



THE COUNCIL OF COMMUNITY COLLEGES OF JAMAICA

BACHELOR OF SCIENCE EXAMINATION

SEMESTER I – 2018 DECEMBER

PROGRAMME: BUSINESS ADMINISTRATION
COURSE NAME: ORGANIZATION CONFLICT AND NEGOTIATION
CODE: HRMT4801
YEAR GROUP: FOUR
DATE: TUESDAY, 2018 DECEMBER 11
TIME: 3:00 P.M. – 5:00 P.M.
DURATION: 2 HOURS
EXAMINATION TYPE: FINAL

This Examination paper has 4 pages

INSTRUCTIONS:

1. ANSWER ALL QUESTIONS FROM SECTION A
2. SECTION B CONSISTS OF FOUR (4) QUESTIONS. ANSWER ANY TWO (2)

DO NOT TURN THIS PAGE UNTIL YOU ARE TOLD TO DO SO

SECTION A

Instructions: Answer ALL questions in this section.

Case Study

The New Manager

In a large manufacturing company with overseas ownership, a new manager of the accounting section was appointed over a year ago. The final decision to appoint this person was made in New York. At the time the job became vacant, the assistant Accounts Manager, Bill, applied. He had worked for the firm for ten years. Although without formal accountancy qualifications, he understands the whole financial system of the company perfectly and is very good on the informal links needed with the accounts sections of their suppliers. He is well liked by the staff of eight for his easy-going and friendly approach. The new appointee, Daniela, has an accountancy degree and a good track record in previous companies. She prides herself on efficiency and her ability to make sure a job is well done.

She has rubbed her staff up the wrong way introducing a new computer system which, as yet, has many bugs in it. She demands a level of efficiency, punctuality and quietness in the office that the staff has never experienced before and they resent it. Staff resentment is being fuelled by Bill who disliked Daniela from the first day, and who is even more entrenched in his opposition now. The Accounts section is now very inefficient. Invoices are often sent late, and arrears are not being handled. Frequent errors in wages irritate the staff enormously from other areas of the company. All reporting of errors must go through Daniela who seems to use any scapegoats she can. Daniela is often angry with Bill for things he does not perceive as his fault. The Senior Manager calls Daniela and Bill into his office.

He does not want to lose either of them. The Senior Manager is keen to adopt a win/win approach to this conflict.

- A. Describe the main source or type of conflict in the case above. **(2 marks)**
- B. Outline **FIVE (5)** strategies and techniques for conflict management. **(10 marks)**
- C. Discuss the **TWO (2)** positive and two negative impact of conflict on the organization. **(8 marks)**

(Total 20 marks)

END OF SECTION A

SECTION B

Instruction: In the booklet provided, answer any TWO (2) questions from this section.

Question 1

- A. Define the term institutionalization. *(2 marks)*
- B. Discuss the **FOUR (4)** challenges related to institutionalization and conflict resolution strategies. *(12 marks)*
- C. Effective listening is essential to the negotiation process: Describe **FOUR (4)** effective listening techniques in resolving conflict. *(16 marks)*

(Total 30 marks)

Question 2

- A. Define the term 'Memorandum of Understanding' (MOU) and why is it important for conflict resolution. *(5 marks)*
- B. Describe **FIVE (5)** important elements which should be included in an MOU. *(5 marks)*
- C. Explain the relevance and value of **FIVE (5)** important listening skills that a conflict negotiator should possess. *(20 marks)*

(Total 30 marks)

Question 3

- A. Define the term 'negotiation.' *(3 marks)*
- B. Distinguish between distributive and integrative conflicts. *(5 marks)*
- C. Discuss **THREE (3)** distributive strategies used by the Negotiator. *(12 marks)*
- D. An effective negotiation depends on the strategies employed, describe the steps in the negotiation process. *(10 marks)*

(Total 30 marks)

Question 4

You have been invited to train Trade Unionist negotiator within ASCOTT business Enterprise, an international company that operates on the global stage. The theme: What negotiation styles lead to optimal negotiated agreements and are suitable for win-win negotiations.

Discuss **FIVE (5)** key skills required to become a successful negotiator. **(Total 30 marks)**

END OF EXAMINATION