kasneb

CS PART I SECTION 1

ORGANISATIONAL BEHAVIOUR

MONDAY: 21 May 2018.   **Time Allowed: 3 hours.**

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

QUESTION ONE

(a)   Highlight four limitations of decentralisation in an organisation.   (4 marks)

(b)   Describe four characteristics which define an organisational culture.   (8 marks)

(c)   Discuss four personality traits that influence an employee's attitude towards work.   (8 marks)
                                                                               (Total: 20 marks)

QUESTION TWO

(a)   Rapid advances in information technology (IT) have been associated with delayering of the organisational hierarchy.

         With reference to the above statement, argue four cases in favour of delayering of the organisational hierarchy as a result of adoption of IT.   (4 marks)

(b)   Examine four characteristics of an effective control system in an organisation.   (8 marks)

(c)   Analyse four advantages of group decision making process over individual decision making process.   (8 marks)
                                                                               (Total: 20 marks)

QUESTION THREE

(a)   Outline four circumstances that might lead to goal distortion in an organisation.   (4 marks)

(b)   Explain four uses of organisational charts to an organisation.   (4 marks)

(c)   Examine four ways on how information technology impacts on formation and structure of groups in organisations.   (4 marks)

(d)   Analyse four emotional phases employees might go through during change process.   (8 marks)
                                                                               (Total: 20 marks)

QUESTION FOUR

(a)   Outline four ways in which managers could enrich employees jobs.   (4 marks)

(b)   Describe three characteristics of the path-goal style of leadership.   (6 marks)

(c)   Analyse five causes of conflict in an organisation.   (10 marks)
                                                                               (Total: 20 marks)

QUESTION FIVE

(a)   Describe four tactics used by powerholders to influence their targets.   (4 marks)

(b)   Examine three components of authentic leadership.   (6 marks)

(c)   (i)   Define the term "organisational citizenship behaviour (OCB)".   (2 marks)

         (ii)   Discuss four determinants of organisational citizenship behaviour in an organisation.   (8 marks)
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