

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

2908/301  
**ORGANIZATIONAL BEHAVIOR**  
**July 2015**  
**Time: 3 hours**

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

Date \_\_\_\_\_



**THE KENYA NATIONAL EXAMINATIONS COUNCIL**

**DIPLOMA IN HUMAN RESOURCE MANAGEMENT**  
**MODULE III**

**ORGANIZATIONAL 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) Explain **five** measures that a manager may take in order to promote effective delegation in an organization. (10 marks)
- (b) Outline **five** external forces that may act as stimulants for change in an organization. (10 marks)
2. (a) Highlight **five** circumstances under which the avoidance method of conflict resolution may be used in an organization. (10 marks)
- (b) Explain **five** factors that may account for differences in the behaviour of work groups in an organization. (10 marks)
3. (a) Outline **five** organization development interventions that may be used to improve employee effectiveness in an organization. (10 marks)
- (b) The need for enhanced ethical behaviour has gained great emphasis in recent times. Highlight **five** ways through which managers can promote such behaviour among employees in an organization. (10 marks)
4. (a) Current day pressures of life have led to more and more stressed employees in organizations today. Outline **five** behavioural consequences of such stressed employees. (10 marks)
- (b) The collegial model can be used to understand behaviour in an organization. Highlight **five** features of this model. (10 marks)
5. (a) Explain **five** measures that a manager may take in order to change undesirable attitude among employees in an organization. (10 marks)
- (b) Highlight **five** ways in which a human resource manager may use job design to manage stress among employees in an organization. (10 marks)
6. (a) Identify **five** sources of intergroup conflicts in an organization. (10 marks)
- (b) Give **five** reasons that may make an organization and development programme fail to achieve its intended goals. (10 marks)
7. (a) Work teams may sometimes use groupthink in the process of carrying out their responsibilities. Outline **five** signs of such groupthink in a team. (10 marks)
- (b) Wayne Ltd has recently reduced the number of levels in its management structure. Explain **five** benefits that may accrue to the organization from this move. (10 marks)