

KASNEB

CS PART I SECTION 1

ORGANISATIONAL BEHAVIOUR

FRIDAY: 20 November 2015.

Time Allowed: 3 hours.

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

QUESTION ONE

- (a) Define the term “organisational culture”. (2 marks)
- (b) Describe four determinants of organisational culture in an organisation. (8 marks)
- (c) Summarise five strategies for managing conflict within an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Distinguish between the following terms as used in relation to employee emotions:
- (i) “Emotional intelligence” and “emotional control”. (4 marks)
- (ii) “Deep acting” and “surface acting”. (4 marks)
- (b) (i) Examine four benefits that accrue to an organisation from employee commitment. (4 marks)
- (ii) Propose four ways in which a manager could increase employee commitment. (8 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Explain three factors that might limit the use of authority by a superior over a subordinate. (6 marks)
- (b) Describe four strategies of control that might be used in an organisation. (8 marks)
- (c) Highlight six reasons why innovation is important to an organisation. (6 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Describe five behavioural characteristics of successful leaders with regard to bestowed authority. (10 marks)
- (b) Summarise five factors that could lead to an effective workgroup. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Explain five benefits of an organisational chart to an organisation. (10 marks)
- (b) Analyse five factors that might contribute to the adoption of flexible working hours in an organisation. (10 marks)
- (Total: 20 marks)**
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