



Kasarani Campus
Off Thika Road
Tel. 2042692 / 3
P. O. Box 49274, 00100
NAIROBI
Westlands Campus
Pamstech House
Woodvale Grove
Tel. 4442212
Fax: 4444175

**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2020/2021 ACADEMIC YEAR
FOURTH YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)**

Date: 10th December, 2020

Time: 2.30pm – 4.30pm

**KGM 403 - CONFLICT RESOLUTION NEGOTIATION AND
MEDIATION**

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

CONFLICT RESOLUTION: LENY AND LANDLORD'S CASE

Leny is a long-time client of the organization you work for, that offers ADR services. She runs a family-owned bakery which she inherited from her mother. The bakery business has grown substantially in recent years. Unfortunately, spending so much time on the business and other family issues leaves Leny with little time to attend to her own affairs. As a result, she has failed to pay rent on her house for quite some time and is being sued by her landlord. Nonpayment of rent is a clear breach of the lease, and if the landlord is able to prove in court, she will be able to force Leny out of the house. Leny is very likely to lose the house if the case goes to trial, and because she wants to continue staying in the house which she has rented and lived in for the past 6 years. She decided to seek your advice. You advised her that mediation could be the best alternative dispute resolution mechanism (if agreed to by the landlord). The landlord is too angry at present to respond to direct negotiation and cannot answer Leny's calls. Leny is of the opinion that it is too expensive to engage another real estate broker and hire movers to pack her household items and plan to re-settle in a new house.

With reference to the case study, answer the following questions:

- i) The landlord should consider conflict resolution as a strategic agenda for sustainability of the business. Using examples, explain five skills required for effective conflict resolution in a situation described above. (10 Marks)
- ii) Negotiation is a process with clearly distinct steps! The landlord finally accepted to solve the dispute through negotiation. Discuss the seven key steps that you can follow in your negotiation process. (10 Marks)
- iii) According to the case study, you advised Leny to explore mediation in resolving the dispute between her and the landlord. Discuss some of the challenges in mediation as a dispute resolution mechanism. (10 Marks)

QUESTION TWO (20 MARKS)

Effective conflict resolution systems and processes should be one of the key priority areas for organizations. Poorly managed conflict costs organizations in many ways besides the expense of litigation, poor employee health and related claims. Using examples, explain five methods of conflict resolutions.

QUESTION THREE (20 MARKS)

- a) There are various types of conflicts that occur in organizations. However, conflict is a process. Analyse this statement (6 Marks)
- b) Discuss the arguments in favour of mediation as a dispute resolution mechanism. (14 Marks)

QUESTION FOUR (20 MARKS)

- a) Analyse the role of a Human Resource Manager in managing workplace conflict. (10 Marks)
- b) Discuss the disciplinary procedure adopted by organizations in an ideal situation and as a good practice. (10 Marks)

QUESTION FIVE (20 MARKS)

- a) In organization XYZ, the receptionist advised the client to sit at the staff lounge, and wait for her boss. She did not inform her boss that there was a client who needed her attention. The client came to provide feedback in regard to the services offered by their organizations. Could this be a sign of conflict in an organization? Discuss the various factors that leads structural conflicts in the workplace. (10 Marks)
- b) Explain the negotiation skills and strategies that can be explored in addressing structural conflicts in the workplaces (10 Marks)

