

CHUKA



UNIVERSITY

### UNIVERSITY EXAMINATIONS

#### EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE

#### BCOM 458: MANAGING WORKPLACE CONFLICTS

STREAMS: BCOM

TIME: 2 HOURS

DAY/DATE: THURSDAY 23/09/2021

8.30 A.M – 10.30 A.M.

#### **INSTRUCTIONS:**

Paul, 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. Paul is contemplating on what to do to avert the looming crisis which may lead to the demise of the organization. He has approached Eric for advice to redeem the organization.

#### **REQUIRED**

- (a) Explain the kind of skills that Eric should possess to play the role of a mediator between Paul and the staff to enhance effective outcome. (10 marks)
- (b) Discuss the sources of problems facing the company and five likely outcomes if the problems are not addressed. (14 marks)
- (c) Discuss the characteristics of conflict eminent in this case scenario. (6 marks)

#### **QUESTION TWO**

- (a) Discuss the stages of conflict showing what can be done to minimize the intensity of conflict at every level. (8 marks)
- (b) Explain the various types of conflicts likely to found in business organizations. (12 marks)

**QUESTION THREE**

- (a) Explain the assumptions and application of the following theories of conflict
  - (i) Marxist Theory of conflict (5 marks)
  - (ii) Biological Theory of Conflict (5 marks)
- (b) Explain the meaning and purpose of employee voice and show the various forms of voice expressed in an organization. (10 marks)

**QUESTION FOUR**

- (a) Explain the sources of work-related stress showing the likely outcome that this may cause to the organization. (10 marks)
  - (b) Explain the factors that influence organizational climate. (10 marks)
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