



CS PART I SECTION 1

ORGANISATIONAL BEHAVIOUR

MONDAY: 30 August 2021.

Time Allowed: 3 hours.

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

QUESTION ONE

- (a) Summarise six limitations of a tall organisational structure. (6 marks)
- (b) Explain the following types of organisational change:
- (i) Anticipatory change. (2 marks)
 - (ii) Relative change. (2 marks)
 - (iii) Incremental change. (2 marks)
 - (iv) Strategic change. (2 marks)
- (c) Propose six negative consequences of conflict between employees in an organisation. (6 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Analyse five ways in which job design might be used as a strategy to manage stress among employees. (10 marks)
- (b) With reference to Herzberg's two factor theory, list six hygiene factors which could be found in an organisation. (6 marks)
- (c) Describe four factors that could hinder the realisation of an organisation's goals. (4 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Discuss five types of authority that may be found in an organisation. (10 marks)
- (b) Describe five characteristics of a formal organisation. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Evaluate five functions of an identifiable culture in an organisation. (10 marks)
- (b) Analyse five techniques for managing diversity at the workplace. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) (i) With reference to an organisation, explain the term "group". (2 marks)
- (ii) List five characteristics of a group. (5 marks)
- (b) Identify five environmental factors that could have an impact on an organisation. (5 marks)
- (c) Outline four employee expectations in an organisation. (4 marks)
- (d) Summarise four organisational expectations of employees. (4 marks)
- (Total: 20 marks)**