



MACHAKOS UNIVERSITY

University Examinations for 2018/2019 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

FOURTH YEAR SPECIAL/SUPPLEMENTARY EXAMINATION FOR
BACHELOR OF COMMERCE

SHT 408: PUBLIC RELATIONS AND RESOURCE MOBILIZATION
IN HOSPITALITY AND TOURISM

DATE:

TIME:

INSTRUCTIONS

Answer question ONE and any other TWO questions

ORGANIZATION'S CULTURE

These examples illustrate that employees take their signals about what's acceptable not just from what managers say, but from what they do. Those signals then mold the company's organizational culture, the "characteristic values, traditions and behaviors a company's employees share". A value is a basic belief about what is right or wrong, or about what you should or shouldn't do. ("Honesty is the best policy" would be a value). Values are important because they guide and channel behaviour. Managing people and shaping their behaviour therefore depends on shaping the values they use as behavioral guides. For example, if management believes "honesty is the best policy", the written rules they follow and the things they do should reflect this value. Managers therefore have to think through how to send the right signals to their employees. Doing so includes:

- **Clarifying expectations.** First, managers should make clear their expectations with respect to the values they want subordinates to follow. For example, the Johnson & Johnson ethics codes says, "We believe our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services".
- **Using signs and symbols.** Symbolism – what the manager actually does and thus the signals he or she sends – is crucial. Managers need to "walk the talk". They can't expect to say, "don't mess the financials" and then do so themselves.
- **Providing physical support.** The physical manifestations of the manager's values – the firm's incentive plan, appraisal system and disciplinary procedures, for instance –

signal employees regarding what they should and should not do. For example, does the firm reward ethical behaviour or penalize it?"

(Human Resource Management, Thirteen edition, 2013 by Gary Dessler)

1. (a) Discuss the characteristics of a healthy organizational culture. (7 marks)
(b) Explain the role of PR in creating an ethical organization culture. (8 marks)
(c) Discuss the indicators of conflict in an organization. (7 marks)
(d) Explain the role of PR practitioner in corporate social responsibility. (8 marks)
2. (a) Discuss the difference between public relations and publicity. (10 marks)
(b) Explain why it is important for an organization to address customers' complaints as quickly as possible. (10 marks)
3. (a) Explain the different techniques of managing a crisis in an organization. (10 marks)
(b) Discuss the role of public relation practitioner in every organization. (10 marks)
4. (a) Describe the different types of publics. (10 marks)
(b) Explain how the PR ensures community participation in an organization's activities. (10 marks)
5. (a) Discuss the role of Public Relation practitioner in resource mobilization. (10mks)
(b) Discuss the importance of an organization to maintain professional code of ethics. (10 marks)



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DEPARTMENT OF BUSINESS ADMINISTRATION

FOURTH YEAR SPECIAL/SUPPLEMENTARY EXAMINATION FOR

BACHELOR OF COMMERCE

BBA 422: INDUSTRIAL PSYCHOLOGY

DATE:

TIME:

INSTRUCTIONS

Answer question ONE and any other TWO questions

Motivation

Motivation has been defined as “a pleasurable or positive emotional state resulting from the appraisal of one’s job experiences”. This definition draws attention to two aspects, in particular, namely the emotional attachment an employee has to their job and the deliberate review of an employee’s work by the employer. Motivation can also be understood as a cognitive decision making, in which the intension is to make the behavior that is aimed at achieving a certain goal through initiation and monitoring. At work places, reviews are done using appraisals and appraisals at work have predetermined standards and their outcome may provoke an emotional reaction in the employee and this reaction will determine how satisfied or dissatisfied an employee is. Good marks in reviews may reflect that an employee is satisfied and bad marks may reflect the customer is dissatisfied. To every employee, motivation maybe because outside factors (extrinsic) such as rewards or within an individual (intrinsic), desire to do better.

1. (a) Discuss the different techniques that the above organization may use to enhance motivation among its employees (10 marks).
(b) According to the above passage, explain with examples the major differences between intrinsic and extrinsic motivation (4 marks).
(c) Explain the Hertzberg’s theory of motivation (6 marks).
(d) Discuss why benefits given to workers of the above organization may not motivate them to work as expected (10 marks).
2. (a) Discuss the reasons why organizations spend a lot of resources on frequently carrying out job analysis (10 marks).
(b) Discuss the factors that may cause job dissatisfaction among employees in an organization (10 marks).
3. (a) Describe the steps in job evaluation (10 marks).
(b) Explain the importance of job analysis to any organization (10 marks).
4. (a) Explain the effects of stress and the strategies for coping with stress (10 marks).

