

KASNEB

CS PART I SECTION 1

ORGANISATIONAL BEHAVIOUR

PILOT PAPER

September 2015.

Time Allowed: 3 hours.

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

QUESTION ONE

- (a) Outline five measures that a manager could use to ensure employees positively cope with workplace transformation. (5 marks)
- (b) Using relevant examples, describe five basic components of an organisation. (10 marks)
- (c) Many small organisations lack clearly defined organisational goals. Outline five drawbacks of the above situation. (5 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) With reference to management of organisations, describe the following roles of managers:
- (i) Figurehead. (2 marks)
- (ii) Disseminator. (2 marks)
- (iii) Negotiator. (2 marks)
- (b) Discuss four types of organisational changes that occur in a company's internal environment. (8 marks)
- (c) (i) Explain the meaning of the term "span of control" as used in organisational context. (2 marks)
- (ii) Indicate four factors to review when determining the appropriate span of control within an organisation. (4 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Analyse three major behaviour control systems that managers could use to shape employee behaviour to meet organisational goals. (6 marks)
- (b) You have recently been promoted to the position of deputy director in your company. Evaluate five power tactics that you could use to influence the employees in your company. (10 marks)
- (c) Teams can cause challenges in organisations. Identify four of such challenges. (4 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Examine the role of transformational leadership in enhancing organisational innovation. (10 marks)
- (b) Many organisations today are adopting Business Process Reengineering (BPR). Justify the adoption of this process. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

(a) Suggest the suitable conflict handling style in each of the following circumstances, indicating two drawbacks that would be associated with each style.

(i) When parties have equal power. (3 marks)

(ii) When disputes requires a quick solution. (3 marks)

(iii) When one party has substantially more power. (4 marks)

(b) "Globalisation, some have argued, is neither inherently bad, nor inherently good, but merely an emerging system requiring the management of a diverse set of interest groups and national agendas".

Critique this statement, citing relevant examples.

(10 marks)

(Total: 20 marks)

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