



kasneb

CS PART I SECTION 1
ORGANISATIONAL BEHAVIOUR

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TUESDAY: 26 November 2019.

Time Allowed: 3 hours.

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

QUESTION ONE

- (a) Outline four factors an organisation should consider when setting its goals. (4 marks)
- (b) Discuss three forms of organisational change. (6 marks)
- (c) During an in-house seminar, one of the facilitators proposed that “organisations should consider telecommuting or e-commuting an arrangement which allows an employee to work from home or near home.

With reference to the above statement, suggest five measures that management should take to ensure successful telecommuting. (10 marks)

(Total: 20 marks)

QUESTION TWO

- (a) With reference to organisational structure and designs, describe the following types of organisational structure:
- (i) Team structure. (2 marks)
- (ii) Matrix structure. (2 marks)
- (iii) Boundaryless structure. (2 marks)
- (b) Explain three ways in which an organisational culture could be a liability to an organisation. (6 marks)
- (c) Argue eight cases in favour of centralisation in an organisation. (8 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Highlight four factors that the management should consider when determining the span of control in an organisation. (4 marks)
- (b) Analyse five roles played by quality circles. (5 marks)
- (c) Summarise five differences between “management” and “leadership”. (5 marks)
- (d) Explain Maslow’s hierarchy of needs theory. (6 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Explain the following organisational development intervention methods:
- (i) Career planning. (2 marks)
- (ii) Role negotiation. (2 marks)
- (iii) Job redesign. (2 marks)
- (b) Summarise three differences between a “team” and a “workgroup”. (6 marks)
- (c) Propose four conflict management strategies that could escalate a conflict instead of solving it. (8 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) Outline four economic factors that might influence an individual's behaviour in an organisation. (4 marks)
- (b) Describe the four steps of control process in an organisation. (8 marks)
- (c) Analyse four ways in which an organisation could use job design to manage employee stress. (8 marks)

(Total: 20 marks)

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