- (b) Explain the different types of leaders in an organization (10 marks).
5. (a) Discuss the benefits of delegation to the manager and employees in an organization (10 marks).
- (b) Discuss the measures that organizations should undertake to ensure good human relations in an organization (10 marks).



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SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

FOURTH YEAR SPECIAL/SUPPLEMENTARY EXAMINATION FOR
BACHELOR OF COMMERCE

BBA 308: HUMAN RESOURCE MANAGEMENT II

DATE: 27/9/2019

TIME: 11:00 – 1:00 PM

INSTRUCTIONS

Answer question ONE and any other TWO questions

HOW TO CONDUCT AN EFFECTIVE INTERVIEW

You may not have the time or inclination to create a structured situational interview. However, there is still much you can do to make your interviews more systematic and effective.

Make sure you know the job. Do not start the interview unless you understand the job and what human skills you're looking for. Study the job description.

Structure the interview. Any structuring is better than none. If pressed for time, you can do several things to ask more consistent and job-relevant questions, without developing a full-blown structured interview. They include:

- *Bases questions on actual job duties.* This will minimize irrelevant questions.
- *Use job knowledge, situational or behavioural questions,* and know enough about the job to be able to evaluate the interviewee's answers. Questions that simply ask for opinions and attitudes, goals and aspirations and self-descriptions and self-evaluations allow candidates to present themselves in an overly favorable manner or avoid revealing weaknesses.
- *Use the same questions with all candidates.* When it comes to asking questions, the prescription is "the more standardized, the better." "Using the same questions with all candidates improved reliability. It also reduces bias because of the obvious fairness of giving all the candidates the exact same opportunity.
- *Use descriptive rating scales (excellent, fair, poor) to rate answers.* For each question, if possible, have several ideal answers and a score for each. Then rate each candidate's answers against this scale.

- If possible, *use a standardized interview form*. Interviews based on structured guides usually result in better interviews. At the very least, list your questions before the interview.

Get organized. Hold the interview in a private room where telephone calls are not accepted and you can minimize interruptions (including text messages). Prior to the interview, review the candidate's application and resume and note any areas that are vague or that may indicate strengths or weaknesses.

(Human Resource Management, Thirteen edition, 2013 by Gary Dessler)

- (a) Discuss the reasons why organizations would find it necessary to conduct oral interviews. (10 marks)
 - (b) Discuss in detail the selection process. (10 marks)
 - (b) Mrs. Mutiso recently went through a selection interview for HRM post. She was offered the job but turned down the offer. Explain the reasons that may account for her action. (10 marks)
- (a) Describe the planning process. (10 marks)
 - (b) Discuss the factors that would determine compensation of employees in an organization. (10 marks)
- (a) Explain the importance of performance management in any organization. (10 marks)
 - (b) Discuss the importance of a notice as far as separation of employment by an employee is concerned. (10 marks)
- (a) Discuss the issues covered during induction of employees. (10 marks)
 - (b) Explain the importance of proper placement of employees. (10 marks)
- (a) Explain the benefits of e-HRM as far as management of employees is concerned. (10 marks)
 - (b) Discuss the importance of job analysis. (10 marks)



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SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

**THIRD YEAR SPECIAL/SUPPLEMENTARY EXAMINATION FOR
BACHELOR OF COMMERCE**

BBA 314: PUBLIC RELATIONS

DATE:

TIME:

INSTRUCTIONS

Answer question ONE and any other TWO questions

CHANGE MANAGEMENT

Moving house is often a logistical challenge for a family, so imagine trying to move approximately 2000 employees to new premises. This challenge, coupled with the requirement to change the way in which employees use their work environment was the task facing Mutiso's company. To address this issue, Mutiso's company initiated a National Workplace Change Program with the first project being the relocation of a significant number of its workforce to a new office tower in the heart of the city. This was a significant change for many employees and the company realised that communication would play a critical role in preparing its employees for the move, by:

- promoting the far-reaching behavioural changes required to achieve its long-term goals
- maintaining business continuity during the move
- creating a communication blueprint for future sites.

(Public Relations Management In Organisations by Amisha Mehta and Robina Xavier).

