

2908/301

ORGANIZATIONAL BEHAVIOUR

July 2017

Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL

**DIPLOMA IN HUMAN RESOURCE MANAGEMENT
MODULE III**

ORGANIZATIONAL 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 pages are missing.

1. (a) Individual employee perception is influenced by certain factors. Outline **five** of these factors. (10 marks)
- (b) Explain **five** benefits that may accrue to an organization from the implementation of an organization and development programme. (10 marks)
2. (a) Explain **five** ways through which inter-organizational conflicts may be resolved. (10 marks)
- (b) Employees at Ferma Ltd have been working for long hours in the recent past. Outline **five** negative consequences of this situation to the employees. (10 marks)
3. (a) The organization structure at Alberta Ltd has been a hindrance to change. Highlight **five** structure-focused measures that the management may take to solve this problem. (10 marks)
- (b) Explain **five** negative effects of excessive decentralization of authority in an organization. (10 marks)
4. (a) Explain **five** benefits that an organization may derive from using team building as an organization and development intervention. (10 marks)
- (b) Suggest **five** measures that line managers may take to minimize stress among employees in an organization. (10 marks)
5. (a) Outline **five** circumstances under which internal conflicts may hinder organizational success. (10 marks)
- (b) Explain **five** factors that may encourage group members to accept an individual as their informal group leader. (10 marks)
6. (a) Outline **five** characteristics of the tall organization structure. (10 marks)
- (b) Explain **five** contributions of the scientific management approach to organization theory. (10 marks)
7. (a) Explain **five** factors that may influence conformity to group norms amongst members of a group in an organization. (10 marks)
- (b) Highlight **five** ways in which employees may become the agents of change in an organization. (10 marks)

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