

CS PART I SECTION 1  
ORGANISATIONAL BEHAVIOUR

MONDAY: 23 November 2020.

Time Allowed: 3 hours.

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

**QUESTION ONE**

- (a) With reference to a business organisation, distinguish between “internal social environment” and “external social environment”. (4 marks)
- (b) Discuss three factors which could influence human behaviour in an organisation. (6 marks)
- (c) The function of organising could be viewed through the lens of managers bringing order out of chaos and creating proper conditions for effective teamwork.

In relation to the above statement, examine five steps involved in organising. (10 marks)  
**(Total: 20 marks)**

**QUESTION TWO**

- (a) With reference to group dynamics, explain the term “status”. (2 marks)
- (b) Analyse three sources where status could be derived from. (6 marks)
- (c) Examine six tactics of exercising power which might make a manager more effective in influencing employees in the work place. (12 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Summarise five ways in which an organisation is able to maintain corporate culture. (5 marks)
- (b) Explain seven benefits of change management to an organisation. (7 marks)
- (c) Good control means that management can be reasonably confident that no major unpleasant surprises will occur.

With reference to the above statement, examine four behavioural methods of good management control. (8 marks)  
**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Highlight seven ways in which managers may encourage the integration of formal and informal organisations. (7 marks)
- (b) Describe seven possible areas of conflict between line and staff specialists in an organisation. (7 marks)
- (c) Explain the three types of needs as advocated for in David McClelland’s theory of needs. (6 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) (i) With respect to leadership, distinguish between “tough autocratic leaders” and “benevolent autocratic leaders”. (4 marks)
- (ii) Identify six emotional reactions to tough autocratic leadership by employees. (6 marks)
- (b) Discuss five stages of the negotiation process. (10 marks)

**(Total: 20 marks)**

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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)**

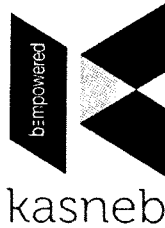
**QUESTION FIVE**

- (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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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)

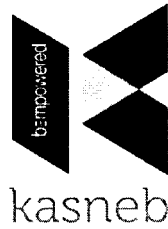
(iii) Supportive model. (2 marks)

(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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CS PART I SECTION 1

ORGANISATIONAL BEHAVIOUR

MONDAY: 26 November 2018.

Time Allowed: 3 hours.

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

**QUESTION ONE**

- (a) In relation to conflict management:
- (i) Explain the meaning of the term “conciliatory gesture”. (2 marks)
  - (ii) Highlight six forms of conciliatory gestures. (6 marks)
- (b) Analyse the steps that might be followed in effectively implementing change in an organisation. (8 marks)
- (c) Argue two cases in favour of a matrix form of an organisational structure. (4 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) (i) Summarise four causes of group dysfunctions. (4 marks)
- (ii) Examine three reasons that motivate individuals to join groups. (6 marks)
- (b) Explain five organisational factors that might contribute to political behaviour in organisations. (10 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Explain four factors which have currently contributed to the positive changing nature of work in most organisations. (8 marks)
- (b) Describe three components of an organisation according to Henry Mintzberg. (6 marks)
- (c) Discuss three characteristics of charismatic leaders. (6 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Describe four disadvantages of flexible work schedule to the employer. (4 marks)
- (b) Examine three reinforcement strategies used by managers to influence behaviour of employees in an organisation. (6 marks)
- (c) (i) Explain the meaning of the term “organisational development”. (2 marks)
- (ii) In order to bring about effective change, organisational development makes use of a number of approaches, often referred to as intervention strategies that include:
- Survey research and feedback.
  - T-groups.
  - Team building.
  - Grid training.

**Required:**

Explain each of the four intervention strategies mentioned above.

