

**KISUMU LEARNING CENTRE (May 2014)**

**Course Title:** CONFLICT MANAGEMENT ABA 425

**Course Facilitator:** Rev. Dr. Jonathan William Omolo (DD, PhD)

**Objectives of the Course**

**1. Nature and source of conflict**

- Transition of conflict
- Communication aspect
- Behavior

**2. The conflict process**

- Potential opposition
- Cognition & intention
- Behavior & Outcome

**3. Functions and Dysfunctional conflict**

- Functions Consequence
- Dysfunctional Consequence

**4. Effect of conflict at workplace**

**5. Managing effects of conflicts at work place & Managing conflict**

**6. Stress detection & control**

- Causes of stress
- Consequences of stress

**7. Motivation ,enrichment and job satisfaction**

**JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND  
TECHNOLOGY**

**UNIVERSITY EXAMINATION 2013/2014**

**FOURTH YEAR SECOND SEMESTER EXAM FOR THE DEGREE OF  
BUSINESS ADMINISTRATION, HUMAN RESOURCE**

**KISUMU LEARNING CENTRE**

**425 CONFLICT MANAGEMENT**

**DATE:.....TIME.....**

**INSTRUCTIONS:**

- 1. SECTION A: Attempt Question ONE (COMPULSORY) 30 MARKS**
- 2. SECTION B: Attempt ANY TWO questions (20 marks)**
- 3. Start a new question on a new page.**

## SECTION A:QUESTION ONE(COMPULSORY)30 MARKS

**Read this case study and answer the questions below**

In a large publishing company in new York,a young woman,Laura was hired as a copy editor for one of the many journals produced by the company .Seven other employees worked on this team editing this journal including a senior editor named Tim.Laura had worked there for about a month when she and her fellow co-workers went for happy hour after work.Everybody had a great time and consumed a fair amount of alcohol.When everybody was leaving the bar to head home, Tim who had a cab and offered to share the ride with Laura .Laura accepted the offer .Once she was inside the cab,Tim suddenly made a sexual advance towards her .Horrified and Laura pushed him away and told him to get out of the cab.Mortified, Tim slinked out of the cab.The next day,Laura came to work with some apprehension.How would she deal with Tim?Would the cab incidence affect her job?Although Tim did not supervise her, would he try to get her fired?Tim immediately went to her office and apologized to her for his inappropriate behavior in the cab.Relieved at his apology,Laura decided not to pursue the matter further.She figured that since Tim apologized there was no need to dwell on the incident.After all Laura was a new employee,still in the process of learning the office politics and proving herself as being a competent editor.She did not want to rock the boat or bring negative attention to herself. Everything would have been okay if Tim had stopped at just one sincerely expressed apology. However, whenever he found himself alone with Laura, Tim apologized again.He said he was sorrow about the incident at every opportunity he had for three months.This constant apology was awkward and annoying to Laura.Ironically,by Tim apologizing continuously for his unwanted attention in the cab,he was foisting another form of unwanted attention upon Laura.After three months of many apologies,she reached a point where she asked him to stop apologizing, to no avail. Frustrated, she confided in a

few co workers about her usual dilemma. Consequently, these co workers lost respect for Tim. Although the cab incident was not common knowledge in the office, Tim sensed that others knew about it the way they interacted with him. The incident became the office elephant that the employees in the know saw, but didn't explicitly acknowledge. Meanwhile Laura was tired of hearing Tim apologize and her feelings of discomfort continued. So when another position for an editor opened in another company, she applied for the job and was transferred to that firm. In her new position she did not have Tim bothering her anymore but she was unhappy with her new job. The journal materials were so boring. She didn't work as well with her co workers. She realized that she really enjoyed her old job. She began to regret her decision to avoid the conflict with Tim by moving to the new job. In an effort to seek advice as to how to solve her problem, Laura decides to consult with the company's ombudsman.

- i. Identify the types of conflict existing in this case (4 marks)
- ii. Why do you think Laura preferred consulting the ombudsman to solve this conflict instead of using other avenues (6 marks)
- iii. What would you put in place as the manager of this organization to avoid repeat of such a situation (8 marks)
- iv. Discuss the consequences of conflict to Laura, Tim and her friend (12 marks)

## **SECTION B: Attempt any two questions (20 marks each)**

### **QUESTION TWO**

Conflict free organizations have never existed and will never exist. Antagonism, aggression, stereotyping, negative attitude, frustration and perceived conflicting needs will always be present whenever people have to live and work together. Discuss the four intra conflicts

(20 marks)

### **QUESTION THREE**

- i. What are the reasons for organizational conflict? (10 marks)
- ii. Highlight the methods of solving inter group conflict (10 marks)

### **QUESTION FOUR**

- i. Explain the four steps a manager can use to tap into the grapevine as a means of communication (8 marks)
- ii. Discuss the functional and dysfunctional consequences of conflict (12 marks)

### **QUESTION FIVE**

Write short notes on the following

- i. Horizontal conflict (5 marks)
- ii. Vertical conflict (5 marks)
- iii. Role conflict (5 marks)
- iv. Group strategies to gain power (5 marks)

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**KISUMU LEARNING CENTRE (May 2014)**

**Course Title:** SOCIAL SECURITY AND PENSION FUND ABA 428

**Course Facilitator:** Rev. Dr. Jonathan William Omolo (DD, PhD)

**Objectives of the Course:**

- i. Understanding the background of social security
- ii. Grounding on types of social security
- iii. Exposure on working of social security in Kenya

**Outline**

**1. Essence of social security**

- General definition
- ILO

**2. Various social security**

- Social insurance
- Services
- Basic security

**3. Various social schemes**

- Means tested
- Non contributory
- Discretionary
- Universal

4. **Social security in Kenya**
5. **Life Contingency:** the survival model & table, select, ultimate & aggregate mortality tables ,expected cash flow under financial contracts involving death & survival
6. **General background to pension funds,** methods of providing pension, funded & unfunded schemes , state schemes ,trust deed & rules, benefit structure & design
7. **Valuation procedures,** bases for valuing assets & liabilities ,analysis of surplus, assets/Liability matching

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**SOCIAL SECURITY AND PENSION FUND ABA 428**

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## **SECTION A:QUESTION ONE(COMPULSORY) 30 MARKS**

- v. Define social security(4 marks)
- vi. International labour organization define the traditional contingencies covered by social security .Highlight the five contingencies in his definition (6 marks)
- vii. What should we avoid in designing social security(10 marks)

## **SECTION B: Attempt any two questions (20 marks each)**

The principle behind social security is that people earn benefits by contributions,paid while they are still working .Discuss the advantages and disadvantages of social security insurance(20 marks)

### **QUESTION THREE**

- iii. Explain any social security benefits (10 marks)
- iv. Differentiate between employment based pension and social and state pension(10 marks)

### **QUESTION FOUR**

Pension funds are important to shareholders of listed and private companies.They are especially important to stock market where large institutional investors dominate.Write short notes on

- iii. Open and closed pension funds (10 marks)
- iv. Public and private pension funds (10 marks)

### **QUESTION FIVE**

- i. What are the methods of providing pension (10 marks)
- ii. Explain the features of funded and unfunded pension (10 marks)