

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

**THIRD YEAR EXAMINATION FOR THE AWARD OF
DEGREE OF BACHELOR OF COMMERCE**

BCOM 355 / 302: ORGANIZATION BEHAVIOUR

STREAMS:

TIME: 2 HOURS

DAY/DATE: TUESDAY 6 /07/ 2021

2.30 PM – 4.30 PM

INSTRUCTIONS:

- Answer Question ONE and any other TWO Questions.
- Do not write on the question paper

QUESTION ONE

Read the case below and answer the questions that follow:

Hassan is a Marketing executive with Hardbyte Computer Peripherals Ltd. Hardbyte is a company with 10 years of existence and has a sound product range in computer peripherals. It sells its products at a slightly higher price in the market because of its goodwill for quality. Hassan is one of the best marketing executives of the company and enjoys several company benefits for his excellent performance. His boss Salimis thoroughly satisfied with his work and likes Hassan. Hassan on the other hand, likes to sell to institutional buyers rather than small-time domestic customers. Hassan also likes to work on challenging customers but not at the cost of wasting too much time on really hard to please ones. He constantly keeps himself focused on the targets to be achieved for the month and tries to reach the maximum. For him, it matters to be ahead in the race of selling and therefore he works very hard and smart. Salim has always tried to ensure that Hassan is given enough scope to explore the potential customers on his own. He of course, feels a little worried about Hassan's attitude towards those marketing executives who sell to small customers. Hassan is at times belittling in his attitude towards them and even ridicules their efforts. However, Salim has tried to ignore this because of Hassan's performance.

Due to the recent slack in the IT industry, Hardbyte's business with corporate customers has dipped. Because of this Salim has reallocated the targets to all the marketing executives. However, he knows Hassan's fetish for corporate clients too well. But he also knows that Hassan will have to be forced to go to small customers for promoting the product. He is aware of the fact that Hassan is a man of strong likes and dislikes and hence he is in a fix. He is also apprehensive that if Hassan is not given an appropriate assignment then he may even consider leaving his job.

QUESTIONS:

- a) From the above description of Hassan's character, what seems to be the key motivator for Hassan? According to David McClelland's Needs Theory, what kind of orientation does Hassan possess? [15 Marks]
- b) What should Salim do to motivate Hassan and retain him in the organization. [5 Marks]
- c) Explain how psychology contributes to the study of organization behavior. [10 Marks]

QUESTION TWO

- a) Define the term perception and explain any 3 factors that influence perception. [12 Marks]
- b) Discuss the decision making process. [8 Marks]

QUESTION THREE

Briefly discuss the following theories of personality.

- i. Trait theory [10 Marks]
- ii. Social learning theory [10 Marks]

QUESTION FOUR

- i. Discuss the Maslow's hierarchy of needs theory of motivation. [15 Marks]
 - ii. Identify and explain any 5 reasons as to why people join groups. [5 Marks]
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