

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE BCOM 458: MANAGING WORKPLACE CONFLICTS

STREAMS: ODEL

TIME: 2 HOURS

DAY/DATE: TUESDAY 5/10/2021

2.30 P.M – 4.30 P.M

INSTRUCTIONS

Answer question one and any other two questions

QUESTION ONE

You are the human resource manager in a leading beverage production company located in an urban setting. In the recent past, production has been declining and on investigation you attribute the challenge to the operations department. It is in this department where technical work is carried out. When you inquire, the operations manager informs you that all the problems relates to conflict in the usage of resources.

- (a) Using the operations manager point of view, discuss the likely specific sources of the problems facing the company and show what human resource manager can do to rectify the situation. [12 marks]
- (b) Explain the likely outcomes of the conflicts in the company. [8 marks]
- (c) Discuss the stages of conflict, showing what the supervisor can do at every stage to reduce escalation. [10 marks]

QUESTION TWO

- (a) Discuss the assumptions and application of the following theories of conflict.
 - (i) Structural theory [5 marks]
 - (ii) Economic theory [5 marks]
- (b) Explain the benefits of collective bargaining. [10 marks]

QUESTION THREE

- (a) Explain the various dimensions of organizational climate. [10 marks]
- (b) Discuss the Thomas =Kilmann conflict styles, showing the circumstances which each should be utilized. [10 marks]

QUESTION FOUR

- (a) Discuss the advantages of mediation. [10 marks]
- (b) Explain the coping mechanism that organizations can build to help employees along these dimensions:
- (i) Organizational change [5 marks]
- (ii) Relationships [5 marks]
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