(8 marks)

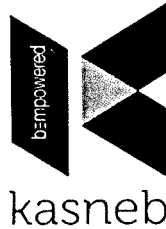
**(Total: 20 marks)**

**QUESTION FIVE**

- (a) Summarise six functions of organisational goals. (6 marks)
- (b) Analyse four models of organisational behaviour. (8 marks)
- (c) Explain the following variables used in Vroom expectancy theory of motivation:
- (i) Valence. (2 marks)
  - (ii) Performance-reward linkage. (2 marks)
  - (iii) Effort-performance linkage. (2 marks)

**(Total: 20 marks)**

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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)**





**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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## CS PART I SECTION 1

### ORGANISATIONAL BEHAVIOUR

MONDAY: 22 May 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 satisfaction” and “job enrichment”. (4 marks)
- (b) Discuss three factors that influence the size of span of control in an organisation. (6 marks)
- (c) Summarise four factors that influence the choice of leadership style in modern day organisations. (4 marks)
- (d) Citing three steps, explain the behaviour management process. (6 marks)
- (Total: 20 marks)**

#### QUESTION TWO

- (a) (i) In relation to conflict management, define the term “fair fighting”. (2 marks)
- (ii) Summarise four rules that should be followed in fair fighting as a method of conflict management. (4 marks)
- (b) Analyse four ways in which modern information communication technology (ICT) affects organisational behaviour negatively. (8 marks)
- (c) Discuss three approaches to job design that an organisation could adopt. (6 marks)
- (Total: 20 marks)**

#### QUESTION THREE

- (a) Examine six ways in which empowerment impacts on the relationship between managers and their subordinates. (6 marks)
- (b) Analyse four differences between a “manager” and a “leader”. (8 marks)
- (c) Evaluate three values which characterise organisational development processes. (6 marks)
- (Total: 20 marks)**

#### QUESTION FOUR

- (a) Describe six steps that could be followed to avoid groupthink in teams. (6 marks)
- (b) Summarise three factors that might contribute to team ineffectiveness in an organisation. (6 marks)
- (c) Analyse four internal factors that might affect the degree of decentralisation in an organisation. (8 marks)
- (Total: 20 marks)**

#### QUESTION FIVE

- (a) Explain the following types of conflict:
- (i) Intra-organisational conflict. (2 marks)
- (ii) Latent conflict. (2 marks)
- (b) Suggest three measures that management could put in place to create job satisfaction for employees. (6 marks)
- (c) Mills and Friesen suggest that to be effective, goals must exhibit several characteristics. In relation to the above statement, describe four characteristics of organisational goals. (4 marks)
- (d) Examine three forms of control that could be exercised in an organisation. (6 marks)
- (Total: 20 marks)**

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# KASNEB

## CS PART I SECTION 1

### ORGANISATIONAL BEHAVIOUR

MONDAY: 21 November 2016.

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 a “transactional leader” and a “transformational leader”. (4 marks)
  - (b) Analyse three characteristics of a charismatic leader. (6 marks)
  - (c) Discuss the five stages of group development. (10 marks)
- (Total: 20 marks)**

#### QUESTION TWO

- (a) Explain three ways employees react to job dissatisfaction. (6 marks)
- (b) Analyse four circumstances that could affect job satisfaction. (8 marks)
- (c) A certain degree of conflict is healthy in an organisation.

With reference to the above statement, describe six positive impacts of conflict on organisation behaviour. (6 marks)  
**(Total: 20 marks)**

#### QUESTION THREE

- (a) Explain the following stages of the change process:
    - (i) Unfreezing. (2 marks)
    - (ii) Refreezing. (2 marks)
  - (b) Analyse four functions of organisational culture. (8 marks)
  - (c) Citing four reasons, justify why organisation structures differ from one organisation to the other. (8 marks)
- (Total: 20 marks)**

#### QUESTION FOUR

- (a) Outline six functions of organisational goals. (6 marks)
  - (b) Suggest eight measures a manager could put in place to ensure effective delegation. (8 marks)
  - (c) Analyse three drivers of the changing nature of work in organisations. (6 marks)
- (Total: 20 marks)**

#### QUESTION FIVE

- (a) Highlight four benefits of informal organisation to an organisation. (4 marks)
  - (b) Summarise six strategies used by organisations to control employee behaviour. (6 marks)
  - (c) Propose five measures that an organisation could take to ensure that virtual teams work effectively. (10 marks)
- (Total: 20 marks)**
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## CS PART I SECTION 1

### ORGANISATIONAL BEHAVIOUR

MONDAY: 23 May 2016.

