



**CS PART I SECTION 1**  
**ORGANISATIONAL BEHAVIOUR**

**MONDAY: 27 November 2017.**

**Time Allowed: 3 hours.**

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

**QUESTION ONE**

- (a) Distinguish between “job simplification” and “job enlargement”. (4 marks)
- (b) Outline the set of assumptions advanced by Douglas McGregor under the motivation theory X and theory Y. (8 marks)
- (c) Discuss four consequences of badly designed organisation structure. (8 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) Describe each of the following leadership styles as proposed by Robert Blake and Jane Mouton in their managerial grid:

- (i) Task management style. (2 marks)
- (ii) Country club style. (2 marks)
- (iii) Impoverished style. (2 marks)

- (b) In an organisational behaviour seminar, one of the facilitators noted that, “one key aspect of information communication technology (ICT) is that it provides a much greater scope for employers to monitor their employees. However, any kind of legal and fair approach to monitoring must fulfil the principle of necessity, principle of proportionality and principle of transparency”.

**Required:**

With reference to the above statement, explain each of the three principles. (6 marks)

- (c) Analyse four strategies that managers could use to minimise employees resistance to change. (8 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) (i) In some cases, delegation does not work as expected.

With reference to the above statement, analyse four reasons why delegation might not work in certain cases. (4 marks)

- (ii) Outline four benefits of delegation in an organisation. (4 marks)

- (b) Describe six factors that influence employee commitment in an organisation. (6 marks)

- (c) Discuss three types of organisational culture. (6 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Summarise four factors that should be considered when setting organisational goals. (4 marks)
  - (b) Suggest six measures a manager should take to enhance group cohesiveness. (6 marks)
  - (c) Analyse five conflict resolution techniques that could be applied in an organisation. (10 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) In the context of organisational power, explain the following structural sources of power:
    - (i) Resources as power. (2 marks)
    - (ii) Decision making as power. (2 marks)
    - (iii) Networks as power. (2 marks)
  - (b) Propose four environmental factors that might have an impact on individual behaviour. (4 marks)
  - (c) Examine three ways in which the study of organisational behaviour could help management in understanding and managing human behaviour. (6 marks)
  - (d) Outline four ways in which groups could positively impact on the performance of an organisation. (4 marks)
- (Total: 20 marks)**
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