



KARATINA UNIVERSITY

UNIVERSITY EXAMINATIONS

SECOND YEAR, FIRST SEMESTER EXAMINATION

2023/2024 ACADEMIC YEAR

FOR THE DEGREE OF:

BACHELORS OF HUMAN RESOURCE MANAGEMENT

COURSE CODE: BHR 213

COURSE TITLE: ORGANIZATIONAL BEHAVIOUR AND THEORY I

DATE: 21/12/2023

TIME: 11.00AM – 1.00PM

INSTRUCTION TO CANDIDATES

SEE INSIDE

ANSWER QUESTION ONE AND ANY OTHER THREE

Catalytica

We're like a growing organism", says Richard B. Levy, president and CEO of Catalytica, a California-based firm that is now developing technologies to help manufacturers reduce or eliminate pollution from manufacturing processes. It's a hot idea, with potentially significant profits, and several large competitors (such as Exxon, Mobil, and Hoechst) are already nipping at Catalytica's heels. But in Levy's statement about his organization lies a philosophy that could help keep Catalytica, a \$10 million company with 120 employees, ahead of the big guys.

Catalytica relies on groups in two main ways. First, as many other companies do, Catalytica uses task groups to do everything from research in lab to interviewing job candidates. Second, the organization views itself as a single, cohesive group or "growing organism". When a potential new employee arrives at Catalytica for an interview, he or she is met by Levy and a group of interviewers who ask the candidate simply to talk for about half an hour on any topic of interest. Then the interview group breaks into smaller groups to converse with the candidate, and later the whole team reconvenes to discuss the candidate's suitability. This includes determining whether the candidate will adhere to the organization's norms.

"During the interview process, certain rigors, ethical standards, diligence, caring characteristics come through," explains Levy. "As the company keeps growing, the next tiers of employees have in them those basic ethical and personal frameworks". Groups are also an important part of research at Catalytica. Research often works in task groups that are only loosely hierarchical (the leader changes with every project). Most such companies set up a separate laboratory for each project. But at Catalytica, researchers work in a large, open area with individual bays for each project that are still accessible to any one on the research area. "It creates continuity and cross-fertilization," says Levy. "If somebody has something exciting happening in one place, others feel it". Instead of creating production blocking, this use of space seems to foster productivity and interaction among researchers. Though the use of groups – and its view of itself as a group – Catalytica stays focused on its goals. "We're very focused on what we need to achieve", remarks Levy. Indeed, the little Catalytica organism may be more dynamic than its larger more complex competitors.

Source: Steve Perlstein, "Catalyst for Growth", Business Ethics, January-February 1994, page 13

Question 1

- a) Describe the important uses of groups in Catalytical Company. (4 marks)
- b) Explain the characteristics of task groups (6 marks)
- c) Explain the reasons why Levy's stated "We're like a growing organism" (5 marks)

- d) Discuss the five stages of group development in relation to the case study. (10marks)

Question 2

- a) Perception plays a significant role in the process of selecting the best person for a job. Describe five common perceptual errors found in an interview process. (10 marks)
- b) Define the term motivation (1mark)
- c) Giving examples in each, differentiate between content theory and process theory of motivation. (4 marks)

Question 3

- a) Explain in brief the contribution of Human Relations Movement in Organizational Behavior. (10 marks)
- b) Organizational behavior is a multi-disciplinary. Explain (5marks)

Question 4

- a) Discuss the relevance of personality in an Organization set up. (10 marks)
- b) Informal groups are more influential than formal groups. Discuss (5 marks)

Question 5

- a) Attitudes serve four important functions. Discuss (8marks)
- b) Explain the importance of studying Organizational Behavior (7 marks)

Question 6

- a) State and explain the key elements of organizational behavior in an Organization. (8marks).
- b) Identify the goals of Organization Behavior (4marks)
- c) Explain the levels of analyzing Organizational Behavior (3marks)