



# MACHAKOS UNIVERSITY

University Examinations for 2020/2021 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

FOURTH YEAR FIRST SEMESTER EXAMINATION FOR

BACHELOR OF COMMERCE (HRM OPTION)

BBA 422: INDUSTRIAL PSYCHOLOGY

DATE: 9/8/2021

TIME: 8.30-10.30 AM

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## INSTRUCTIONS:

Answer question one and any other two questions.

### QUESTION ONE (30 MARKS)

#### Organisation Conflict

Rose Jack was the personal Assistant to commissioner in the federal Public Service. The Commissioner had the major role of employing workers into the public service as he always chair all Board interviews for employment.

Because of the sensitive nature of his position, all manner of men and woman visit his office daily including from his aged but highly educated parents who were constantly under pressure to secure jobs for relations and family friends who were taking advantage of their son's position.

Others were his colleagues, friends, former class mates fellow alumnus, seniors and highly placed government officials and those from the organised private sector, all of these were soliciting for one favour or the other from the commission.

Many of them often refuse to go through the official protocol as they usually crash into his office in twos or more without invitation or due respect to office procedure. Some weeks past, he had reprimanded his personal Assistant (Rose) for complacency. Accusing her of being too weak and undiplomatic.

In his words: "Rose, I will give you the boot very soon for allowing people bump into my office like bandits". He seriously blamed her and gave a stern warning to curtail lapses. He left this instruction: "Nobody and i repeat, nobody should be allowed into my office without filling the visitors note which must be passed to me for approval." He repeated that even his parents should not be treated like sacred cows again. Concluding, he reiterated that any further violation could cost her, her job.

Two weeks after, a highly placed officer in the presidency came with some vital information and classified documents for his action. A mild drama ensued at the commissioner's reception as Rose insisted that the official must follow the usual protocol. The visitor said he would not fill any form

before seeing old John, his classmate in the University with whom he squatted for three years due to accommodation problems. Besides, they belong to the same fraternity.

As the drama continued, he was angered to a point that he made up his mind to go back to his boss to register his ordeal with the personal Assistant to the commissioner. His boss- The Secretary to the Government of the Federation- was fully disappointed by the attitude to work of the Personal Assistant to the Commissioner.

A week after, the Commissioner received a query from the office of the Head of Service of the Federation demanding to know why he should not be transferred to states offices for failing to deal with matters of urgent attention from the Presidency which was sent to his office and was thwarted by him.

The Commissioner who was unaware of the development in his reception some weeks back invited Personal Assistant for a brief investigation and it was then that he got to know the reason for the query.

He contemplated “firing” his Personal Assistant who, he was convinced, got him involved in that mess and concluded to fake that Rose revealed official secret to her uncle who was penciled down for compulsory retirement with twenty others because of their Union activities.

He finally booted her out of the public service via a letter of dismissal from service accusing her of divulging classified information. Based on unofficial investigation, it was discovered that the information got out of the Commissioner’s office through the commissioner’s messenger who confessed to his pastor for atonement of his sin.

The Union came in defense of Rose and issued a forty-eight hour ultimatum for her immediate recall back to duty or face the worst union crisis ever in the history of the Commission.

From Grapevine, workers came to know the real cause of Rose problems and mounted serious pressure on the authorities of the Commission to recall Rose with an unreserved apology.

The management in respect of the Head of Service has mandated you to carry out a detailed investigation into the case.

**REQUIRED:**

- a) Identify the causes of conflict in this case and discuss how these conflicts could be resolved. (8 marks)  
Explain four manifestations of conflicts in organizations. (4 marks)
- b) Educate the management on any threemodes or styles of conflict resolution that they could use to resolve the issues at hand or any other potential in the future clearly outlining the skills and scenarios when they would be applicable. (12 marks)
- c) Discuss the views about conflicts and the proposed strategies for dealing with the conflicts in each view. (6 marks)

## **QUESTION TWO (20 MARKS)**

Communication is a critical element in organizational socialization. In view of this statement:

- a) Discuss the stages of socialization. (10 marks)
- b) Explain the role of communication during organizational socialization (10 marks)

## **QUESTION THREE (20 MARKS)**

Groups can powerfully affect people's behavior. Knowledge of how and why groups form and understanding of their dynamics including problem solving can help managers function better in managing group activities.

- a) Explain the phases of group formation according to Tuckman by 1975 (10 marks)
- b) Problem solving is a process. Discuss. (10 marks)

## **QUESTION FOUR (20 MARKS)**

- a) Discuss the source of power for leaders according to Raven and French, 1959. (10 marks)
- b) Differentiate between placement and orientation and discuss the importance of orientation programs (10 marks)

## **QUESTION FIVE (20 MARKS)**

An organization is in the process of starting a firm and contracts you to help in designing its structure.

- a) Detail the key elements that you will put into consideration when undertaking the task. (12 marks)
- b) Explain to the management any four purposes of organizing as a managerial function (8 marks)