

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS
ADMINISTRATION

MBAD 845: ADVOCACY AND NEGOTIATION

STREAMS: MBAD
HOURS

TIME: 3

DAY/DATE: WEDNESDAY 06/10/2021

8.30 A.M – 11.30 A.M.

INSTRUCTIONS:

- Answer question ONE and any other THREE.

QUESTION ONE

Mrs. Ortiz, a French speaking national checks in to a medical facility in Nairobi for her appointment. Mrs. Ortiz has brought her children with her to the clinic. While in the waiting room before the session begins, the children are noisy and begin running through the Waiting area. Rebecca is trying to work at the front desk and is getting frustrated. She begins speaking in English to her colleague, loudly enough so that some people in the waiting room can hear what she is saying. She is overheard saying, “These people (referring to Mrs. Ortiz) don’t know how to control their kids.” Rebecca tells the participant, “if you don’t get control of your children, you’ll have to reschedule your appointment for another.” Mrs. Ortiz leaves the clinic and later calls the hospital administration and states that she was discriminated against and was denied services. Mrs. Ortiz says that Rebecca thought she couldn’t understand english, but in fact she heard what Rebecca was saying about her family.

Required:

- Explain the kind of conflict expressed in this case. (4 marks)
- Explain the implication of such kinds of conflicts to organizational performance. (6 marks)
- Putting yourself in Mrs Ortiz’s situation, what would you have done differently and why? (6 marks)
- Discuss the various communication skills that Rebecca lacked in her approach to the situation. (8 marks)

- (e) Support the statement that the human resource manager is both an employee advocate and employee champion. (6 marks)

QUESTION TWO

With the use of examples, explain the possible causes of conflicts between the management and technical staff in the manufacturing industry and offer solutions in each case. Give practical examples. (20 marks)

QUESTION THREE

- (a) Differentiate between interest based and position based approach to conflict negotiation and show which of the two is likely to be effective in modern organizations. (12 marks)
- (b) One of the determinants of the outcome of any collective bargaining is the power possessed by the parties in bargaining. Explain the sources of bargaining power showing how it is influencing the bargaining outcome. (8 marks)

QUESTION FOUR

- (a) Explain the advantages and disadvantages of mediation as a strategy of conflict resolution in matters relating to employee benefits. (16 marks)
- (b) Identify four negotiation skills possessed by effective negotiators. (4 marks)

QUESTION FIVE

- (a) Explain the reasons why workers join trade unions and give reasons for the declining role of trade unions in Kenya. (14 marks)
- (b) Discuss the interactionist view of conflict clearly showing its key assumptions. (6 marks)
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