



PAN AFRICA CHRISTIAN UNIVERSITY

PhD IN ORGANIZATIONAL LEADERSHIP

END OF SEMESTER EXAMINATION

August 2021

DEPARTMENT

LEADERSHIP

COURSE CODE

POLD 814

COURSE TITLE

CONFLICT MANAGEMENT AND NEGOTIATION

(ONLINE)

INSTRUCTIONS

- Read all questions carefully.
- ANSWER **Question ONE** and one question from **section B (20 Marks)**

SECTION A (Compulsory)

1. The East Africa Community Secretariat has asked you to give a speech to a key Diplomatic Meeting on the key considerations for ensuring peace and stability in the East and the Central Africa region. Discuss the main theories of conflict management and negotiation respectively in regard to the peace initiative by the Secretariat. **(10 Marks)**

SECTION B (Answer TWO Questions in this section)

2. Over the last few years, there has been political strife in various parts of the world. The main causes of these conflicts have been traced to social, psychological, political and cultural aspects. Demonstrate how each of these manifests themselves in organizations. **(5 Marks)**

3. One of the serious negative implications of conflict is the destruction of harmony in the day-to-day life of its victims. Discuss the effects of different types of conflict on people and the relationships among them within organizations. **(5 Marks)**

4. To resolve conflict, the Arbiter may choose a number of approaches and strategies depending on the issues to be dealt with. Discuss key considerations that inform the use of the following five approaches and how they are used in conflict resolution: - mediation, facilitation, negotiation, dialogue, organizational change and consensual decision-making. **(5 Marks)**

5. The present political tension in the Congo has been highly linked to what may be referred to as pre-election agreements and covenants that the rebel team feels were not honored. Discuss the appropriate conflict management and resolution, and negotiation approaches that can be used to ensure a lasting resolution in this impasse. **(5 Marks)**