

041306T4HRM

HUMAN RESOURCE MANAGER LEVEL 6

HRM/OS/BUS/CC/01/6

MANAGE ORGANIZATIONAL BEHAVIOUR

March/April 2026



**TVET CURRICULUM DEVELOPMENT, ASSESSMENT AND CERTIFICATION
COUNCIL (TVET CDACC)**

WRITTEN ASSESSMENT

Time: 2 hours

INSTRUCTIONS TO CANDIDATES

1. This paper consists of **TWO** sections, **A** and **B**.
2. Attempt **ALL** questions in section **A**
3. Attempt question **ELEVEN (11)** and **ANY TWO (2)** questions in section **B**.
4. Marks for each question are indicated in the brackets. ()
5. Candidates are provided with a separate answer booklet
6. **DO NOT** write on the question paper.

This paper consists of 3 printed pages

Candidates should check the question paper to ascertain that all pages are printed as indicated and that no questions are missing.

SECTION A (40 Marks)

Attempt ALL the questions in this section.

1. List FOUR individual factors that influence employee behavior at work. (4 Marks)
2. Identify FOUR causes of workplace stress. (4 Marks)
3. State FIVE causes of employee's resistance to change management in organizations. (5 Marks)
4. State FOUR benefits of teamwork in an organization. (4 Marks)
5. Identify FIVE leadership styles used in organizations. (5 Marks)
6. State FOUR sources of conflict in organizations. (4 Marks)
7. List FOUR ways of improving negative employee attitudes. (4 Marks)
8. Identify TWO factors in the Herzberg's Theory (2 Marks)
9. List FOUR methods used to manage workplace stress. (4 Marks)
10. State FOUR barriers of communication. (4 Marks)

SECTION B: (60 Marks)

Attempt question ELEVEN (11) Compulsory and any other TWO (2) questions in this section.

11.

Delta Ltd is expanding rapidly but managers are struggling to coordinate departments and maintain consistent performance standards.

- a) Explain FIVE strategies that management can use to improve coordination between departments. (10 Marks)
- b) Describe FIVE ways in which consistent performance standards can benefit Delta Ltd during its expansion. (10 Marks)

12.

- a) ABC company is implementing programs that are meant to manage employee stress. Explain FIVE benefits of managing employee stress in organizations. (10 Marks)
- b) AZ Software Company is merging its Kenya and Tokyo offices. Describe FIVE effects of globalization on organizational behavior. (10 Marks)

13.

- a) There are various contemporary issues affecting organization behavior. Explain FIVE such contemporary issues. (10 Marks)
- b) Mr. Kasuku is introducing new ways of motivating his employees. Explain FIVE such ways. (10 Marks)

14.

- a) Explain FIVE ways in which organizational culture influences employee behavior. (10 Marks)
- b) Effective leadership influences employee behavior in organizations. Describe FIVE roles that leaders perform in shaping positive employee behavior within an organization. (10 Marks)