

CHUKA



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EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE

BCOM 458: MANAGING WORKPLACE CONFLICTS

STREAMS: BCOM

TIME: 2 HOURS

DAY/DATE: TUESDAY 30/03/2021

2.30 P.M – 4.30 P.M

INSTRUCTIONS:

Answer question one and any other two questions

QUESTION ONE

John the Human Resource manager in a large multinational company is a disturbed man because employees 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. Others are even considering bringing resigning after torching down the factory. John is contemplating on what to do to avert the looming crisis which may have adverse effect to the organization.

Required :

- (a) Discuss the possible causes of the problems facing the company and show what the human resource manager can do rectify the situation. [12 marks]
- (b) ADVISE John why the following two conflict management strategies may not be an option in the prevailing circumstances.
 - (i) Competition
 - (ii) Avoidance [10 marks]

QUESTION TWO

(a) Discuss the stages of conflict, showing what the supervisor can do at every stage to reduce escalation. [10 marks]

(b) Discuss the assumptions of structural theory of conflict and show how the recent conflicts between the players in the health sector in Kenya can be related to this theory. [10 marks]

QUESTION THREE

Organizational conflict is not necessary a bad thing. Using relevant examples, argue for and against this statement. [20 marks]

QUESTION FOUR

(a) Explain the psychological sources of work stress affecting employees in the modern society and what organizations can do to help employees cope with work stress. [10 marks]

(b) Explain the meaning of the concept “organizational climate” describing various dimensions of organizational climate. [10 marks]
