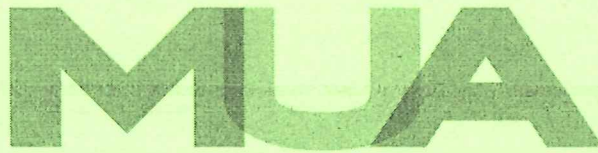


The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

**DEGREE OF BACHELOR OF MANAGEMENT AND
LEADERSHIP/BACHELOR OF COMMERCE**

HRM 301/HRM 324 : INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY

DATE: 26TH MARCH 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and, answer the questions that follow:

ABOUT BEING A CEO

CEOs rarely get the full story from advisers and don't seem to know when to step down, says David Balozi. David Balozi has never been a CEO of a major corporation, but during his 34-year career as a senior director at consulting firm Jeuli, he had ample opportunity to work closely with and observe CEOs and leaders of all types in action—and to analyze why they succeeded or failed.

“People strive for a long time to develop functional skills and operational knowledge and a track record of success, to reach a point where they can be the leader of an organization,” Balozi explains. “What’s shocking for most is that the skills and track record that delivered them to this role aren’t helpful once they get there.”

Not only do CEOs struggle to learn how to run a company from a lonely role at the top, but they often quickly find that the network of coworkers they relied on for years are no longer faithful allies. “They don’t realize that leaders have a different relationship with their subordinates, just by virtue of the hierarchy of organizations,” says Balozi, who led Jeuli’s office for 10 years and also co-founded a global unit within the firm that aided mergers of some of the world’s top companies.

Jeuli was a well-established multinational manufacturing company renowned for its innovation and high-quality products. However, it faced significant challenges related to organizational culture and stress.

Jeuli had maintained a traditional and hierarchical organizational culture characterized by strict hierarchy and a focus on operational efficiency. While this culture had historically led to successful outcomes, it increasingly clashed with contemporary workforce expectations. The organizational climate has also deteriorated, leading to rising stress levels among employees.

Stress was a pervasive issue at the workplace, affecting employees at all levels and across industries. While the company had a history of strong performance and client satisfaction, a survey revealed concerning trends related to employee stress. These

issues included increasing absenteeism, declining employee morale, and reduced productivity. Company leaders recognized the importance of addressing stress in the workplace and decided to develop a comprehensive stress management program.

To help demystify the position, Balozzi asked CEOs both past and present what they most wished they'd known before taking the top job—and what they learned that they least expected once they got there. “The things that came out were very heartfelt,” he says. “Some talked about how they failed at the challenge; others, how it was a crucible of learning that they ultimately worked their way through.”

Here, Balozzi explains five key pieces of advice for business leaders.

1. Avoid half-truths and misperceptions: “Some CEOs also perform a double-check by not relying only on what they're told by one group, but also going back and having confirmative conversations with others.
2. Start change management by changing the management: There are lots of examples where people come in and get told: We can't do this. Let me tell you why this didn't work. Because they are stuck in a status quo mindset.
3. Use psychic rewards, not just monetary ones: “Money is critically important only up to a point [to employees], but the real motivation comes from an emotional connection eg It could be informal, by giving you recognition in a speech in front of your peers.
4. Know when to leave: “In reality, very, very few people are wildly successful for an extended length of time. So you want to find an inflection point, where you can leave while you are at the apex, not past it—and most people miss that. Your legacy is enhanced by leaving when people are wanting more.
5. Strive for authenticity: When you are a leader, people are doing that with you all the time, assessing how credible you are. If you are faking it, people sense it very quickly – so you better live your values and be unapologetic about it.”

Required:

- a) Assess five factors that can contribute to the success of a leader.

(5 Marks)

- b) Discuss the primary causes of stress in organizations, and how can they manifest among employees? **(5 marks)**
- c) Enumerate how stress can impact employee health, well-being, and overall job performance in the workplace? **(5 Marks)**
- d) Design a strategy that the organization can implement to change its organizational culture to promote a healthier work environment? **(5 Marks)**
- e) Assess the factors that contribute to the present organizational climate. **(5 Marks)**

QUESTION TWO

- a) Enumerate the specific Areas of Concern of organizational psychology. **(5 Marks)**
- b) Justify ten benefits of job analysis. **(10 Marks)**

QUESTION THREE

- a) Discuss the criticisms of scientific management from an employer's perspective. **(5 Marks)**
- b) Assess the techniques used for selection. **(9 Marks)**

QUESTION FOUR

- a) Assess the weaknesses of the Hawthorne studies. **(6 Marks)**
- b) Propose the essential factors to be considered in an effective performance appraisal programme. **(9 Marks)**

QUESTION FIVE

- a) Analyze the types of motivation with their corresponding contrasts. **(6 Marks)**
- b) Justify the reasons why employees should be trained. **(9 Marks)**

QUESTION SIX

- a) Assess the tools that an organization can use to increase job satisfaction. **(6 Marks)**
- b) Propose nine qualities of an effective leader. **(9 Marks)**