

2908/301

ORGANIZATION THEORY AND BEHAVIOUR

July 2018

Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL

**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 pages are missing.

1. (a) Explain **six** ways in which an organization may benefit from successful conflict resolution among its employees. (12 marks)
- (b) Explain **four** disciplines that have contributed to the understanding of human behaviour in organizations. (8 marks)
2. (a) A newly incorporated enterprise intends to establish its organization structure. Explain **five** principles that the management should observe when undertaking this task. (10 marks)
- (b) Outline **five** objectives of organizational development programmes in a firm. (10 marks)
3. (a) Employees working in the same organization may exhibit, as individuals, different behaviours. Explain **five** factors that may account for this difference. (10 marks)
- (b) Outline **five** ways in which an effective organization design facilitates the attainment of organizational goals. (10 marks)
4. (a) Outline **six** circumstances that may lead to the breaking up of a group. (12 marks)
- (b) Explain the standards against which organizational effectiveness may be measured. (8 marks)
5. (a) Explain **six** personal factors that may cause an employee to experience stress in a work situation. (12 marks)
- (b) Outline **four** ways in which a manager may ensure effective inter-group co-operation in an organization. (8 marks)
6. (a) The changing technological environment is causing concern to the management of ABC Company Ltd. Outline **five** measures that should be taken to cope with the changes. (10 marks)
- (b) Explain **five** reasons that may make individual employees to resist change in an organization. (10 marks)
7. (a) Explain **six** reasons why an organization may find it appropriate to use a committee as a medium of introducing change in work systems. (12 marks)
- (b) Outline **four** negative effects of stress on an organization. (8 marks)

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