



PAN AFRICA CHRISTIAN UNIVERSITY

DOCTORATE DEGREE IN LEADERSHIP

END OF SEMESTER EXAMINATION

DEPARTMENT - LEADERSHIP

COURSE CODE – POLB 820

CONFLICT MANAGEMENT AND NEGOTIATION

EXAM DATE –

TIME –

Duration - 3 HOURS

Total Marks: 20

Exam Structure:

- **Section A (10 Marks):** Compulsory Case Study Analysis
- **Section B (10 Marks):** Choose **one** question from three provide

SECTION A: COMPULSORY CASE STUDY (10 MARKS)

Case Study: *Cross-Cultural Conflict at GlobalMediation Ltd.*

Global Mediation Ltd. is an international conflict resolution firm that has recently expanded into East Africa. Despite its strong record of success in Western contexts, the firm is struggling to establish credibility with local stakeholders. Employees from different cultural backgrounds (both expatriate and local) are clashing over negotiation norms, decision-making processes, and perceptions of leadership legitimacy. Moreover, senior management has been slow to recognize the power of local identity-based conflicts and cultural interpretations of “neutrality.”

Question:

a) **Critically analyze** the cultural and identity-based dimensions of conflict and how they create challenges for cross-cultural negotiation and mediation practice at GlobalMediation Ltd? (5 Marks)

b) **Propose strategies** that GlobalMediation Ltd. could adopt to build trust, promote inclusivity, and navigate power asymmetries in multicultural negotiation practice. (5 Marks)

SECTION B: CHOOSE ONE QUESTION (10 MARKS)

Q2: Theoretical Perspectives on Conflict Resolution (10 Marks)

a) **Explain** the key differences between distributive bargaining and integrative negotiation. **Justify** which approach is better suited for intercultural or identity-based conflicts? (7 Marks)

b) **Provide a real-world example** (from your professional or observed context) where integrative negotiation principles helped overcome barriers of trust, power, or identity in a conflict situation. (3 Marks)

Q3: Power, Bias, and Ethics in Negotiation (10 Marks)

a) **Critically discuss** how unconscious bias and cultural assumptions can influence negotiation processes and outcomes. (5 Marks)

b) **Evaluate** the role of ethical leadership in mitigating biases identified in Q(3a) above in ensuring culturally sensitive negotiation outcomes. Provide an example (5 Marks)

Q4: Evaluating and Enhancing Negotiation Effectiveness (10 Marks)

a) **Propose a framework** for evaluating the effectiveness of a negotiation process in an organizational or community-based conflict. (5 Marks)

b) **Discuss** how leaders can integrate emotional intelligence and cultural awareness into the evaluation framework in Q (4a) above to enhance long-term conflict resolution capacity. (5 Marks)