Time Allowed: 3 hours.

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

#### QUESTION ONE

- (a) Explain three factors that could contribute to lack of employee work-life balance. (6 marks)
- (b) Suggest four measures that management could take to minimise work-life imbalance. (4 marks)
- (c) Summarise five differences between a formal organisation and an informal organisation. (10 marks)
- (Total: 20 marks)**

#### QUESTION TWO

- (a) Describe six positive impacts of information communication technology on organisational behaviour. (6 marks)
- (b) Analyse eight roles that members of a team could play. (8 marks)
- (c) Discuss three types of group norms which a group could use to influence the behaviour of its members. (6 marks)
- (Total: 20 marks)**

#### QUESTION THREE

- (a) In the context of organisation design, describe the following spans:
- (i) Span of control. (2 marks)
- (ii) Span of accountability. (2 marks)
- (iii) Span of influence. (2 marks)
- (iv) Span of support. (2 marks)
- (b) Distinguish between “organisational design” and “organisational development”. (4 marks)
- (c) Summarise eight characteristics of an effective control system. (8 marks)
- (Total: 20 marks)**

#### QUESTION FOUR

- (a) Describe four factors that could affect the behaviour of employees in an organisation. (8 marks)
- (b) Examine three reasons for resistance to change within an organisation. (6 marks)
- (c) Identify six indicators of organisational resistance to change. (6 marks)
- (Total: 20 marks)**

#### QUESTION FIVE

- (a) The trait approach to leadership has been severely criticised by many.
- With reference to the above statement, identify four limitations of the trait theory of leadership. (4 marks)
- (b) Discuss three types of leadership styles. (6 marks)
- (c) Analyse five causes of conflict within an organisation. (10 marks)
- (Total: 20 marks)**
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# KASNEB

## CS PART I SECTION 1

### ORGANISATIONAL BEHAVIOUR

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FRIDAY: 20 November 2015.

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 term “organisational culture”. (2 marks)
  - (b) Describe four determinants of organisational culture in an organisation. (8 marks)
  - (c) Summarise five strategies for managing conflict within an organisation. (10 marks)
- (Total: 20 marks)**

#### QUESTION TWO

- (a) Distinguish between the following terms as used in relation to employee emotions:
    - (i) “Emotional intelligence” and “emotional control”. (4 marks)
    - (ii) “Deep acting” and “surface acting”. (4 marks)
  - (b) (i) Examine four benefits that accrue to an organisation from employee commitment. (4 marks)
  - (ii) Propose four ways in which a manager could increase employee commitment. (8 marks)
- (Total: 20 marks)**

#### QUESTION THREE

- (a) Explain three factors that might limit the use of authority by a superior over a subordinate. (6 marks)
  - (b) Describe four strategies of control that might be used in an organisation. (8 marks)
  - (c) Highlight six reasons why innovation is important to an organisation. (6 marks)
- (Total: 20 marks)**

#### QUESTION FOUR

- (a) Describe five behavioural characteristics of successful leaders with regard to bestowed authority. (10 marks)
  - (b) Summarise five factors that could lead to an effective workgroup. (10 marks)
- (Total: 20 marks)**

#### QUESTION FIVE

- (a) Explain five benefits of an organisational chart to an organisation. (10 marks)
  - (b) Analyse five factors that might contribute to the adoption of flexible working hours in an organisation. (10 marks)
- (Total: 20 marks)**
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## 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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