CHUKA   **UNIVERSITY**

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION

MBAD 845: ADVOCACY AND NEGOTIATION

STREAMS: MBAD   **TIME: 3 HOURS**

DAY/DATE: WEDNESDAY 14/07/2021   **08.30 A.M. – 11.30 A.M.**

INSTRUCTIONS:
- **Answer question one and any other three**

QUESTION ONE

McDickson is in a crisis! McDickson is a company in the manufacturing industry with over 2000 employees spread across eight departments. Each department is headed by a manager and several supervisors in charge of technical staff. In the last few months there has been conflict between departments. Some departments perceive that others are advantaged with more resources than them while other departments feel that their efforts are not recognized by the management. Moreover, there is friction between supervisors and the technical staff. As a human resource manager, you are concerned that employee performance is affected due to the current crises.

Required

(a) With the use of examples, explain the possible kind of resources that may be a source of conflict giving reasons why you think so.   (10 marks)

(b) Explain the meaning of role conflict and show how this could be contributing to the current state of affairs.   (8 marks)

(c) Explain the possible cause of friction between supervisors and the technical staff and offer possible solutions.   (12 marks)

QUESTION TWO

(a) The human resource manager is both an employee advocate and employee champion. Argue in support of this statement. (10 marks)

(b) Explain the meaning and consequences of position-based negotiation. (10 marks)

QUESTION THREE

(a) Before going for negotiations across boarders, negotiations need to bear in mind certain factors. Explain the perquisites of cross-cultural negotiations. (10 marks)

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

(10 marks)

QUESTION FIVE

Discuss the traditional and the radical approaches to conflict clearly showing the strengths and weaknesses of each. Use examples in your argument. (20 marks)

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