

2908/301

**ORGANIZATION THEORY
AND BEHAVIOUR**

November 2021

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 questions are missing.

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1. (a) Outline five reasons that may lead to the break-up of an informal group in an organization. (10 marks)
- (b) Explain five ways in which the organization structure adopted in a firm may become a source of stress to employees. (10 marks)
2. (a) Explain four circumstances under which management may use avoidance as a strategy of handling conflicts in an organization. (8 marks)
- (b) Outline six advantages of using job enlargement as an organization development technique. (12 marks)
3. (a) Describe the steps of a group decision-making process. (12 marks)
- (b) Attitudes formed by individuals have certain functions. Explain four such functions. (8 marks)
4. (a) Explain five guidelines that managers should follow to ensure that delegated authority matches with the responsibility given. (10 marks)
- (b) Outline five objectives of organization development programmes in a firm. (10 marks)
5. (a) Explain six ways in which knowledge of organizational behaviour has contributed to management effectiveness. (12 marks)
- (b) Outline four benefits that an organization may derive from inter-departmental conflicts. (8 marks)
6. (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) Explain five ways in which a manager can satisfy the safety needs of employees in accordance with Maslow's Hierarchy of Needs theory. (10 marks)
7. (a) Explain five negative consequences of a stressed workforce to an organization. (10 marks)
- (b) Pato Limited intends to change its organization structure to a matrix design. Outline five benefits that may accrue to the company from this change. (10 marks)

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