Examination Irregularity is punishable by expulsion



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SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

..... SPECIAL/SUPPLEMENTARY EXAMINATION FOR
BBA 044 ORGANIZATION BEHAVIOUR

DATE:

TIME:

INSTRUCTIONS

Answer Question One and Any Other Two Questions

1. (a) Explain the meaning of Organization Behaviour (5 marks)
(b) Explain the importance of studying Organization Behaviour (5 marks)
(c) In every organization conflicts may arise. Outline some of the causes of conflicts (10 marks)
(d) Explain some of the hereditary factors that influence people's personality. (10 marks)
2. (a) Explain in detail the stages of group formation/development (10 marks)
(b) Outline some of the issues that motivate workers as far as work is concerned (10 marks)
3. (a) Explain the qualities that every leader in an organization should possess to ensure success of the organization (10 marks)
(b) Changes in an organization are sometimes essential. Discuss the reasons why employees may resist change in an organization. (10 marks)

4. (a) Outline the importance of communication to any organization. (10 marks)
(b) Explain the different types of Organization Structures (10 marks)
5. (a) Explain the causes of Stress to any employee. (10 marks)
(b) Organizations do not exist in isolation; they are part of the wider society in general. Explain the different types of environment under which an organizations operates in. (10 marks)



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SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

SECOND YEAR SPECIAL/SUPPLEMENTARY EXAMINATION FOR

BACHELOR OF COMMERCE

BBA 200 ORGANIZATION BEHAVIOUR

DATE:

TIME:

INSTRUCTIONS

ANSWER QUESTION ONE AND ANY OTHER TWO QUESTIONS

A leading organization at the Mombasa County has about 7,000 employees all over its branches in the country. The leadership of the organization has allowed its employees to join many groups as they help to cater for physical, emotional and financial needs of workers. The organization is a success due to this freedom of allowing workers to have internal groups. However, the organization has rules and regulations that every employee is issued with upon employment and is expected to adhere to.

Recently there has been problems with employees accusing their seniors of high handedness and misuse of power. The supervisors appointed have legitimate power over the employees and they use it to the letter. Workers complain of their leaders/supervisors not being able to support them in the work place and disciplining them on flimsy reasons. The top management has decided to appoint a committee to look at the issues raised by the employees.

1. (a) Explain the characteristics of effective groups like the ones in the above Company. (6 marks)

- (b) Legitimate power is the most important basis for complying with a supervisor's wishes. Highlight the problems of this type of power in the organization. (6 marks)
- (c) Describe the characteristics of supportive leaders behaviour that supervisors are supposed to exhibit. (6 marks)
- (d) Explain the reasons why these workers are not happy with the new changes? (6marks)
- (e) Explain the importance of monitoring the workers performance. (6 marks)
2. (a) Outline the importance of studying Organizational Behaviour especially in today's Business world. (10 marks)
- (b) Explain five different ways through which an organization can motivate its employees. (10 marks)
3. (a) Discuss stages of group formation/development. (10 marks)
- (b) Outline the steps followed in the decision making process. (12 marks)
4. (a) Outline the indicators of conflicts in an organization. (10 marks)
- (b) Discuss the reasons why an organization would prefer to procure employees from within the organization. (10 marks)
5. (a) Outline ten ways through which organizations can improve communication and enhance its performance. (10 marks)
- (b) Outline the elements that exist outside the boundary of the organization and have the potential to affect all or part of the organization's performance. (10 marks)



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SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

THIRD YEAR FIRST SEMESTER EXAMINATION FOR

BACHELOR OF COMMERCE

BACHELOR OF SCIENCE IN AGRIBUSINESS

BACHELOR OF HOSPITALITY AND TOURISM

BBA 301: HUMAN RESOURCE MANAGEMENT

DATE: 23/9/2019

TIME: 2:00 – 4:00 PM

INSTRUCTIONS

Answer Question One and Any Other Two Questions

1. (a) Most organizations currently attach a lot of importance to the Human Resource Management function than they did in the past. Explain five factors that may account for this situation. (5 marks)
- (b) Explain the importance of Job Analysis to an organization (5 marks)
- (c) Outline five benefits that an organization may derive from filling vacant job positions with existing employees. (5 marks)
- (d) Explain the difference between induction and placement. (4 marks)
- (e) Explain five reasons why organizations would find it worth to spend time and money on carrying out Performance Appraisal. (5 marks)

- (f) Outline the circumstances that may push/necessitate an organization to train its work force. (6 marks)
2. (a) Although high labour turnover is often considered as unfavourable to an organization, it has certain benefits. Outline such benefits. (10marks)
- (b) Describe the Human Resource Planning process (10 marks)
3. (a) Highlight five job related factors that should be included in a job description. (10 marks)
- (b) Explain five objectives of an employee's fringe benefits policy in an organization. (10 marks)
4. (a) Outline five measures that should be taken by an organization to reduce accidents at the workplace. (10 marks)
- (b) Explain five measures that should be taken to ensure good human relations in an organization. (10 marks)
5. (a) Describe the external environment factors that may affect the performance of a business organization. (10 marks)
- (b) Explain the importance of Performance Management to every organization and why it has to be done continuously. (10 marks)