

KASNEB

CS PART I SECTION 1

ORGANISATIONAL BEHAVIOUR

MONDAY: 21 November 2016.

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 a “transactional leader” and a “transformational leader”. (4 marks)
 - (b) Analyse three characteristics of a charismatic leader. (6 marks)
 - (c) Discuss the five stages of group development. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Explain three ways employees react to job dissatisfaction. (6 marks)
- (b) Analyse four circumstances that could affect job satisfaction. (8 marks)
- (c) A certain degree of conflict is healthy in an organisation.

With reference to the above statement, describe six positive impacts of conflict on organisation behaviour. (6 marks)
(Total: 20 marks)

QUESTION THREE

- (a) Explain the following stages of the change process:
 - (i) Unfreezing. (2 marks)
 - (ii) Refreezing. (2 marks)
 - (b) Analyse four functions of organisational culture. (8 marks)
 - (c) Citing four reasons, justify why organisation structures differ from one organisation to the other. (8 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Outline six functions of organisational goals. (6 marks)
 - (b) Suggest eight measures a manager could put in place to ensure effective delegation. (8 marks)
 - (c) Analyse three drivers of the changing nature of work in organisations. (6 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Highlight four benefits of informal organisation to an organisation. (4 marks)
 - (b) Summarise six strategies used by organisations to control employee behaviour. (6 marks)
 - (c) Propose five measures that an organisation could take to ensure that virtual teams work effectively. (10 marks)
- (Total: 20 marks)**
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