

KASNEB

CS PART I SECTION 1

ORGANISATIONAL BEHAVIOUR

MONDAY: 22 May 2017.

Time Allowed: 3 hours.

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

QUESTION ONE

- (a) Distinguish between “job satisfaction” and “job enrichment”. (4 marks)
 - (b) Discuss three factors that influence the size of span of control in an organisation. (6 marks)
 - (c) Summarise four factors that influence the choice of leadership style in modern day organisations. (4 marks)
 - (d) Citing three steps, explain the behaviour management process. (6 marks)
- (Total: 20 marks)

QUESTION TWO

- (a) (i) In relation to conflict management, define the term “fair fighting”. (2 marks)
 - (ii) Summarise four rules that should be followed in fair fighting as a method of conflict management. (4 marks)
 - (b) Analyse four ways in which modern information communication technology (ICT) affects organisational behaviour negatively. (8 marks)
 - (c) Discuss three approaches to job design that an organisation could adopt. (6 marks)
- (Total: 20 marks)

QUESTION THREE

- (a) Examine six ways in which empowerment impacts on the relationship between managers and their subordinates. (6 marks)
 - (b) Analyse four differences between a “manager” and a “leader”. (8 marks)
 - (c) Evaluate three values which characterise organisational development processes. (6 marks)
- (Total: 20 marks)

QUESTION FOUR

- (a) Describe six steps that could be followed to avoid groupthink in teams. (6 marks)
 - (b) Summarise three factors that might contribute to team ineffectiveness in an organisation. (6 marks)
 - (c) Analyse four internal factors that might affect the degree of decentralisation in an organisation. (8 marks)
- (Total: 20 marks)

QUESTION FIVE

- (a) Explain the following types of conflict:
 - (i) Intra-organisational conflict. (2 marks)
 - (ii) Latent conflict. (2 marks)
 - (b) Suggest three measures that management could put in place to create job satisfaction for employees. (6 marks)
 - (c) Mills and Friesen suggest that to be effective, goals must exhibit several characteristics. In relation to the above statement, describe four characteristics of organisational goals. (4 marks)
 - (d) Examine three forms of control that could be exercised in an organisation. (6 marks)
- (Total: 20 marks)

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