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

Date: 16th August 2023

Time: 2.30pm-4.30pm

INSTRUCTIONS TO CANDIDATES:

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

FOSTERING POSITIVE HUMAN RELATIONS AT NZIWA COMPANY LIMITED

ATC State Corporation is a large multinational organization operating in the telecommunications industry. The company has been experiencing a decline in employee morale and increased turnover in recent years. This has led to a decrease in productivity and a negative impact on the overall work environment. ATC State Corporation recognizes the need to address these challenges and improve human relations within the organization. The key challenges include:

- i. **Communication breakdown:** There is a lack of effective communication channels within ATC Corporation, resulting in misunderstandings, low transparency, and reduced employee engagement. Important information does not reach employees in a timely manner, leading to frustration and a sense of disconnect.
- ii. **Conflict and Resentment:** There is a noticeable increase in workplace conflicts and unresolved issues among employees. This has created a toxic work environment, eroding trust and collaboration. Unresolved conflicts negatively affect employee morale and hinder productivity.
- iii. **Lack of Teamwork:** ATC Corporation struggles with fostering a sense of teamwork and collaboration among employees. Silos have formed within departments, leading to a lack of cross-functional communication and coordination. This hampers innovation, creativity, and overall organizational performance.
- iv. **Leadership Challenges:** The leadership within ATC Corporation lacks effective management skills, including the ability to inspire and motivate employees. The absence of strong leadership hinders the development of a positive work culture and fails to provide clear direction for employees.

Positive human relations are crucial for a healthy work environment and organizational success. ATC Corporation faces challenges related to communication breakdown, unresolved conflicts, lack of teamwork, and leadership deficiencies. By implementing strategies to enhance communication, promote conflict resolution, foster teamwork, and invest in leadership development, ATC Corporation can create a more positive and productive workplace. Improving human relations will not only boost employee morale and engagement but also contribute to long-term organizational growth and success.

Required

- a) Advise the management of ATC Corporation on the human relations essentials that they can adopt to enhance employee performance (6 Marks)
- b) Social organization plays a critical role in shaping human behavior, relationships, and societal structures. Explain the importance of social organization to the employees of ATC Corporation

(6 Marks).

- c) Behavior is significantly influenced by attitudes. Prepare some talking points for a presentation on the effects of attitude on behavior of employees of ATC Corporation (6 marks).
- d) As a human relations specialist, explain the qualities of an effective leader to the employees and management of ATC Corporation (6 Marks).
- e) Managing stress effectively is crucial for maintaining overall well-being. Discuss with the management of ACT Corporation the measures that can help manage and reduce stress in the workplace (6 Marks).

QUESTION TWO (20 MARKS)

- a) Describe factors that contribute to today's workplace stress among employees (8 marks).
- b) Numerous factors might lead to conflicts in the workplace. Describe them (6 marks).
- c) Analyze the advantages of employee participation and involvement in management (6 marks)

QUESTION THREE (20 MARKS)

- a) Examine the basis of interpersonal relationships in contemporary organizations (6 marks).
- b) Describe the factors that contribute to social stratification in a globalized economy. (6 marks)
- c) Evaluate the following motivational theories.
 - i. Maslow's Hierarchy of Needs
 - ii. Herzberg's Two-Factor Theory
 - iii. Expectancy Theory:
 - iv. Self-Determination Theory

QUESTION FOUR (20 MARKS)

- a) Explain the measures of improving employees' morale in organizations today (8 marks)
- b) "The concept of personality is diverse, and several theories put forward various ideas as to what makes up a person's personality". Assess the various components of personality in reference to the statement above (6 marks).
- c) Explain ways through which positive attitudes can be created amongst employees (6 marks).

QUESTION FIVE (20 MARKS)

- a) "Frustration can arise from a variety of causes, both internal and external". Explain the common causes of frustration in reference to this statement (8 marks).
- b) Analyze the factors that influence group formation in present day organizations (6 marks).
- c) Describe the main characteristics of a good leader (6 marks).