMU CLASS

DEPARTMENT: LEADERSHIP AND GOVERNANCE

COURSE CODE: MAL502

COURSE TITLE: TEAM BUILDING AND CONFLICT MANAGEMENT

EXAM DATE: FRIDAY 20th JULY, 2018

DURATION: 2 HOURS

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Answer Question **ONE** (**Compulsory**) and any other **ONE question**
- You are expected to be comprehensive in each of your answer.
- FINAL EXAM (20 Marks)

Exam Purpose and Focus

The exam gives you an opportunity to demonstrate personal mastery of lessons learnt during this course. You will be judged, not by the amount of material you write, but by a demonstration of critical thinking and writing. Special regard will be paid to evidence of a robust scholarly integration of theories, principles and practice.

Exam Procedure

Please note the following carefully:

1. All answers must be written in the Online Portal or Examination Answer Booklet and NOT on a separate paper.
2. You MUST NOT refer to any books, notes, or class discussions from your computer or notebooks
3. You MUST NOT share or discuss your answers or exam questions with any member of the class during the exam week, even if they have already done the exam.

SECTION A (Compulsory)

Strategy & Strategic Leadership

1. a) Interlink a Financial firm has been rocked by disputes and legal tussles between employees and the management. The CEO of the company has invited you as consultant to help in alternative conflict management. Discuss the mechanisms you will use to solve this conflict.
(6 Marks)
- b. Explain two conflict management approaches you will use in arbitrating the process.
(4 Marks)

SECTION B: Answer any ONE question below

2. a). Bidii trust is a credit union with membership of men, women, Christians and Muslims. The organization has recently been experiencing chaos pitting members against one another and leadership tussle with the male dominated board. This has greatly affecting the operations of the organization. Bearing in mind that Conflict is an inevitable component of meaningful human interaction; discuss three sources of conflict in this organization.
(6 Marks)
- b. Describe two conflict management styles you can use to solve the above conflict
(4 Marks)
3. Bob and Natali are employees of Nuru limited; they work together although since they joined the company they have not been in good terms. Bobi is outspoken while Natali is an introvert, of late they have both been engaged in a cat and mouse game shooting down each other's ideas and now they can no longer work together in one team which has greatly affected their work.. Using the five levels of conflict management, explain how this conflict began and which level is it right now and how it can be resolved.
(10 Marks)
4. Bethel Chapel is an urban church that has been experiencing exponential growth for the last 10 years. However, in the last two months the church has been in the news for tough wars pitting the pastorate and the elders with members taking sides. You have been appointed to go and help resolve the conflict. Explain five conflict management mechanisms you will use in resolving the matter.
(10 Marks)