

# Uva Wellassa University

Faculty of Management



Degree of Bachelor of Business Management in Entrepreneurship and Management

THIRD YEAR SECOND SEMESTER EXAMINATION – DECEMBER/ JANUARY 2017

EMG 373-2 Conflict Management

### Instructions to candidates:

No. of pages : Four (04)  
No. of questions : Five (05) Essays  
Time : Two (02) Hours  
Marks allocated : 100 Marks

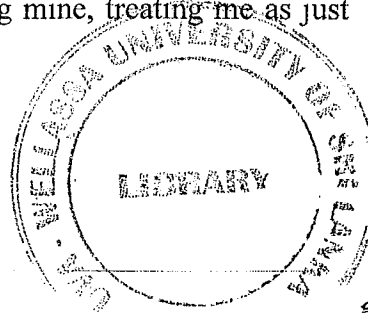
Index No:

Answer only four (04) questions including question number 01.

01. Shirley and Abdul both work for a software development company. The manager of the new product division was originally the leader of the project team for which she interviewed and hired Abdul. Shirley, another project team member, also interviewed Abdul, but strongly opposed hiring him for the project because she thought he was not competent to do the job.

Seven months after Abdul was hired, the manager left the project to start her own company and recommended that Abdul and Shirley serve as joint project leaders. Shirley agreed reluctantly. With the stipulation that it be made clear she was not working for Abdul. The General Manager consented; Shirley and Abdul were to share the project leadership. Within a month Shirley was angry because Abdul was representing himself to others as the leader of the entire project and giving the impression that Shirley was working for him. Now Shirley and Abdul are meeting with you to see if you can resolve the conflict between them.

**Shirley says:** "Right after the joint leadership arrangement was reached with the General Manager, Abdul called a meeting of the project team without even consulting me about the time or content. He just told me when it was being held and said I should be there. At the meeting, Abdul reviewed everyone's duties line by line, including mine, treating me as just



another team member working for him. He sends out letters and signs himself as project director, which obviously implies to others that I am working for him."

**Abdul says:** "Shirley is all hung up with feelings of power and titles. Just because I sign myself as project director doesn't mean she is working for me. I don't see anything to get excited about. What difference does it make? She is too sensitive about everything. I call a meeting and right away she thinks I'm trying to run everything. Shirley has other things to do and other projects to run. So she doesn't pay too much attention to this one. She mostly lets things slide. But when I take the initiative to set up a meeting, she starts jumping up and down about how I am trying to make her work for me."

*(Source: <https://brainmass.com>, 10th October 2016)*

**You are required answer the following questions.**

- i. Discuss the different sources for conflict which occurs in the workplaces.  
(10 Marks)
- ii. Assume that you are the mediator to deal the conflict between Abdul and Shirley. Discuss the steps that should be taken to approach this conflict.  
(10 Marks)
- iii. Discuss what should have been done to avoid these kinds of conflicts in the workplaces.  
(10 Marks)
- iv. Discuss the outcomes of this conflict which impact the organizations negatively.  
(10 Marks)

**(Total Marks 40)**

02.

- i. What is "Alternative Dispute Solution"?  
(04 Marks)
  - ii. Differentiate "Distributive Bargaining" from "Integrative Bargaining".  
(06 Marks)
  - iii. Discuss why conflicted bodies prefer "Alternative Dispute Solutions" compare to other litigation process to solve the conflict.  
(10 Marks)
- (Total Marks 20)**

03.

- i. Explain the main features of "Verbal Aggression Theory".  
(10 Marks)
  - ii. Discuss the differences in international culture by using Hofstede's Cultural Dimensions.  
(10 Marks)
- (Total Marks 20)**

04.

- i. Explain the different types of "Role Conflict" with relevant examples.  
(10 Marks)
  - ii. Discuss the model of "Role Conflict and Ambiguity" proposed by Khan and his colleagues with relevant example.  
(10 Marks)
- (Total Marks 20)**



05.

- i. "Emergence of a conflict is the turn a conflict takes from a latent awareness of differences to actions and reactions that generate conflict interaction". *(Rummel, 1976; Pondy, 1967)*

Do you agree with this statement? Explain your answer with relevant examples.

(10 Marks)

- ii. Discuss how the individual attribution can create conflicts in the workplace.

(10 Marks)

**(Total Marks 20)**