



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS
DEPARTMENT OF BUSINESS ADMINISTRATION
UNIVERSITY EXAMINATIONS FOR DEGREE IN:
MASTER OF BUSINESS ADMINISTRATION
BMG 5103: ORGANIZATIONAL BEHAVIOUR
END OF SEMESTER EXAMINATIONS

SERIES: APRIL 2025

TIME: 3 HOURS

DATE: 7 May 2025

INSTRUCTIONS

YOU should have the following for this examination:

- Answer Booklet, examination pass and student ID
- This paper consists of FIVE questions.
- Attempt **ONE (COMPULSORY) AND ANY OTHER THREE.**

Do not write on the question paper

Question ONE

CASE STUDY: READ THE CASE BELOW AND THEN ANSWER QUESTIONS THAT FOLLOW:

Marathon Oil Company Actively Manages Diversity

Marathon Oil Company (MOC) is a large US integrated oil firm where diversity is an important element of its business strategy every facet of its human resource planning. Although an integrated company, Marathon's refining and marketing activities are operated through an affiliate, Marathon Ashland Petroleum (MAP), a

venture with Ashland in which Marathon has a 62% interest. MOC and its affiliate, MAP have both been successful at driving diversity synergies by linking and insuring consistency in their approaches to formulating diversity business cases and strategies, plus implementing common diversity initiatives. While aligned, each company has autonomy in implementation of diversity programs. The presidents of each of these affiliated companies, Gary Heminger (MAP) and Clarence Cazalot (MOC), have committed resources (time, money. and people) to ensure that diversity drives business success. The head of each diversity organization partners with the respective senior leadership diversity team and meets frequently to search and reapply diversity best practices, identify natural synergies between the two companies, and troubleshoot common challenges.

During the last two years, both companies have committed to an inclusive diversity strategy and many corporate wide diversity initiatives, including (1) customized diversity business case for their respective business (2) diversity training for over 10,000 employees; (3) a mentoring program; and (4) multicultural recruiting. Each company tailored these four initiatives to address their business needs and the unique culture of their organization.

An example of the company's approach to diversity can be seen through a closer look at its refining and retailing business. Marathon Ashland Petroleum's successful implementation of several diversity initiatives demonstrates how focused leadership commitment, a diversity strategy that compliments business objectives, a practical plan creates significant results in a short period of time. In fact, diversity is one of MAP's five core values, which are diversity, ethics, environmental stewardship, safety, and premier employer, for which its senior leadership and employees are held accountable

Minority Recruiting

Faye Gerard's (MAP's diversity manager) positive professional experiences as an African-American female chemical engineer, intensifies her commitment to achieve MAP's goal to increase representation of minorities and women in technical positions.

The declining number of minorities, particularly minority women, and the increased competition for technical talent makes this a daunting task. MAP's senior executives, partnering with Faye, have created a six component recruiting strategy that focuses on (1) corporate wide, cross-functional recruiting; (2) relationship-based recruiting with first and second-tiered schools; (3) internships; (4) scholarships; (5) informal mentoring; and (6) organizational affiliations.

Diversity Awareness Training

The senior leadership felt it was important for each employee to understand diversity's relationship to MAP's business strategies, corporate success and expectations for their behaviour. Therefore, MAP required its 6,000 employees to attend diversity training. Managers and supervisors attended an eight-hour in-class session, nonmanagement spent four hours at in-class training, and the hourly workforce had computer-based diversity training. In less than 1.5 years, 95% of MAP's workforce has been trained.

Mentoring

Over the last year, MAP has implemented Knowledge Enhancement Exchange Program, (KEEP), a mentoring program that targets all employees. Its objective increase retention and contributions to the business, expand individual knowledge bases, and further instil MAPS core values by driving supportive work relationships. There are two target populations: new hires and experienced employees. New hires are paired with experienced MAP employees and experienced employees are paired with senior, more experienced employees. Informal and formal feedback (employee surveys) have indicated that KEEP been extremely effective.

Phase II Diversity at MAP

MAP is now in the design and implementation of its Phase II diversity initiative. This Phase focuses on (1) increasing diversity skill sets and tools for managers and

supervisors (2) work-life balance; (3) accelerated join-up for new hires and (4) on-going senior executive leadership for diversity.

- a) Which layers of diversity is Marathon Oil targeting in its recruiting and mentoring initiatives? (10 marks)
- b) Compare and contrast the extent to which Marathon is using principles from affirmative action, valuing diversity, and managing diversity. Explain your rationale. (10 marks)
- c) Which of R Roosevelt Thomas, Jr's eight generic diversity options is Marathon Oil using to manage diversity? Explain. (10 marks)
- d) Identify and explain the various accountability, development, and recruitment practices used by Marathon Oil. (10 marks)

Question TWO

- a) Discuss the concept nature and determinants of personality in the light of the statement that— 'Nurture and nature are equally important in determining who we are'. (10 marks)
- b) Discuss the various theories of learning and emphasize on why it is so important for managers to not only learn continuously but also to encourage constant learning amongst their juniors. (10 marks)

Question THREE

- a) Impression management is a very important part of creating an image of the workplace. Discuss the role of perception in understanding how we perceive ourselves and how others perceive us. (10 marks)
- b) Identify, briefly summarize, and give some realistic examples of each of the French and Raven power types. (10 marks)

Question FOUR

- a) Compare and contrast individual and interpersonal behaviour using the Global perspective. (10 marks)
- b) Outline political strategies used in modern organizations explaining how these might actually help someone acquire power in today's organization. (10 marks)

Question FIVE

- a) Identify, briefly discuss causes of political behavior giving examples. (10 marks)
- b) Critically analyze the statement that “the various psychological processes can be thought of as pieces of a jigsaw puzzle and personality as the completed puzzle picture.” (10 marks)