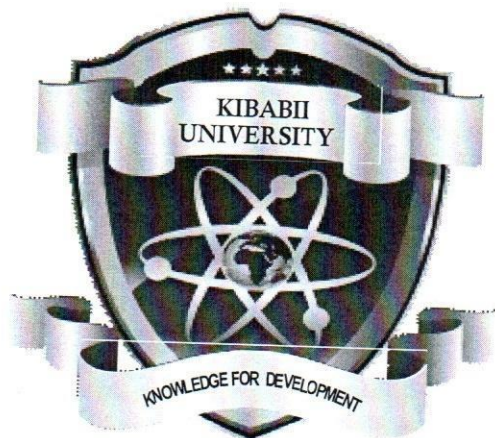


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# KIBABII UNIVERSITY



## UNIVERSITY EXAMINATIONS 2021/2022 ACADEMIC YEAR FIRST YEAR SECOND SEMESTER

### MAIN EXAMINATION FOR THE DEGREE OF MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

**COURSE CODE: HRM 807**

**COURSE TITLE: ORGANISATIONAL  
PSYCHOLOGY**

**DATE: 30/09/2022 TIME: 9.00AM – 12.00 PM**

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#### INSTRUCTION TO CANDIDATES

- Answer question **ONE** (compulsory) and any other **THREE** questions
  - Question **ONE** attracts **40 marks**
  - Time allowed is **THREE** hours
  - All other questions attract equal marks (**20 marks**)
- KIBU observes **ZERO** tolerance to examination cheating

## QUESTION ONE

Mashujaa LTD is a prominent company in soap production and has been in business for over ten years controlling the market almost in a monopolistic way. The company has project managers in its four branches with each branch employing approximately eighty workers. The Chief Executive Officer of Mashujaa Ltd has twice been voted as the best performer in the corporate sector category in various award ceremonies. For managerial positions, the company recruits higher than average persons with formal training and who have experience in respective fields. It is also compulsory for new heads of department to be coached and mentored by other senior managers. The Chief Executive Officer of Mashujaa Ltd always encourages branch and departmental heads to embrace the firm's culture of adopting transformative leadership approach in order to gain employee commitment. The company's culture and ethical leadership practice is further emphasized during leadership trainings organized for managers and departmental heads during every financial year.

In the last one year, Mashujaa Ltd has faced unpredictable challenges where more firms have joined soap production hence reducing its market share. Due to this competitive pressure and changes, the company has embraced the latest technology to try and reduce the cost of production and shift from labour intensive to capital intensive approach. As a consequence, the manpower in most of the company branches has been reduced, a process that is painful for managers and employees. The overall aim of restructuring is to maintain clarity and consistency in pursuing the company's vision while still being competitive in a highly charged political environment.

- (a) Suggest five reasons why the leadership of Mashujaa Ltd (ML) seems to be spearheading the company in the right direction **(5 marks)**
- (b) Change is an ever-present feature of organizational life. Expound on the emergent approach to change as pertains to Mashujaa Ltd **(8 marks)**
- (c) The company emphasizes culture and ethical leadership practice during leadership trainings. In relation to this statement, describe the five-step approach to culture change **(10 marks)**
- (d) In most organizations, employees resist change especially when their jobs are at risk. Examine **FIVE** strategies that the management of ML could have adopted to overcome resistance to change **(10 marks)**
- (e) Explain how branch and departmental heads of ML could apply transformative leadership style to gain employee commitment **(7 marks)**

## **QUESTION TWO**

- (a) Explain the various leadership styles in relation to cultural dimensions by Hofstede **(10 marks)**
- (b) 'Teams have become a way of organizing work'. Describe the various guidelines for effective functioning of work teams **(10 marks)**

## **QUESTION THREE**

- a) Conflict can occur at different levels within a work organization. Substantiate **(10 marks)**
- b) Examine the various source and audience factors that affect communication flow in an organization **(10 marks)**

## **QUESTION FOUR**

- a) Discuss the advantages and disadvantages associated with group decision making over individual decision making **(10 marks)**
- b) Employee engagement, job satisfaction and organizational commitment are considered important by organizations because they are linked to costly absenteeism and turnover. Expound on the various techniques that organizations can employ to increase these three aspects **(10 marks)**

## **QUESTION FIVE**

As an Organizational psychology expert, showcase how you can apply organizational psychology to increase upward flow of organizational communication **(20 marks)**