



# **THE CATHOLIC UNIVERSITY OF EASTERN AFRICA**

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**MAIN EXAMINATION**

**JANUARY – APRIL 2014 TRIMESTER**

**FACULTY OF COMMERCE**

**MBA- PROGRAMME**

**CMH 611: INDUSTRIAL AND ORGANIZATION PSYCHOLOGY**

**Date: APRIL 2014**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer Question ONE and ANY OTHER TWO Questions**

- Q1. a) Eri-Fish processing plant is located in the port state of Eritrea called Massawa. The processing plant exports its processed products to Egypt, Hemen, UK and other countries. In 2002, 60% of the country's revenue was from the fish production exports. Since 2006, the quality of the fish production is said to be unsafe to the consumers although the employees and the methods of production are the same. Suddenly, the demand declined at a very high rate. The managers believe the decline is due to political factors.

Most of the managers and all the employees are BSC holders from Asmara University. The employees are specialized in Marine science, chemistry and biology.

The staffs of the Eri-fish processing plant have been getting training at least ones after two years. The training was given by experts from UK. Needs assessment for training and training design were done by the SME of UK.

Within the Ministry of fisheries there is a separate department (Fish inspection and quality control division) W/C controls the quality of fish both at the landing site and in the processing plant. Quality control is based on Hazard Analysis critical control point (HACCP). HACCP is the systematic preventive approach to food safety. It addresses physical, chemical and biological hazards as a means of prevention rather than finished product inspection. This approach has significant benefits to organizations operating within the food supply chain as it enables them to determine key resources on activities that are critical to ensuring safe food. The HACCP system can be used at all stages of a food chain, from food production and prevention processes including packaging, distribution, etc.

Answer the following questions from the case given above:

- i) What factors would you consider when conducting needs assessment for training at Eri-fish processing plant? **(5 marks)**
  - ii) Discuss the objectives of the training for this case. **(3 marks)**
  - iii) Identify the best training design or methods for Eri-fish processing plant. **(4 marks)**
  - iv) How would you evaluate the training program? **(3 marks)**
- b) Conduct a job analysis for your own department. Which method is/are best? Why? **(15 marks)**
- Q2. Fredrick Winslow Taylor is an Engineer who studied employee productivity throughout his carrier during the late 19<sup>th</sup> and early 20<sup>th</sup> centuries. Tailor developed what is called “scientific management” as an approach to handling production workers in factories. Critique the “scientific management” approach using industrial and organizational psychology? **(10 marks)**

- Q3. Advice a human resource manager what employees personality should he/she select during recruitment process for organization located in a dynamic and/or changing environment? Discuss it either the Myers – Biggs Type indicator or the Big Five personality model? **(10 marks)**
- Q4. With reference to your own organization discuss how path-goal theory enhance performance. **(10 marks)**
- Q5. Discuss the factors which affect group cohesiveness and performance using your own organization. **(10 marks)**
- Q6. Identify the key biographical characteristics of employees describe how are they correlated in employees productivity, absenteeism, turnover and job satisfaction. **(10 marks)**

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