

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATION

RESIT /SPECIAL EXAMINATION

EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF  
COMMERCE

**BCOM 458: MANAGING WORKPLACE CONFLICTS**

**STREAMS:**

**TIME:2 HOURS**

**DAY/DATE: FRIDAY 05/11/2021**

**8.30 A.M – 10.30 A.M**

**INSTRUCTIONS:**

**ANSWER QUESTION ONE AND ANY OTHER TWO**

**QUESTION ONE**

Menlik, the Human resource manager in a large multinational company is a disturbed man. He is stationed at the headquarters of the company with six departments. Among the departments is the Production Department from where his problems originate. The workers at the assembly line at different stages are in conflict with each other. Some feel their colleagues are more advantaged than they are, while others are unhappy with their immediate supervisors. Yet others are even considering bringing in some tools for work from their homes if the organization is not ready to provide. Menlik is contemplating on what to do to avert the looming crisis which may lead to the demise of the organization.

**Required**

- a) Discuss the sources of the problems facing the company and show what the human resource manager can do to rectify the situation. ( 12 marks)
- b) Discuss the likely consequences if the problems experienced in the company are not immediately addressed. (6 marks)
- c) Advice Menlik of the advantages and disadvantages of using Competition conflict resolution strategy to deal with the situation, showing him why Avoidance style may not be an option. (12 marks)

**QUESTION TWO**

- a. Discuss the stages of conflict showing what can be done to minimize the intensity of conflict at every level (10 marks)
- b. Explain why employees from high-context cultural backgrounds are likely to come into conflict with their colleagues from low-context cultures.

**QUESTION THREE**

- a) Explain the factors that influence the outcome of collective bargaining in the hospitality industry (10 marks)
- b) Explain the meaning and purpose of employee voice and show the various forms of voice expressed in an organisation (10 marks)

**QUESTION FOUR**

- a) Discuss the key attributes associated with effective mediators (10 marks)
  - b) Explain why the advantages and disadvantages of mediation as a conflict resolution mechanism. (10 marks)
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