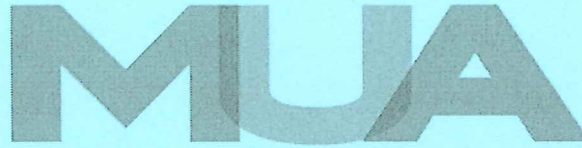


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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DEGREE OF BACHELOR OF MANAGEMENT AND**  
**LEADERSHIP/BACHELOR OF COMMERCE**

HRM 301/HRM 324 :           INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY

DATE:                           3<sup>RD</sup> APRIL 2023

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:

### MOTIVATIONAL LEADERSHIP

Effective leadership involves the process of developing motivated and satisfied followers (Hughes H. R., 2012). Motivation provides direction, power and determination to behavior. It makes a person put more effort when undertaking any activity and to persist with the effort for a certain period. Performance involves how individual behaviors affect the missions and goals. Satisfaction deals with how one feels about the work activity, promotion and pay (Hughes H. R., 2012). Best leaders are those who motivate workers to perform at a higher level but at the same time, they maintain a higher level of job satisfaction. Motivational theories and approaches such as the Maslow's hierarchy of needs, achievement orientation, goal setting and operant approach help leaders to solve motivational problems among their followers.

Juhudi Corporation and The Kahawa are distinct in terms of job satisfaction (Hughes H. R., 2012). At Juhudi, success is determined by how busy one looks. An employee has no place in the decision-making process. One cannot question the leadership of the company (Hughes H. R., 2012). Peter Gibbons, an employee of the Juhudi, has a negative attitude towards work and feels demotivated. Peter has less achievement orientation. He has a low need to achieve and feels unsatisfied by the work activities. Peter's only source of motivation comes from the fact that he does not want to lose his job. He, therefore, has low levels of achievement motivation (Hughes H. R., 2012). The Juhudi Company does not meet some of Peter's needs according to Maslow's Hierarchy of needs. The company needs to meet his security needs. Peter works extra hard but is not paid for the extra effort. The company does not meet his job security needs. By putting more effort into the work activities, Peter expects to earn extra money, and this is not the case. Moreover, the company does not meet his belongingness needs. Peter cannot question the leadership and is therefore never involved in the decision-making

process (Hughes H. R., 2012). This aspect makes Peter feel out of place since he cannot socialize with his bosses. Furthermore, the company has not met his self-esteem needs. He feels demotivated to work and has a carefree attitude. Those in authority need to treat Peter with dignity and respect.

The leadership at Juhudi Company is more likely to invoke the Golem effect since it does not communicate high expectations for their employees. The performance of the employees does not disappoint those in authority. The efficiency experts keen to learn why he performs poorly. On the other hand, The Coffee Bean, a chain of coffee shops, is inclined towards promoting employee morale and increasing output. The is more likely to invoke the Pygmalion effect, where the leadership states high expectations for the employees and are likely to have high performing employees. The company believes in fun within workplace and; therefore, workers feel motivated to produce better results. The turnover rate at The Kahawa has reduced significantly because the employees felt satisfied, motivated and committed to their work activities (Hughes H. R., 2012). The company treats its workers fairly with dignity and respect. The company employs the FISH philosophy that emphasizes on fun within the place of work. There are theme days where workers dress up for the themes and give discounts to customers who dress in the same way.

### Required

- a) *“Motivational theories and approaches such as the Maslow’s hierarchy of needs, achievement orientation, goal setting and operant approach help leaders to solve motivational problems among their followers.”*

Assess how Maslows hierarchy of needs can be used by leaders to solve motivational problems at the Juhudi corporation and the Kahawa.

**(15 Marks)**

- b) Propose the features of organization culture that Juhudi Company should apply to improve its services to its employees.

**(10 Marks)**

**QUESTION TWO**

- a) Examine the scope of personnel psychology. (10 Marks)
- b) Analyze the challenges of performance appraisal. (5 Marks)

**QUESTION THREE**

- a) Discuss the benefits of scientific management to employers in organizations. (7 Marks)
- b) Evaluate the importance of leadership in an organization. (8 marks)

**QUESTION FOUR**

- a) Demonstrate the Illumination Experiments 1924-27. (7 Marks)
- b) Examine eight methods of job training. (8 Marks)

**QUESTION FIVE**

- a) Illustrate the various types of motivation. (6 Marks)
- b) Assess nine causes of organizational stress. (9 Marks)

**QUESTION SIX**

- a) Discuss the personal factors that can affect job satisfaction. (7 Marks)
- b) Formulate eight stages of a job analysis program. (8 Marks)