

# KASNEB

## CS PART I SECTION 1

### ORGANISATIONAL BEHAVIOUR

MONDAY: 23 May 2016.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

#### QUESTION ONE

- (a) Explain three factors that could contribute to lack of employee work-life balance. (6 marks)
  - (b) Suggest four measures that management could take to minimise work-life imbalance. (4 marks)
  - (c) Summarise five differences between a formal organisation and an informal organisation. (10 marks)
- (Total: 20 marks)**

#### QUESTION TWO

- (a) Describe six positive impacts of information communication technology on organisational behaviour. (6 marks)
  - (b) Analyse eight roles that members of a team could play. (8 marks)
  - (c) Discuss three types of group norms which a group could use to influence the behaviour of its members. (6 marks)
- (Total: 20 marks)**

#### QUESTION THREE

- (a) In the context of organisation design, describe the following spans:
    - (i) Span of control. (2 marks)
    - (ii) Span of accountability. (2 marks)
    - (iii) Span of influence. (2 marks)
    - (iv) Span of support. (2 marks)
  - (b) Distinguish between “organisational design” and “organisational development”. (4 marks)
  - (c) Summarise eight characteristics of an effective control system. (8 marks)
- (Total: 20 marks)**

#### QUESTION FOUR

- (a) Describe four factors that could affect the behaviour of employees in an organisation. (8 marks)
  - (b) Examine three reasons for resistance to change within an organisation. (6 marks)
  - (c) Identify six indicators of organisational resistance to change. (6 marks)
- (Total: 20 marks)**

#### QUESTION FIVE

- (a) The trait approach to leadership has been severely criticised by many.  
With reference to the above statement, identify four limitations of the trait theory of leadership. (4 marks)
  - (b) Discuss three types of leadership styles. (6 marks)
  - (c) Analyse five causes of conflict within an organisation. (10 marks)
- (Total: 20 marks)**
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