



CS PART I SECTION 1

ORGANISATIONAL BEHAVIOUR

MONDAY: 26 November 2018.

Time Allowed: 3 hours.

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

**QUESTION ONE**

- (a) In relation to conflict management:
- (i) Explain the meaning of the term "conciliatory gesture". (2 marks)
  - (ii) Highlight six forms of conciliatory gestures. (6 marks)
- (b) Analyse the steps that might be followed in effectively implementing change in an organisation. (8 marks)
- (c) Argue two cases in favour of a matrix form of an organisational structure. (4 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) (i) Summarise four causes of group dysfunctions. (4 marks)
- (ii) Examine three reasons that motivate individuals to join groups. (6 marks)
- (b) Explain five organisational factors that might contribute to political behaviour in organisations. (10 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Explain four factors which have currently contributed to the positive changing nature of work in most organisations. (8 marks)
- (b) Describe three components of an organisation according to Henry Mintzberg. (6 marks)
- (c) Discuss three characteristics of charismatic leaders. (6 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Describe four disadvantages of flexible work schedule to the employer. (4 marks)
- (b) Examine three reinforcement strategies used by managers to influence behaviour of employees in an organisation. (6 marks)
- (c) (i) Explain the meaning of the term "organisational development". (2 marks)
- (ii) In order to bring about effective change, organisational development makes use of a number of approaches, often referred to as intervention strategies that include:
- Survey research and feedback.
  - T-groups.
  - Team building.
  - Grid training.

**Required:**

Explain each of the four intervention strategies mentioned above.

(8 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) Summarise six functions of organisational goals. (6 marks)
- (b) Analyse four models of organisational behaviour. (8 marks)
- (c) Explain the following variables used in Vroom expectancy theory of motivation:
- (i) Valence. (2 marks)
  - (ii) Performance-reward linkage. (2 marks)
  - (iii) Effort-performance linkage. (2 marks)
- (Total: 20 marks)**
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