

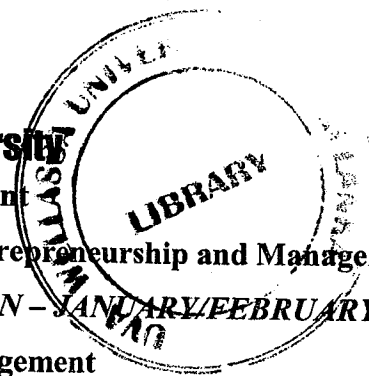
Uva Wellassa University

Faculty of Management

Degree of Bachelor of Business Management in Entrepreneurship and Management

THIRD YEAR SECOND SEMESTER EXAMINATION - JANUARY/FEBRUARY 2016

EMG 373-2 Conflict Management



Instructions to candidates:

No. of pages : Three (03)
No. of questions : Five (05) Essays
Time : Two (02) Hours
Marks allocated : 100 Marks

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

01. Peaceworks is the leading mediation, reconciliation and training agency in Sri Lanka. It was approached by a medium-sized business (£3million turnover) to mediate a conflict between the CEO, Perera and the Marketing Manager, Stella. Stella always produced good results in her job, but had been accused of bullying and harassment by one of her staff. While this complaint was being investigated she had been temporarily suspended. An internal enquiry was held and although the accusation was not upheld, the panel made recommendations that she undertake training in managing staff. As the allegations had not been upheld, Stella regarded these recommendations as sanctions and therefore refused to comply with them.

At Stella's annual appraisal, Perera rated certain areas as poor because of her lack of cooperation. Stella felt this amounted to victimization and took out grievance procedures against him. During this period she became depressed and suicidal. Perera was under pressure from the board to bring an end to this matter and had felt the only way forward was to restructure the management, thus side stepping some of the issues that he felt were insurmountable. Stella saw this as another personal attack and pursued her grievance claim. The board of trustees requested that mediation be considered as an alternative solution to the expensive and protracted legal process that appeared to be the only other option.

(Source: www.peaceworks.org.uk, 30th December, 2015)

You are required answer the following questions.

- i. Explain the term "Alternative Dispute Solutions". (06 Marks)
- ii. Why board of trustees preferred mediation than the other legal actions and Alternative Dispute Solutions to solve above mentioned issues? (12 Marks)
- iii. Explain how the mediation process can be carried out effectively through Peaceworks to solve the above issue. (12 Marks)
- iv. Assume you also one of the members of mediation board of the company and explain what are the information you will be required to deal with this issue? (10 Marks)

(Total Marks 40)

02.

- i. Discuss the common features of organizational conflict. (05 Marks)
- ii. Explain when the "Role Conflict" can be occurred in the organization. (05 Marks)
- iii. Explain the Conflict Handling Styles with their sub dimensions. (10 Marks)

(Total Marks 20)

03.

- i. Discuss the different types of corporate culture with relevant examples. (10 Marks)
- ii. Discuss the differences in International Culture by using Dr. Greet Hofstede's Cultural Dimensions. (10 Marks)

(Total Marks 20)

04.

- i. "Frustration and uncertainties of conflicts generate two powerful impulses namely aggressive impulse and anxiety". Folger et al., 2005

Do you agree with this statement? Explain your answer. (10 Marks)

- ii. "Aggression is the learned response to certain cues based on previous incident". Discuss the factors that can influence on the tendency of applying learned response. (10 Marks)

(Total Marks 20)

05.

- i. Compare the following **three (03)** types of conflict management strategies.

a. Integrative Strategies

b. Avoidance Strategies

c. Distributive Justice (10 Marks)

- ii. Discuss how the individual attribution can create conflicts in workplace. (10 Marks)

(Total Marks 20)

