

2906/301

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**ORGANIZATION THEORY  
AND BEHAVIOUR**

**July 2017**

**Time: 3 hours**



**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**

*This paper consists of SEVEN questions.*

*Answer any FIVE questions.*

*All questions carry equal marks.*

*Write your answers 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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**Turn over**

1. (a) Outline **five** criticisms levelled against the use of the systems approach in understanding organization behaviour. (10 marks)
- (b) Give **five** reasons that justify the need for managers to understand the perceptual process. (10 marks)
2. (a) Highlight **four** differences between a task force and a committee as types of groups in an organization. (8 marks)
- (b) Outline **six** ways in which an employee may show signs of stress. (12 marks)
3. (a) Management may find it necessary to stimulate some level of conflict among employees in an organization. Explain **four** techniques that may be used to achieve this objective. (8 marks)
- (b) Outline **six** ways in which organizational politics may hinder the achievement of goals in a business firm. (12 marks)
4. (a) Outline **five** circumstances under which employees may resist change in an organization. (10 marks)
- (b) Explain **five** internal factors that may contribute to high levels of effectiveness in an organization. (10 marks)
5. (a) Highlight **five** benefits that a firm may derive from having a distinct organization culture. (10 marks)
- (b) Outline **five** ways in which the knowledge of organization behaviour may enhance the performance of a manager. (10 marks)
6. (a) A newly hired manager at TAN Limited wishes to be recognized as a powerful leader. Outline **five** measures that the manager may take in order to achieve this wish. (10 marks)
- (b) The effective adoption of change may sometimes face barriers associated with the organization itself. Explain **five** such barriers.. (10 marks)
7. (a) Outline **five** benefits of using arguments when resolving conflicts among employees in an organization. (10 marks)
- (b) Explain **five** factors that may account for high levels of group cohesiveness in an organization. (10 marks)

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