



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A

MAIN EXAMINATION

AUGUST - DECEMBER 2016 TRIMESTER

FACULTY OF COMMERCE

MBA ODEL PROGRAMME

CMH 611: INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

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Date: DECEMBER 2016

Duration: 3 Hours

INSTRUCTIONS: Answer Question ONE and ANY OTHER THREE Questions

- Q1. XYZ is a company with thousands of workers that has seen sales drop in each of the past five years. The president of the company steps down and a new president is installed. Several years later, the company makes a profit, and everyone hails the new president as the reason for the improvement. Moreover, Hambrick and Mason (1984) argued that the success and failure of business is attributed to leadership.
- a) If the leader was the major cause of the changes in performance, why was the leader for XYZ successful? Discuss it using the top ten qualities of a great leader? **(10 marks)**
 - b) Identify the sources of power for the leader in XYZ. **(5 marks)**
 - c) Outline the best personality type for a great leader using personality type ABCD? **(2 marks)**
 - d) Outline how a leader can manage group conflict to minimize stress and to enhance performance? **(3 marks)**
- Q2. i) Frederick Winslow Taylor is an engineer who studied employee productivity throughout his career during the late 19th and early 20th centuries. Taylor developed what he called "Scientific Management" as an approach to handling production among workers in factories. Critique the "Scientific Management" approach using organizational psychology? **(10 marks)**

- ii) Is the best manager in the workplace the one who manages himself/herself first? Discuss it using Goleman's dimensions of emotional intelligence in the workplace? **(10 marks)**
- Q3. i) XYZ is a manufacturing organization in the north east of Africa. The competition is very tough and dynamic. According to a research conducted there, the best means to gain sustainable competitive advantage was to hire a skillful and competitive Chief Executive Officer (CEO). Therefore, XYZ decided to hire the best CEO. As an industrial and organizational psychology expert, advice the nomination sub-board committee or board of directors which employee selection technique(s) should they use to select the best candidate in terms of qualities and interests to achieve the organizational objectives? **(10 marks)**
- ii) With reference to your own organization discusses the purpose or reasons for evaluating employee performance? **(10 marks)**
- Q4. i) SBO Marketing Research firm decided to offer training to the employees to produce high quality research. Currently, it is analyzing its data using descriptive statistics rather than both descriptive and inferential statistics. The objectives are to increase the market share using high quality research analysis and to gain competitive edge within the research industry in Kenya. Discuss how SBO could apply the five steps that are required for an effective organizational training program? **(10 marks)**
- ii) XYZ is a manufacturing organization and it is located in a hostile and dynamic environment. Which type of organizational communication is best to enhance firm performance? Why? **(10 mark)**

END