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**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)
- (Total: 20 marks)**