



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, 2019/2020 ACADEMIC YEAR
FOURTH YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
BUSINESS ADMINISTRATION**

**Date: 9th August, 2019
Time: 9.00am – 11.00am**

KGM 403: CONFLICT RESOLUTIONS, NEGOTIATIONS AND MEDIATION

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

Causes of Workplace conflicts

Violence that begins at home with family or “friends” can spill over to the workplace. Women are much more likely than men to experience violence committed as a result of a personal relationship. The same is true in the workplace. About 75% of women report frequently being harassed by abusing partners at work, by telephone, or in person, or psychological harassment. Many employers are unaware of domestic violence and its effects on employees; and the effects of workplace bullying, a major cause of workplace conflict that reduces productivity and affects the employees’ health.

Currently employers are taking some of the following actions to overcome the problems or workplace conflicts: training in dispute prevention, recommending counseling services for victims, Gender Based Violence training, Inclusion of victims in Employee Assistance Programs, and Clarification of roles, duties and responsibilities. Well managed conflict leads to better results that justify the importance and need for effective conflict resolution systems and processes. While poorly managed conflict costs organizations in many ways besides the expense of litigation, poor employee health and related claims.

- a) Outline **FOUR** actions taken by employers to prevent workplace conflict as discussed in the above case study. **(4 marks)**
- b) Using examples, explain **FOUR** approaches of conflict resolutions. **(4 marks).**
- c) Using examples from the case study identify any **TWO** circumstances where mediation can be applicable. **(2 marks)**
- d) List **FIVE** essential prerequisite of collective bargaining. **(5 marks)**

- e) Explain **FIVE** types of Alternative Dispute Resolution mechanisms you would encourage organizations to pursue to ensure effective conflict resolution. **(10 marks)**
- f) In pay negotiations, unions making the claim will define for themselves the target they would like to achieve, the minimum they will accept and the opening claim they believe will most likely enable them achieve the target. Advise your team on **FIVE** factors to be considered when preparing for effective industrial relation negotiations. **(5 marks)**

QUESTION TWO (20 MARKS)

- a) You have been selected as the workers representatives in the negotiating committee to agitate for better terms and conditions of employment for employees at XYZ Company. State **FIVE** negotiation skills that will enable you carry out the task effectively . **(10 marks)**
- b) Using examples, explain **FIVE** benefits of effective conflict management in the organizations. **(10 Marks)**

QUESTION THREEE (20 MARKS)

- (a) Elton Mayo in his neoclassical view embraced human relations movement and according to him, conflict is inevitable, not economical and a symptom of lack of social skills. Discuss **FIVE** dysfunctional outcomes of conflict in an organization . **(10 marks)**
- b) Identifying and analyzing the type of conflict will provide a better approach to conflict resolution. Based on your experience, analyse **THREE** types of conflicts. **(6 marks)**
- c) State **FOUR** key points that in your view, clearly differentiate industrial relations negotiations from commercial negotiations. **(4 marks)**

QUESTION FOUR (20 MARKS)

- a) Alternate Dispute Resolution mechanisms are encouraged in the workplace especially in the 21st Century organisations. Explain **FIVE** benefits of alternative dispute resolution mechanisms. **(10 marks)**
- b) Discuss **FIVE** human resource management practices that enhance harmonious employment relationship at the workplace . **(10 marks)**

QUESTION FIVE (20 MARKS)

- a) Mutual bargaining may be considered as the best bargaining model in the modern labour market. Define mutual bargaining. **(2 marks)**
- b) Discuss **FOUR** conflict management skills that every manager needs when working with pressure groups and in building effective teams. **(8 marks)**
- c) Trade dispute reported to the Ministry of Labour, Social Security and Services requires intervention of the conciliator who is appointed by the Cabinet Secretary. Explain **FIVE** reasons why conciliation is preferred in Kenya's Industrial Relations Framework. **(10 marks)**