



KARATINA UNIVERSITY
UNIVERSITY EXAMINATIONS
THIRD YEAR, SECOND SEMESTER EXAMINATION
2024/2025 ACADEMIC YEAR

FOR THE DEGREE OF:
BACHELOR OF COMMUNICATION AND PUBLIC
RELATIONS

COURSE CODE: CCM 308

COURSE TITLE: COMMUNICATION AND CONFLICT
RESOLUTION

DATE: 28/04/2025

TIME: 9.00AM -11.00AM

INSTRUCTION TO CANDIDATES

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CCM 308: COMMUNICATION AND CONFLICT RESOLUTION

Instructions: Answer Four questions. Question One is compulsory

1. Read the Case Study below and answer the questions that follow.

RAVENS COMPANY LIMITED

Mr Maina is the Managing Director of Ravens Company Limited. Ravens Company is a manufacturing company based in Nakuru City. The company is not doing well financially because of many conflicts at various levels in the organization. As a result of many conflicts Mr Maina is a frustrated manager. In addition, to frustrations, he encounters goal conflicts. He also has interpersonal conflicts with his finance manager. In addition, the employees are resisting changes in the company and they have taken Industrial actions to demand a pay rise despite the organization registering losses in the last three years.

Required:

- a) Describe three goal conflicts Mr Maina could be facing. (3 marks)
- b) Explain four defence mechanism Mr Maina can adopt to cope up with frustrations he could be facing. (8 marks)
- c) Explain four possible causes of interpersonal conflict between Mr Maina and his finance manager. (4 marks)
- d) Elaborate on four negative effects of the Industrial actions in the above company. (4 marks)
- e) Explain four reasons why the employees are resisting changes introduced in the organization. (4 marks)
- f) Describe the frame of reference to conflict that supports Industrial actions and unionization activities. (2 marks)

2. Davco Manufacturing Company has been experiencing losses due to internal and external conflicts in the company attributed to communication problems.

- a) Elaborate on four factors that may contribute to communication problems in the organization (4 marks)
- b) Describe five probable instances where the Managing Director of Davco Manufacturing Company has to use force to manage conflicts in the Organizations. (5 marks)

- c) Highlight six tall-tale signs that might have signalled to the Managing Director that the Company is experiencing dysfunctional conflicts. (6 marks)

3. Conflicts are inevitable in organizations. Managers must therefore identify goals individuals pursue in conflicts situations and also learn how to manage conflicts in organizations.

- a) Distinguish between conflict resolution and conflict management. (1 mark)
- b) Describe with elaborate examples, four general types of goals that people pursue in a conflict situations. (4 marks)
- b) Discuss five conflict management styles managers should apply to manage conflicts in organizations. (10 marks)

4. During the drought season Leput and Sasit Community usually fight over grazing pastures. You have been requested as a communication consultant to resolve the Leput and Sasit Conflicts.

- a) Define the term Negotiation. (1 mark)
- b) Discuss how you will conduct the negotiation process to ensure lasting solution to the Leput and Sasit conflicts. (10 marks)
- c) Describe four levels of reframing conflict that you will use to resolve the Leput and Sasit Conflicts (4 marks)

5. a) Jane and Mary are roommates who lived in harmony during the first semester at the University. However, they fought and parted ways in the second semester. Critically analyse the five key phases of conflict Jane and Mary encountered before parting ways. (10 marks)

- b) Describe five key features of the Unitarist frame of reference on conflict. (5 marks)

6. a) Africa has in the recent past faced challenges on conflict resolution mechanism. You have been invited as a conflict resolution expert to enlighten Presidents in Africa during an African Union meeting in this area. Illustrate five approaches that you would advise members of African Union to apply to resolve internal and external conflicts in their countries. (10 marks)

- b) Describe five attitudes and beliefs that can help a president speak with constructive power in conflict situations. (5 marks)

