

Name \_\_\_\_\_ Index No. \_\_\_\_\_ / \_\_\_\_\_

2906/301

3072

**ORGANIZATION THEORY AND  
BEHAVIOUR**

July 2015

Time: 3 hours

Candidate's Signature \_\_\_\_\_

Date \_\_\_\_\_

**THE KENYA NATIONAL EXAMINATIONS COUNCIL.****DIPLOMA IN BUSINESS MANAGEMENT  
MODULE III****BUSINESS EDUCATION SINGLE AND GROUP CERTIFICATE EXAMINATIONS  
STAGE III****ORGANIZATION THEORY AND BEHAVIOUR****3 hours****INSTRUCTIONS TO CANDIDATES***Write your name and index number in the spaces provided above.**Sign and write the date of the examination in the spaces provided above.**This paper consists of SEVEN questions.**Answer any FIVE questions.**All questions carry equal marks.**Write your answers in the spaces provided in this question paper.**Do NOT remove any pages from this question paper.**Candidates should answer the questions in English.***For Examiner's Use Only**

Question	1	2	3	4	5	6	7	TOTAL SCORE
Candidate's Score								

**This paper consists of 16 printed pages.****Candidates should check the question paper to ascertain that all the  
pages are printed as indicated and that no questions are missing.**

1. (a) The human relations theory is one of the approaches to understanding organization theory and behaviour. Outline **five** criticisms that may be cited against the application of the theory in this regard. (10 marks)
- (b) Explain **five** ways in which conflicts may be beneficial to an organization. (10 marks)
2. (a) Outline **six** characteristics that organizational goals should possess. (12 marks)
- (b) Explain **four** perceptual distortions that may influence the way individual employees perceive others in an organization. (8 marks)
3. (a) Highlight **five** negative effects that organizational politics may have on a business enterprise. (10 marks)
- (b) Employees at Mwendo Limited have been exhibiting increased levels of stress. Explain **five** measures that the management should take to assist the employees cope with the stress. (10 marks)
4. (a) Highlight **six** external factors that may make it necessary to introduce change in an organization. (12 marks)
- (b) Different businesses adopt different types of organizational culture. Outline **four** types of such culture. (8 marks)
5. (a) An organization whose employees are stressed may suffer in different ways. Highlight **five** such ways. (10 marks)
- (b) Outline **five** features that effective workgroups should exhibit. (10 marks)
6. (a) Explain **five** political strategies that managers may adopt in an attempt to increase their power in an organization. (10 marks)
- (b) Describe the stages through which groups go through during their formation. (10 marks)
7. (a) Give **five** reasons that may make employees resistant to change in an organization. (10 marks)
- (b) Outline **five** factors that may determine the type of organizational culture to be adopted in a business firm. (10 marks)