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2906/301

2926/301

**ORGANIZATION THEORY  
AND BEHAVIOUR**

November 2022

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.**

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**Turn over**

1. (a) Outline **five** internal factors that may affect group behaviour. (10 marks)  
(b) John, a newly recruited employee, has reported to the office for work. As the supervisor, advise him on the measures to take to avoid work-related stress. (10 marks)
2. (a) Explain **five** reasons why change may fail to achieve its intended objectives in an organization. (10 marks)  
(b) Outline **five** ways in which the management of an organization may create conflicts among employees. (10 marks)
3. (a) Explain **five** negative effects of politics on a company. (10 marks)  
(b) Explain **five** indicators of conflict among employees in an organization. (10 marks)
4. (a) Explain **five** factors that may influence the attitude of an individual. (10 marks)  
(b) Explain **five** features of the scientific management theory as advocated by Fredrick W. Taylor. (10 marks)
5. (a) Explain **five** internal factors that the management of an organization must address to achieve effectiveness among its employees. (10 marks)  
(b) Explain **five** factors that may influence the type of organizational culture to adopt in a firm. (10 marks)
6. (a) Explain **four** limitations of using goal attainment to gauge organizational effectiveness. (8 marks)  
(b) Penda Limited wishes to enhance conformity to ethical values among employees. Explain **six** ways in which the firm can achieve this goal. (12 marks)
7. (a) Explain **five** external forces that may act as stimulus for change in an organization. (10 marks)  
(b) Cohesive groups are necessary for the attainment of organizational goals. Outline **five** features that characterize such groups. (10 marks)

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