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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATIONS, 2022/2023 ACADEMIC YEAR
FIRST YEAR ,SECOND SEMESTER END OF SEMESTER EXAMINATIONS
FOR THE DIPLOMA IN HOSPITALITY MANAGEMENT
DHR 1211-HUMAN RELATIONS

Date: 4th August 2022

Time: 8.30am -10.30am

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

Read the following case study and answer question 1(a) to 1(e).

CARTER CLEANING COMPANY

Guaranteeing fair treatment

Jennifer and her father are the owners of Carter Cleaning Company. Being in the laundry and cleaning business, the Caterers have always felt strongly about not allowing employees to eat, or drink in their stores. Jennifer was, therefore, surprised to walk into a store and find two employees eating lunch at the front counter. There was a large pizza in its box, and the two of them were sipping colas and eating slices of pizza and submarine sandwiches off paper plates. Not only did it look messy, but there were also grease and soda spills on the counter and the store smelled from onions and pepperoni, even with the four-foot-wide exhaust fan pulling air out through the roof. In addition, to being a turnoff to customers, the mess on the counter increased the possibility that a customer's order might actually become soiled in the store.

While this was a serious matter, neither Jennifer nor her father felt that what the counter people were doing was grounds for immediate dismissal, partly because the store manager had apparently condoned their actions. The problem was, they didn't know what to do. It seemed to them that the matter called for more than just a warning but less than dismissal.

- Citing examples from the case study, highlight some of the unfair labour practices that could lead to employee's behaviour at Carter Cleaning Company. (6 marks)
- Advise Jennifer on good practices that can enhance effective human relations at Carter Cleaning Company. (6 marks)
- Outline the characteristics of human relations that can be observed in the case study, as described by Elton Mayo in his Hawthorne study (6 marks).
- Public relations (PR) can help raise Carter Cleaning Company's profile and improve their reputation. Highlight some of the benefits of public relations. (6 marks)
- Take an employee's point of view at Carter Cleaning Company and outline the various aspects of employment relationship covered by the psychological contract that Jennifer, her father and stores manager should be aware of. (6 marks)

QUESTION TWO (20 MARKS)

- a) Through effective leadership, groups can be effective just like teams. Discuss the various characteristics of effective groups. (10 marks)
- b) You have been advised by your lecturer to form groups and work on the assignments given. Using examples, discuss the key stages of your group development. (10 marks)

QUESTION THREE (20 MARKS)

- a) Poorly managed conflict can be costly to the organizations in many ways besides the expense of litigation, there is poor employee health and related claims. Using examples, explain FIVE methods of conflict resolutions. (10 marks)
- b) Stress affects employees in various ways. Discuss the effects of stress at a psychological level. (10 marks)

QUESTION FOUR (20 MARKS).

- a) Using examples, discuss some of the Upward problem-solving approaches you can adopt in an organization, so as to maintain effective human relations and communication. (10 marks)
- b) Examine the underpinning five dimensions of an individual's Emotional Quotient (EQ). (10 marks)

QUESTION FIVE(20 MARKS)

- a) Violation of the psychological contract can signal the participants that the parties no longer share (or never shared) a common set of values or goals or objectives. Using examples, discuss FIVE causes of psychological contract at the workplace. (10 marks).
- b) Explain various ways in which you can motivate employees, if appointed to be the Hotel Manager in a FIVE-STAR hotel situated within the leafy suburb in Nairobi. (10 marks).