

The  
Management  
University  
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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/ORGANISATIONAL  
PSYCHOLOGY**

**DATE: 27<sup>TH</sup> JULY 2026**

**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:**

When TechNova Solutions first opened its doors, the founders dreamed of building a culture of innovation, inclusivity, and continuous learning. For a while that dream seemed within reach. The company grew quickly, attracting bright engineers and creative designers. But as the headcount climbed past 500, cracks began to show. Employees whispered about overlapping responsibilities, managers complained about confusion in project ownership, and new hires often felt lost in a maze of expectations. The culture that had once felt vibrant was beginning to fragment.

At a leadership retreat, the CEO, Maya, voiced what everyone had been feeling: *“We say we value innovation and collaboration, but our people don’t know how their roles fit into that vision. We need to fix this.”* The HR director, Daniel, suggested starting with job analysis. It sounded technical, even dry, but the team agreed it was the foundation they needed. Over the next few months, HR sat down with employees across departments, mapping out tasks, responsibilities, and competencies. They discovered that project managers and product owners were stepping on each other’s toes, leading to delays and frustration. By redefining these roles, TechNova gave clarity back to its teams. Job descriptions were rewritten to highlight not just technical duties but cultural expectations: collaboration, inclusivity, and innovation.

When recruiters began using these updated descriptions, they noticed something remarkable — candidates who applied weren’t just skilled, they were excited about the company’s values. With roles clarified, the next challenge was training. Daniel designed an onboarding program that went beyond paperwork and technical tutorials. On the first day, new hires were welcomed with a session called *“Living the TechNova Way.”* In it, senior employees shared stories of how innovation had

shaped their careers, and how inclusivity had helped diverse teams thrive. Workshops in agile methodologies and design thinking followed, reinforcing adaptability and creativity. Diversity and inclusion training became a regular fixture, sparking conversations that broke down barriers between teams. Employees began to say things like, *“I finally understand how my work connects to our bigger mission,”* and *“I feel like I belong here.”*

But culture isn’t sustained by training alone. Development initiatives were introduced to keep the momentum alive. TechNova launched a mentorship program where senior leaders paired with junior employees. One young developer, Aisha, recalled how her mentor encouraged her to pitch a bold idea for a new product feature. *“I never thought my voice mattered that much,”* she said, *“but now I see that innovation is everyone’s responsibility.”* Leadership development programs prepared future managers to champion inclusivity and innovation, ensuring that cultural priorities would endure as the company grew. Career pathing gave employees a clear sense of progression, reducing turnover and boosting morale.

Within a year, the results were undeniable. Employee engagement surveys showed a 25 percent increase in satisfaction. Collaboration across departments improved, project delays shrank, and turnover dropped by 15 percent. Most strikingly, the number of new product ideas submitted by employees doubled. The culture of innovation was no longer a slogan on the wall — it was alive in the daily actions of the workforce.

TechNova’s journey illustrates how job analysis, training, and development can breathe life into organizational culture. Job analysis provided clarity and alignment, training reinforced values while building skills, and development initiatives sustained culture by preparing future leaders and motivating employees. Together, these practices transformed a fragmented workplace into a cohesive, resilient community.

**Required:**

- a) Assess the impact of job analysis on organizational culture at TechNova Solutions.

**(5 Marks)**

- b) Compare the role of training with the role of development in sustaining organizational culture.

**(5 Marks)**

- c) Describe how clarifying roles through job analysis contributed to improved collaboration at TechNova Solutions.

**(5 Marks)**

- d) Justify the importance of embedding cultural values into training programs rather than relying solely on technical skill development.

**(5 Marks)**

- e) Propose one additional initiative (beyond job analysis, training, and development) that TechNova Solutions could implement to further strengthen its organizational culture.

**(5 Marks)**

## **QUESTION TWO**

- a) Assess seven types of organizational culture. **(7**

**Marks)**

- b) Discuss the various methods of job evaluation. **(8**

**Marks)**

## **QUESTION THREE**

- a) Justify the importance of leadership in an organization. **(9**

**Marks)**

- b) Examine any three traditional approaches of performance appraisals.

**(6 Marks)**

## **QUESTION FOUR**

- a) Critique the weaknesses of scientific management.

**(10 Marks)**

- b) Propose the reasons why an organization should be advised to implement internal recruitment in its hiring process

**(5 Marks)**

#### **QUESTION FIVE**

- a) Analyze the essentials of performance appraisal.

**(9**

**Marks)**

- b) Propose the tools that can enhance job satisfaction.

**(6**

**Marks)**

#### **QUESTION SIX**

- a) Evaluate six types of motivation.

**(6**

**Marks)**

- b) Discuss the factors that lead to stress at the work place.

**(9**

**Marks)**