



PAN AFRICA CHRISTIAN UNIVERSITY

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF
BACHELORS OF COMMERCE**

BACHELOR OF BUSINESS LEADERSHIP

MAY – AUGUST 2017

CAMPUS: ROYSAMBU

DEPARTMENT: BUSINESS

COURSE CODE: CHR303|BUH 4313

COURSE TITLE: INDUSTRIAL PSYCHOLOGY

EXAM DATE: SATURDAY 29th JULY 2017-WEDNESDAY 2nd AUGUST 2017

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- ***Answer FOUR questions out of the SIX Provided***

QUESTION ONE

Read the case study and answer the questions that follow

WestJet Airlines' Employees Work Together

Calgary-based WestJet Airlines employees are given lots of freedom to manage themselves. Clive Beddoe, the company's president and CEO, was determined to create a company "where people wanted to manage themselves." At WestJet, employees are asked to be responsible for their tasks, rather than rely on supervisors to tell them what to do. That includes Beddoe: "I don't direct things," he says. "We set some standards and expectations, but don't interfere in how our people do their jobs."

Instead, employees are given guidelines for behavior. For instance, flight attendants are directed to serve customers in a caring, positive, and cheerful manner. How do they carry that out? It's up to them. Employees also share tasks. When a plane lands, all employees on the flight, even those who are flying off-duty, are expected to prepare the plane for its next takeoff.

Obviously, WestJet can lower its costs by keeping the number of supervisors down. The company operates with about 59 people per aircraft, while a typical full-service airline such as Air Canada needs more than 140. But allowing employees to manage themselves has a bigger benefit. Beddoe believes. "They are the ones and how they're doing it," says Beddoe.

- a. Explain how West jet Airlines company would benefit from empowering its employees **(4mks)**
- b. Explain two dangers of employees not relying on their supervisors but being responsible for their tasks as seen in the case study **(2mks)**
- c. Describe the role of an industrial psychologist at West jet Airlines **(4mks)**

QUESTION TWO

- a. You are the Industrial psychologist in Wasu Company which has about 500 employees. Explain three signs which show that your employees are satisfied **(6mks)**
- b. Identify four ways of creating commitment by employees in the work place **(4mks)**

QUESTION THREE

- a. Discuss **two** reasons behind the success of democratic leaders in organizations **(4mks)**
- b. Explain **two** job characteristics that cause stress to employees **(4mks)**
- c. Mention two factors in the "Dirty Dozen" **(2mks)**

QUESTION FOUR

- a. Explain two different ways work stress affects organizations **(4mks)**
- b. Discuss **two** elements of Performance Appraisal **(4mks)**
- c. State two types of autocratic leadership in organizations **(2mks)**

QUESTION FIVE

- a. Describe **four** challenges you are likely to face in your quest to offer effective training for your employees **(8mks)**
- b. Outline two benefits of a performance appraisal programme to you as an employee **(2mks)**

QUESTION SIX

- a. Enumerate two features of structured tasks**(2mks)**
- b. Examine the purposes of work analysis **(4mks)**
- c. Explain two reasons why organizations recruit from within **(4mks)**