



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION**

**DEPARTMENT OF COMMUNICATION AND LANGUAGES**

<b>QUALIFICATION: BACHELOR OF COMMUNICATION</b>	
<b>QUALIFICATION CODE: 07BCMM</b>	<b>MODE: ALL</b>
<b>COURSE CODE: MCM721S</b>	<b>COURSE NAME: MEDIATION COMMUNICATION</b>
<b>SESSION: DECEMBER 2025</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>2<sup>nd</sup> OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER:</b>	MS. A. TJIRAMANGA
<b>MODERATOR:</b>	MR. I. HAMATA

<b>INSTRUCTIONS</b>	
<ol style="list-style-type: none"><li>1. Answer ALL the questions and start each question on a new page.</li><li>2. Read all questions carefully before answering.</li><li>3. Number answers according to the numbering structure provided in the question paper.</li><li>4. INDICATE WHETHER YOU ARE FM; PM OR A DI STUDENT</li></ol>	

**THIS QUESTION PAPER CONSISTS OF 2 PAGES (Including this front page)**

**Question 1****(25 marks)**

Describe a conflict between a colleague and a supervisor at the workplace using the 7 stages of Conflict.

**Question 2****(25 marks)**

Name and discuss the phases of the mediation process and the responsibilities of the mediator in each phase. Illustrate your essay with examples where appropriate.

**Question 3****(25 Marks)****Case study:**

Imagine you work in the communication/PR department of a large company. There is a conflict between your Head of Department and one of the graphic designer.

He is absent in most meetings and uses excuses, such as work, meeting due dates, family issues, urgent calls, etc. Basically, everyone in the department knows that he's constantly making up excuses for not attending meetings. This means, that he is not available to participate in contributing to the discussions and decision-making.

He later usually complains that bad decisions are made, is very negative in general and this has a negative effect on the whole team. Sometimes he even acts as if he were the Head of Department and you and your colleagues were a very useless bunch of people. Morale is low, everybody is trying to avoid speaking and working with him.

As a result, you and your colleagues are most of the time left to get projects done by yourselves, as you cannot even ask him questions, you feel overwhelmed and experience constant anxiety about what comments he'll have for you next. Also, the work is not always done properly. Clients are getting impatient as work is being delayed. Bottom line is that his behaviour has an effect not only on you and your colleagues, but also on the clients and, in the long run, on your productivity and revenue.

Something has to be done. Suggest 2 types of conflict interventions which are suitable to be applied to resolve the problem. Describe how these interventions work. Provide reasons for your choice.

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**Total: 75 marks**