



TECHNICAL UNIVERSITY OF MOMBASA
Faculty of Business & Social Studies

DEPARTMENT OF BUSINESS STUDIES

HIGHER DIPLOMA IN HUMAN RESOURCE MANAGEMENT

BMG 3102: ORGANIZATIONAL STRUCTURE AND EFFECTIVENESS

SPECIAL/SUPPLEMENTARY EXAMINATIONS

SERIES: FEBRUARY/MARCH 2015

TIME: 2 HOURS

INSTRUCTIONS:

- This paper consists of **FIVE** questions.
- Answer question **ONE (Compulsory)** and any other **TWO** questions.

This paper consists of Two printed pages.

QUESTION 1 (Compulsory)

- a) The best measures of business performance has been financial ones, in an organization. Discuss. **(10 marks)**
- b) Briefly explain any **FOUR** importances of organizations. **(8 marks)**
- c) Empowering employees involves giving them **THREE** elements that enable them to act more freely to accomplish their jobs. Explain the **THREE** elements. **(6 marks)**
- d) Discuss **THREE** factors that are considered to cause organizational decline. **(6 marks)**

QUESTION 2

- a) Briefly explain organizational characteristics that are sources of intergroup conflict. **(10 marks)**
- b) Outline the consequences that are specific to the garbage can decisions process for organizational decision-making. **(10 marks)**

QUESTION 3

Discuss the importance of value-based leadership influencing culture. **(20 marks)**

QUESTION 4

Write short notes on the following elements for successful change.

- a) Ideas **(4 marks)**
- b) Needs **(4 marks)**
- c) Adoption **(4 marks)**
- d) Implementation. **(4 marks)**
- e) Resources **(4 marks)**

QUESTION 5

What are the barriers to organizational change. **(20 marks)**