



PAN AFRICA CHRISTIAN UNIVERSITY

MASTERS OF ARTS IN LEADERSHIP

END OF SEMESTER EXAMINATION

**DEPARTMENT
LEADERSHIP**

**COURSE CODE
MAL 502**

**COURSE TITLE
TEAM BUILDING AND CONFLICT MANAGEMENT**

**EXAM DATE
April Inter-Term 2026
TIME
Duration
3 hours**

INSTRUCTIONS

- Read all questions carefully.

ANSWER **Question ONE** and **one** question from **section B (20 Marks)**

SECTION 1 (Compulsory)

QUESTION ONE

You are the Chief Executive Officer of 21st Century Consulting Company. Sure Logistics Company has been experiencing low levels of staff unity and cohesiveness that has led to frequent squabbles and misunderstandings in the work place. In the last one year alone, eight senior managers have resigned citing a toxic working environment. Your company has been contracted to develop the workers to become a self-managing team and at the same time develop strategies for managing the conflicts in the work place.

- a) Demonstrate at least three ways in which you are going help the workers become a self-managing team. (5 Marks).
- b) Using the four biblical principles of handling conflict discussed in class, articulate at least three reflective questions that staff can pensively meditate in order to minimize the frequent misunderstandings and squabbles in the work place. (5 Marks)

SECTION 2 (Answer ONLY ONE Question from this section)

QUESTION TWO

Team work is considered as a prerequisite for any meaningful and productive engagement in the work place. The team leader is the key determinant of this success based on how he/she decides to treat his /her members. Team work is a product of sharing-sharing interest, information, responsibilities, and credit. Evaluate EACH of these concepts clearly showing why each of them is critical for a firm's success. (10 Marks)

QUESTION THREE

Ben, a member of your team has lately been having issues with Alfred, his colleague. The Board has asked you as the Human Resource Director of the Company to deal with this issue. Drawing from the lessons learnt in this course, demonstrate how you can bring this matter to rest. (10 Marks).

QUESTION FOUR

A recent misunderstanding in your department has escalated to a full-blown conflict. The Board of management has asked you to resolve this conflict. Using the PAUSE Model. demonstrate how you shall do this. (10 marks).