



UPNM

National Defence University of Malaysia
Kewajipan • Maruah • Integriti

NATIONAL DEFENCE UNIVERSITY OF MALAYSIA

SUNGAI BESI CAMP

57000 KUALA LUMPUR

FINAL EXAMINATION

DEGREE PROGRAMME

SEMESTER I ACADEMIC SESSION 2024/2025

COURSE : CONFLICT MANAGEMENT

COURSE CODE : DMR 3723

DURATION : 2 HOUR 30 MINUTE

PROGRAMME CODE : 3ZP45A & 3ZP45B

INSTRUCTION:

SECTION A (ANSWER ALL QUESTIONS)

SECTION B (ANSWER THREE (3) FROM FOUR (4) QUESTIONS)

THIS QUESTION PAPER CONTAINS SEVEN (7) PAGES INCLUDING THIS PAGE.

COURSE LEARNING OUTCOME

CLO1	Understand the nature of conflict in society, groups, organizations, and individuals.	PLO1
CLO2	Learn techniques to manage conflict in their personal and professional lives.	PLO2
CLO3	Build communication and analytical skills to handle conflict more effectively.	PLO4

SECTION A
ANSWER ALL QUESTIONS

QUESTION 1 (25 MARKS)

Assertive communication is a key skill for conflict resolution because it allows you to express your needs and opinions while still respecting others.

- a. **Discuss** in detail **FIVE (5)** processes that managers can do in managing conflict in organizations. **Give** a suitable example.

(CLO1: PLO1– 10 Marks)

- b. Using the Johari Window approach. **Discuss** in detail the model in relation to conflict management by a manager in understanding the conflict that occurs in the organization.

(CLO2: PLO2–15 Marks)

SECTION B

ANSWER THREE (3) FROM FOUR (4) QUESTIONS

QUESTION 1 (25 MARKS)

Personality can affect how people think, feel, and behave in the workplace, which can impact conflict management.

- a. As a manager, you need to know the appropriate methods to use in resolving personality conflicts. **Discuss** steps that can be taken to manage personality conflicts in organizations with suitable examples.

(CLO2: PLO2 – 10 Marks)

- b. **Discuss** the steps and strategies that managers can take to manage conflicts in individuals with personality types A, B and C and D

(CLO3: PLO4–15 Marks)

QUESTION 2 (25 MARKS)

Effective conflict management can prevent minor disagreements from escalating into significant problems. It can also foster a collaborative environment and allow for difficult conversations.

- a. **Discuss** the strengths and weaknesses between the one-dimensional model and the Three-Factor Model in discussing conflict management in an organization.

(CLO2:PLO2– 10 Marks)

- b. Give **justification** why a manager needs to master conflict management skills well, especially related to conflict management theories.

(CLO3: PLO4–15 Marks)

QUESTION 3 (25 MARKS)

Negotiation is a conflict resolution method where parties involved in a dispute discuss and agree on a settlement. It's a strategic way to communicate that focuses on creating a satisfactory outcome for all parties.

- a. **Discuss** the tricks that managers can use in implementing the negotiation process when there is a conflict involving employees in the organization.

(CLO2:PLO2–10 Marks)

- b. **Describe** the challenges a manager consistently encounters during negotiations to resolve conflict within the same organization, and provide suitable solutions to address these issues.

(CLO3:PLO4–15 Marks)

QUESTION 4 (25 MARKS)

Conflict management strategies are tools and techniques that can help resolve disputes between people.

- a. There are four types of conflict management styles that are commonly used in conflict management. **Describe** one type of conflict management and give **justification** why that style is said to be the best management.

(CLO2:PLO2–10 Marks)

- b. Neutralization is a way to defuse a situation without engaging in conflict, while conflict management is a process that can help resolve disputes. **Discuss** the **10** steps in the process that exemplify appropriate organizational conflict management.

(CLO3:PLO4–15 Marks)

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