



PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

**END-OF-SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF
ARTS IN COUNSELING PSYCHOLOGY**

JANUARY – APRIL, 2025

COURSE CODE: COU 4123

COURSE TITLE: CONFLICT RESOLUTION AND MEDIATION

Time: 3 Hours

Instructions:

Answer ALL questions in Section A (20 Marks).

Answer Any Two questions from Section B (each 20 Marks).

SECTION A (Compulsory – 20 Marks)

Case Study

Alex and Brian are business partners who co-founded a successful tech startup five years ago. Initially, they had a great working relationship, but over time, tensions arose over business decisions, financial management, and leadership styles. Alex, the technical expert, feels that Brian, who manages operations and finances, is prioritizing cost-cutting over innovation. Brian, on the other hand, believes Alex is reckless with spending and does not consider the financial sustainability of the business. Their disagreements have escalated into personal attacks, affecting employees' morale and company performance.

Recently, a major investor expressed concern over their conflict, threatening to withdraw funding if the issues are not resolved. The company's board has advised them to seek professional mediation to find a way forward.

Question 1 A

- i. Identify and explain **TWO** key conflict resolution methods that could be applied to Alex and Brian's situation (4 Marks).
- ii. As a mediator, suggest any TWO techniques you could use to ensure that Alex and Brian communicate constructively during the mediation process (2 Marks).
- iii. Explain any ethical considerations a mediator could keep in mind while handling business conflicts such as this one (2 Marks).
- iv. If this conflict is not resolved, list down any TWO likely consequences. (2 marks)

Question 1 B

- a. Differentiate between mediation, arbitration, and negotiation (6 Marks)
- b. Define the following terms as used in conflict resolution and mediation (4 Marks)
 - i. Conflict
 - ii. Alternative Dispute Resolution (ADR)
 - iii. Court Annexed Mediation
 - iv. Family mediation

SECTION B: Answer ANY TWO Questions

Question 2

Jane and Mark, two business partners, conflict with the direction of their startup. Jane is an analytical thinker who relies on data, logic, and structure to make decisions. She is highly detailed and dislikes emotional arguments. Mark, on the other hand, is an expressive and people-oriented individual who values relationships and intuition over data. He often makes impulsive decisions based on his emotions and struggles to follow rigid structures. They have agreed to mediation, but their communication styles are clashing, making it difficult to resolve. As the mediator, you observe that Jane becomes frustrated when Mark ignores facts, while Mark feels unheard when Jane dismisses his emotional concerns.

Based on the case study above, apply your knowledge of common personality types in mediation to address the following:

- a) Highlight how their differing personality styles might create barriers to effective mediation. (2 marks)
- b) Propose TWO mediation strategies that can be used to bridge their communication gap and help them reach a mutually beneficial resolution (4 Marks).
- c) Reflect on how your personality as a mediator might influence your approach in handling this dispute. (4 marks)

Question 3

- a) Conflict is not always bad. Explain this statement and give TWO examples (4 Marks)
- b) Highlight any TWO advantages and TWO disadvantages of conflict (6 Marks)

Question 4

- a) Differentiate between adjudication and arbitration (2 Marks)
- b) Explain the TWO theories of conflict resolution (4 Marks)
- c) Discuss TWO reasons why ADR is preferred over litigation (4 Marks)

Question 5

- a) Outline any TWO roles of Emotional Intelligence (EI) in mediation (2 Marks)
- b) Distinguish between appropriate and inappropriate conflict management approaches (4 Marks)
- c) Explain any TWO possible sources of conflict attitudes (4 Marks)