

CHUKA

UNIVERSITY



UNIVERSITY EXAMINATIONS

EMBU CAMPUS

EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE

BCOM 458: CONFLICT MANAGEMENT

STREAMS: BCOM (Y2S2)

TIME: 2 HOURS

DAY/DATE: MONDAY 11/08/2025

11.30 A.M. – 1.30 P.M.

INSTRUCTIONS:

TIME: 2 HOURS

- Answer question one and any other two
- Don't write on this question paper.

QUESTION ONE (COMPULSORY)

ABC Corporation, a large multinational company, has been experiencing conflicts in its Marketing Department. The department consists of 20 employees, including managers and team members. Recently, tensions have risen due to differing opinions on the direction of a major marketing campaign. Some team members feel that their ideas are not being considered, while others believe that their workload is unfairly distributed. Additionally, there has been a lack of clear communication from the department head, leading to confusion and frustration among the employees. The conflict reached a peak during a team meeting when two employees, Jane and John, got into a heated argument over the campaign strategy. Jane felt that John's approach was outdated and ineffective, while John accused Jane of being overly critical and dismissive of his ideas. The argument escalated, and the meeting ended abruptly without any resolution. The tension in the team started to affect their productivity and morale.

Required:

- Advise Mwema, the Human Resources Manager, the steps or interventions he should take to resolve the ongoing conflict in the corporation (10 marks)
- Highlight the functional and dysfunctional outcomes of conflict in this organization (10 marks)

- (c) Explain the various types of conflicts found in ABC company (10 marks)

QUESTION TWO

- (a) Discuss the strategies for managing intragroup conflict (10 marks)
- (b) Explain how the principles of scientific management propounded by Frederick Taylor (1911) could be used to minimize conflict at work (10 marks)

QUESTION THREE

- (a) You have been invited as newly employed Human Resources Manager of a manufacturing company in Nairobi to make a presentation to the staff and Board of Management. In your presentation, describe the various styles of handling interpersonal conflict by showing clearly where such styles are appropriate (10 marks)
- (b) Examine the main sources of intergroup conflict at the workplace (10 marks)

QUESTION FOUR

- (a) Explain the meaning of role conflict and set out any four types of role conflict (10 marks)
- (b) Discuss the possible techniques of resolving intergroup conflict in organizations (10 marks)
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