



CS PART I SECTION I
ORGANISATIONAL BEHAVIOUR

MONDAY: 20 May 2019.

Time Allowed: 3 hours.

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

QUESTION ONE

- (a) Define the following types of organisational culture:
- (i) Clan culture. (2 marks)
 - (ii) Adhocracy culture. (2 marks)
 - (iii) Market culture. (2 marks)
- (b) Describe four components of an organisational design. (8 marks)
- (c) Analyse three benefits that an organisation could derive from effectively managing workforce diversity. (6 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Propose four positive effects of decentralisation of authority in an organisation. (4 marks)
- (b) Suggest six ways through which organisations could make virtual teams more effective. (6 marks)
- (c) Organisational politics should support organisational interest not individual interest.
- With reference to the above statement, outline four ways in which an organisation could manage its employees political behaviour. (4 marks)
- (d) Discuss six causes of stress in the workplace. (6 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Outline four circumstances that might lead conflicting parties to adopt the accommodation technique to resolve a conflict. (4 marks)
- (b) Suggest four possible reasons why some people display more power than others within an organisation. (4 marks)
- (c) The trait theory of leadership has been severely criticised by many.
- With reference to the above statement, analyse four weaknesses of the trait theory of leadership. (8 marks)
- (d) Distinguish between a “formal group” and “command group”. (4 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Examine three differences between “leading a team” and “leading individuals”. (6 marks)
- (b) Explain the following types of control, citing circumstances when they are used:
- (i) Feedforward control. (2 marks)
 - (ii) Concurrent control. (2 marks)
 - (iii) Feedback control. (2 marks)

(c) A certain degree of resistance to change is healthy in an organisation.

With reference to the above statement, suggest four benefits that resistance to change could bring to an organisation. (4 marks)

(d) Propose four ways in which internal conflicts might hinder organisational success. (4 marks)
(Total: 20 marks)

QUESTION FIVE

(a) Explain the following models of organisational behaviour:

(i) Autocratic model. (2 marks)

(ii) Custodial model. (2 marks)

(iii) Supportive model. (2 marks)

(b) Describe three types of organisational goals. (6 marks)

(c) Analyse four features of organisational development. (8 marks)
(Total: 20 marks)

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