

3072
2906/301
2926/301
**ORGANIZATION THEORY
AND BEHAVIOUR**
November 2017
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL

BUSINESS EDUCATION SINGLE AND GROUP CERTIFICATE EXAMINATIONS

**DIPLOMA IN BUSINESS MANAGEMENT
DIPLOMA IN HUMAN RESOURCE MANAGEMENT
MODULE III**

ORGANIZATION THEORY AND BEHAVIOUR

3 hours

INSTRUCTIONS TO CANDIDATES

*This paper consists of SEVEN questions.
Answer any FIVE questions in the answer booklet provided.
Candidates should answer the questions in English.*

This paper consists of 2 printed pages.

**Candidates should check the question paper to ascertain that
both pages are printed as indicated and that no questions are missing.**

1. (a) Explain **five** shortcomings of the Human Relations approach to organizational behaviour. (10 marks)
- (b) Outline **five** ways in which management may contribute to inefficiency of work groups. (10 marks)
2. (a) Explain **five** external factors that may influence an employees' perception. (10 marks)
- (b) Explain **five** positive effects of inter-group conflict in an organization. (10 marks)
3. (a) Despite the benefits associated with change, some organizations are reluctant to embrace it. Explain **five** reasons that may account for this reluctance. (10 marks)
- (b) Outline **five** components of an organizational culture. (10 marks)
4. (a) Explain **five** measures that an individual employee may take to reduce work related stress. (10 marks)
- (b) Describe the stages that are involved in group development. (10 marks)
5. (a) Explain **five** internal forces that may make it necessary for an organization to introduce change. (10 marks)
- (b) Outline **five** challenges that an organization may face from operating with a stressed workforce. (10 marks)
6. (a) Explain **five** types of power that a manager in an organization may possess. (10 marks)
- (b) Explain **five** ways in which management may reinforce organizational culture. (10 marks)
7. (a) Explain **five** power tactics that a manager may use to protect personal interests in an organization. (10 marks)
- (b) Outline **five** ways in which an individual employee may contribute to organizational ineffectiveness. (10 marks)

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