



CS PART I SECTION 1

ORGANISATIONAL BEHAVIOUR

MONDAY: 23 November 2020.

Time Allowed: 3 hours.

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

QUESTION ONE

- (a) With reference to a business organisation, distinguish between “internal social environment” and “external social environment”. (4 marks)
- (b) Discuss three factors which could influence human behaviour in an organisation. (6 marks)
- (c) The function of organising could be viewed through the lens of managers bringing order out of chaos and creating proper conditions for effective teamwork.

In relation to the above statement, examine five steps involved in organising. (10 marks)
(Total: 20 marks)

QUESTION TWO

- (a) With reference to group dynamics, explain the term “status”. (2 marks)
- (b) Analyse three sources where status could be derived from. (6 marks)
- (c) Examine six tactics of exercising power which might make a manager more effective in influencing employees in the work place. (12 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Summarise five ways in which an organisation is able to maintain corporate culture. (5 marks)
- (b) Explain seven benefits of change management to an organisation. (7 marks)
- (c) Good control means that management can be reasonably confident that no major unpleasant surprises will occur.

With reference to the above statement, examine four behavioural methods of good management control. (8 marks)
(Total: 20 marks)

QUESTION FOUR

- (a) Highlight seven ways in which managers may encourage the integration of formal and informal organisations. (7 marks)
- (b) Describe seven possible areas of conflict between line and staff specialists in an organisation. (7 marks)
- (c) Explain the three types of needs as advocated for in David McClelland’s theory of needs. (6 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) (i) With respect to leadership, distinguish between “tough autocratic leaders” and “benevolent autocratic leaders”. (4 marks)
- (ii) Identify six emotional reactions to tough autocratic leadership by employees. (6 marks)
- (b) Discuss five stages of the negotiation process. (10 marks)

(Total: 20 marks)

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