



**FACULTY OF BUSINESS MANAGEMENT**  
**END OF SEMESTER EXAMINATIONS - APRIL 2025**

**PROGRAMME: BHRM**

**YEAR/SEM: YEAR 4/SEMESTER 1**

**COURSE CODE: HRM 3102**

**NAME: INDUSTRIAL PSYCHOLOGY**

**DATE: 2025-04-22**

**TIME: 2:00-5:00PM**

**INSTRUCTIONS TO CANDIDATES:**

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

**DO NOT WRITE ANYTHING ON THE QUESTION PAPER**

## Section A Compulsory: 40 marks

### Question 1:

#### Case Study 2: MTN Uganda's Organizational Change Management

MTN Uganda, a leading telecommunications company, has embarked on a digital transformation journey to enhance customer service efficiency and streamline operations. The company has introduced AI-driven customer support, automated billing systems, and a new digital self-service platform. While these changes promise improved customer experiences and reduced operational costs, they have been met with resistance from employees. Some staff members feel insecure about their job roles due to automation, while others struggle to adapt to the new digital systems. Additionally, the rapid pace of change has led to stress and uncertainty, affecting employee morale and productivity. MTN Uganda's management recognizes the need to address employee concerns and ensure a smooth transition. They are considering various change management strategies, including employee training programs, transparent communication, and leadership support, to drive successful adoption of digital tools and minimize resistance.

**Using the case study above, answer the following questions**

- a) Why do employees at MTN Uganda resist organizational change, and what are the potential consequences of this resistance? *(10 marks)*
- b) Using Lewin's Change Management Model, how can MTN Uganda effectively implement its digital transformation strategy? *(10 marks)*
- c) What role does leadership play in ensuring employees successfully adapt to digital transformation? *(10 marks)*
- d) Suggest practical strategies that MTN Uganda can use to reduce employee resistance and improve acceptance of digital changes. *(10 marks)*

## Section B Answer any 3 questions (60 marks)

### Question 1:

1. 11.(a) Bolt drivers in Nairobi often face high stress due to long working hours and unpredictable earnings. Explain the major workplace stress effects on the Organizational employees? *(10 marks)*  
(b) Recommend organizational policies Bolt can implement to improve driver well-being. *(10 marks)*

### Question 2:

1. (a) At Kenya Airways, absenteeism and workplace conflicts have impacted service delivery. Examine the causes of counterproductive work behavior in such an organization? *(10 marks)*  
(b) Suggest strategies to minimize counterproductive work behaviors while maintaining employee morale. *(10 marks)*

**Question 3:**

1. (a) At Tanzania Ports Authority, workplace safety is a critical concern. Examine the common causes of workplace accidents in high-risk environments? *(10 marks)*  
(b) Suggest accident prevention strategies that Tanzania Ports Authority should implement. *(10 marks)*

**Question 4:**

1. (a) At DTB (Diamond Trust Bank), financial incentives alone do not sustain employee motivation. How does Vroom's Expectancy Theory apply to motivation in this case? *(10 marks)*  
(b) Propose alternative ways DTB can improve employee motivation beyond monetary rewards. *(10 marks)*

**Question 5:**

1. (a) Bidco Africa has a workforce spanning different nationalities and cultures. Discuss the benefits of workplace diversity in such a multinational company? *(10 marks)*  
(b) Recommend strategies Bidco Africa's HR team can use to translate diversity into a competitive advantage. *(10 marks)*

**Question 6:**

1. (a) Conflicts over decision-making have affected performance at Jubilee Insurance. How can constructive conflict benefit an organization? *(10 marks)*  
(b) Recommend conflict resolution techniques that Jubilee Insurance can use to improve workplace harmony. *(10 marks)*