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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2022/2023 ACADEMIC YEAR
FOURTH YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 16th December, 2022
Time: 11.30am – 1.30pm

KGM 403 – CONFLICT RESOLUTION, NEGOTIATION AND MEDIATION

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

THE GLOBAL, REGIONAL AND LOCAL IMPLICATIONS OF THE UKRAINE-RUSSIA CRISIS

The Russian-Ukraine conflict is a geopolitical standoff between NATO and the Russian Federation over Ukraine's intention to join NATO (Mbah & Wasum, 2022). Further, Ukraine's request to become a member of NATO brought atrocities in Russia because the alliance was considered as good as an intrusion to Russia's political backyard, an ideology that Russia insisted would pose legitimate security concerns. Russia's late February invasion of Ukraine has unleashed a devastating and ongoing humanitarian crisis in Ukraine, with thousands of civilian deaths. At least 4 million Ukrainians have fled the country and nearly 7 million are internally displaced. Beyond Ukraine, the conflict is upending the global economy, deepening pressure on vulnerable households still recovering from the pandemic, and with Russia and Ukraine as a major exporter of wheat. The war has destabilized the global food supply and has prompted the United Nations to warn that food insecurity could rise. In March 2022, the Organisation for Economic Co-operation Development (OECD) released an in-depth report on the economic and social impacts and policy implications of the war in Ukraine. The OECD estimates that global economic growth will drop by more than one percentage points globally (Boone, 2022).

In addition, the conflict has disrupted the global economy due to disrupted trade and supply chain. According to International Monetary Fund (IMF), the impact of Ukraine-Russia has led to revised global economic growth from 4.4 percent to 3.6 percent in 2022. This was 0.8 per cent lower than the January forecast. The conflict has affected Kenya since Kenya is the fourth largest trading partner with Russian Federation in Sub-Saharan Africa (Parliament of Kenya, 2022). The report by Parliamentary Budget Office further indicates that the Russia is classified as one of the world's largest producers and exporters of oil and gas, metals and minerals as well as chemical fertilizers. On the other hand, Ukraine is a major commodity producer particularly of wheat and corn and jointly with Russia accounts for approximately 29% of the global wheat exports, 19% of the global corn supplies and 80% of the global sunflower of oil exports. East African countries, including Kenya, imports 90% of wheat from Russian and Ukraine.

The disruption along the global supply chain possesses a major threat directly and indirectly to public goods, living standards and escalated food insecurity. This explains the rapid increase in fuel prices and cooking oil (Parliament of Kenya, 2022). As the global leaders explore various approaches to end the crisis, the Human Resource Management professionals also have a major role to play to bring the global economy back to its original state. Some of the approaches that can be adopted in the areas affected by conflict includes: a re-look at the human resource management policies due to changes in the work environment, embrace interdisciplinary social dialogue, promoting bilateral agreements, strengthening of collective bargaining agreements where applicable, application of Pact for employment competitiveness, and implementation of solid Employee Assistance Programmes (EAPs) – for return-to-work frame after conflict and support group networks.

Required;

- a) Using examples, highlight the sources of Ukraine-Russia conflicts as discussed in the case study. (6 Marks)
- b) Outline the negative ripple effects of Ukraine-Russia conflicts on the global economy. (6 Marks)
- c) State the international conflict interventions applicable in reducing such conflict and chances of the geopolitical conflicts in future. (6 Marks)
- d) The Ukraine-Russia conflict has affected employment relationship directly or indirectly. Describe the human resource management policies that can be helpful in managing the crisis situation in Ukraine and Russia. (6 Marks)
- e) Justify that Ukraine-Russia conflict has affected Kenya's economy directly. (6 Marks)

QUESTION TWO (20 MARKS)

- a) Conflict is inevitable. It happens in stages! Using a well labelled diagram, describe the conflict cycle. (8 Marks)
- b) Using a table, clearly demonstrate understanding of the Unitarist view and theory of conflict in organisations. (8 Marks)
- c) Using examples, differentiate between cognitive and affective conflict. (4 Marks)

QUESTION THREE (20 MARKS)

- a) Using examples, discuss some of the challenges that may be experienced in mediation process as an Alternative Dispute Resolution mechanism. (8 Marks)
- b) Explain four bargaining models that can be adopted by organisations. (8 Marks)
- c) When things go wrong in the organisation, it is the Human Resource department to be blamed first, as the organisation politics and conflicts take a different direction! Hence, HR professionals must be conflict competent leaders and should remain strong in all situations. Examine any constructive behaviors that conflict competent leaders demonstrate. (4 Marks)

QUESTION FOUR (20 MARKS)

- a) Organizational politics are a major source of organizational conflicts. They are informal, unofficial, and sometimes behind-the-scenes efforts to sell ideas, influence an organization, increase power, or achieve other targeted objectives. Discuss some of the survival strategies that human resource management professionals can adopt to overcome ineffective organizational politics. (8 Marks)
- b) Leti an employee in your organisation has reported a case of defamation to you as her supervisor. As a professional you are aware that defamation is illegal and a major source of conflict in the organisation. Also note that the defamatory statements must meet the threshold so as to cause serious harm to a persons's reputation. Clearly explain how you can conduct a grievance interview, so that you obtain facts and solve the conflict. (8 Marks)
- c) Examine any four conflict management approaches. (4 Marks)

QUESTION FIVE (20 MARKS)

- a) Discuss the negotiation skills and strategies that can be explored in addressing structural conflicts in the workplaces. (8 Marks)
- b) Examine how you can overcome conflict in a situation where you find yourself involved at a role dilemma stage. (8 Marks)
- c) Explain any four structural factors of conflict at workplace. (4 Marks)