

CHUKA



UNIVERSITY

**UNIVERSITY EXAMINATIONS**

**EXAMINATION FOR THE AWARD OF DEGREE IN MASTER OF BUSINESS  
ADMINISTRATION**

**MBAD 845: ADVOCACY ANF NEGOTIATION**

**STREAMS: MBAD**

**TIME: 3 HOURS**

**DAY/DATE: THURSDAY 08/04/2021**

**2.30 P.M – 5.30 P.M**

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**INSTRUCTIONS:**

**Answer all questions**

**QUESTION ONE**

ABC is a large multinational company that has been in operation for the last six year. The company which has branches in four countries has about 800 staff, most of them being sales officers. These workers belong to a labour union which is dully registered. In the last few months, there has been conflict between the union and the management relating to issues of work environment, supervision, promotions and transfers. The union has moved to court and the court advises that the two parties consider mediation instead of the court process.

(a) Explain the advantages and disadvantages that the parties are likely to experience if they used mediation in this case. [20 marks]

(b) Explain the traits that mediators in such a case should possess for successful mediation.

[10

marks]

**QUESTION TWO**

- (a) Explain the key characteristics of collective bargaining and show the importance of conflict negotiation within an organizational setting.

[14 marks]

- (b) Discuss any three different types of conflicts found in service based organizations.

[6

marks]

### **QUESTION THREE**

- (a) Discuss the main issues of economic nature that call for negotiations between the management and labour unions. Cite examples that have been of public interest in the recent past.

[14 marks]

- (b) A human resource manager is the organization's employee advocate. Discuss this statement.

[6 marks]

### **QUESTION FOUR**

- (a) Distinguish between procedural and substantive agreements and show why the party representing the management in a labour negotiation may chose to use competitive negotiation strategy as opposed to a cooperative one.

[15 marks]

- (b) Explain five reasons why many workers may be unwilling to join a labour union.

[5

marks]

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