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KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR
FIRST YEAR, FOURTH SEMESTER EXAMINATION
FOR THE DIPLOMA IN HOSPITALITY MANAGEMENT
DHR 1211-HUMAN RELATIONS

Date: 5th December 2023
Time: 2.30pm -4.30pm

INSTRUCTIONS TO CANDIDATES:

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

Use the case study below to answer the questions that follow

A manufacturing engineer, Robert, was given the opportunity to lead a newly formed cross-functional team. Robert knew that he received the promotion because of his seniority and competency as an engineer. He had no training or experience as a manager, but had served as team leader on a recent, successful project. He had never conducted a performance evaluation and was uncomfortable making decisions that would affect someone's livelihood and job status. His greatest concern was managing several cross-functional project teams, as members were drawn from function areas and levels throughout the division.

- Discuss six measures you can advise Robert to employ in improving employee morale (6 Marks)
- Since Robert was promoted due to his seniority and competence as an engineer, his colleagues might have a negative attitude towards his promotion and that might negatively affect the employee performance. Explain four effects of attitude on behaviour (4 Marks)
- Explain the source of conflicts in an organization in the above case study (6 Marks)
- What qualities should Robert exhibit for him to be a good leader? (5 Marks)
- Examine the possible sources of employee frustration in the workplace in the manufacturing company (3 Marks)
- Explain six factors that influence group formation in the above company (6 Marks)

QUESTION TWO (20 MARKS)

- Discuss four benefits employee participation in the workplace (8 Marks)
- Examine four ways management can change the attitude of employees (8 Marks)
- Explain effects of attitude on behaviour (4 Marks)

QUESTION THREE (MARKS 20)

- Describe four theories of personality (8 Marks)
- Discuss ways of motivating employee (4 Marks)
- Describe five factors that account for individual differences (8 Marks)

QUESTION FOUR (20 MARKS)

- Explain four factors determining social stratification (8 Marks)
- Explain importance of studying human relations (4 Marks)
- Describe four theories of human motivation (8 Marks)

QUESTION FIVE (20 MARKS)

- Explain four importance of social organizations (8 Marks)
- Describe four components of personality (4 Marks)
- Explain two ways in which employees can participate in management (8 Marks)