INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 2025

PROGRAMME: BHRM
YEAR/SEM: YEAR 4/SEMESTER 1
COURSE CODE: HRM 3102
NAME: INDUSTRIAL PSYCHOLOGY

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Section A is compulsory and carries 40 marks. Answer all questions in Section A

Question 1:

International University of East Africa is a private University located in Kampala, Uganda. Over the past year, the University has experienced a decline in employee motivation, resulting in decreased productivity levels and increased turnover. The HR manager, Sarah, notices that many employees feel their efforts are not recognized, and their needs for growth and achievement are unmet. To address this, Sarah decides to implement a new motivation strategy based on Herzberg's Two-Factor Theory, focusing on improving working conditions and providing opportunities for recognition and advancement.

Sarah introduces monthly employee recognition awards, creates opportunities for skill development through training programs, and involves employees in decision-making processes related to their work. After six months, the University observes improved morale, increased productivity levels among staff, and a reduction in turnover rates.

Questions:

1. Identify and explain two motivational theories that could explain Sarah’s approach to improving employee motivation at International University of East Africa. (10 marks)
2. Analyze how the strategies implemented by Sarah align with the key factors of the chosen motivational theories. (10 marks)
3. Discuss the potential long-term benefits for International University of East Africa if the motivation strategies are sustained and expanded. (10 marks)
4. Suggest two additional motivation techniques that Sarah could consider implementing to further improve employee motivation. Give reasons for each motivational technique. (10 marks)

Question 2:

International University of East Africa is a private University located in Kampala, Uganda and it recently opened other branches in Congo, Somalia and South Sudan. As part of its expansion, the HR department recognized the need to promote workplace diversity to foster innovation, improve employee satisfaction, and better serve its diverse customer base.

To achieve this, the company launched a Diversity and Inclusion (D&I) initiative that included cultural awareness workshops/Galas, flexible work policies, and the formation of employee resource groups representing different cultural backgrounds and identities. Over the past year, the company has observed increased employee engagement, improved team collaboration, and positive feedback from students and staff who appreciate the company's inclusive approach.

However, some managers have expressed concerns about potential challenges in managing a diverse workforce, including communication barriers and cultural misunderstandings.

Questions:

1. Explain the key benefits of workplace diversity that International University of East Africa has experienced as a result of its D&I initiative. (10 marks)
2. Discuss two strategies the University can implement to effectively manage potential challenges associated with workplace diversity. (10 marks)
3. Analyze how cultural awareness workshops and employee resource groups contribute to creating an inclusive work environment. (10 marks)
4. Propose two additional measures that International University of East Africa could adopt to further promote diversity and inclusion within the University. (10 marks)

SECTION B

There are SIX (6) questions in Section B; Answer any THREE (3) questions. Each question in Section B carries 20 marks.

Question 1:

Write short notes on the following theories of motivation:

a) Maslow's hierarchy of needs theory (5 marks)

b) Equity theory (5 marks)

c) Expectancy theory (5 marks)

d) Theory X and Theory Y (5 marks)

Question 2:

a) What is personality (2 marks)

b) Name and describe two common personality tests used in industrial settings (8 marks)

c) Compare and contrast Type A and Type B personality types, highlighting their relevance to workplace behavior. (10 marks)

Question 3:

(a) What is recruitment and selection? (3 marks)

b) Describe three methods used in recruitment and selection processes. (7 marks)

c) Differentiate between internal and external recruitment with examples. (10 marks)

Question 4:

a) Discuss five methods of training and development. (5 marks)

b) Describe a case where a specific training program was implemented in an organization and explain the benefits that the organization gained from this training initiative. (15 marks)

Question 5:

a) Explain the performance management cycle and its stages. (15 marks)

b) Explain atleast two methods used to evaluate or appraise employee performance. (5 marks)

Question 6:

a) Describe the strategies organizations can implement to manage diversity effectively. (10 marks)

b) Discuss the challenges organizations might face in managing workplace diversity. (10 marks)

Question 7:

a) What do you understand by the term “psychological contract” in the employment relationship. (3 marks)

b) Describe what constitutes a healthy psychological contract. (5 marks)

c) Explain the importance of maintaining a healthy psychological contract between employees and employers. (12 marks)

Question 8:

a) Explain some of the counter-productive behaviors that may be exhibited at the work place (10 marks)

b) Why do you think counter-productive work behaviors are occurring more often in the workplace? (5 marks)

c) Explain two approaches organizations can adopt to minimize these behaviors (5 marks)

Question 9:

Write short notes (giving examples) on the following conflict management styles:

a) Accommodation (5 marks)

b) Competition (5 marks)

c) Collaboration (5 marks)

d) Compromise (5 marks)

Question 10:

Describe a case (real or imagined) demonstrating the importance of stress management in an organization and summarize the benefits observed after implementing stress reduction strategies. (20 marks)

Question 11:

Write short notes (giving examples) on the following:

a) Job design (5 marks)

b) Job enrichment (5 marks)

c) Job specialization (5 marks)

d) Job rotation (5 marks)

Question 12:

Provide a case study (real or imagined) showing the consequences of counter-productive work behaviors in an organization and summarize the lessons learned and recommended interventions. (20 marks)