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**TECHNICAL UNIVERSITY OF MOMBASA**

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SCHOOL OF BUSINESS  
DEPARTMENT OF BUSINESS ADMINISTRATION  
UNIVERSITY EXAMINATION FOR:  
BCOM/BBA  
BHR 4401: ORGANIZATIONAL DESIGN AND EFFECTIVENESS

END OF SEMESTER EXAMINATION  
**SERIES: AUGUST 2019**  
**TIME: 2 HOURS**  
**DATE: AUGUST, 2019**

**Instructions to Candidates**

You should have the following for this examination

*-Answer Booklet, examination pass and student ID*

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

**Do not write on the question paper.**

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**QUESTION ONE**

- a) Describe the **FOUR** implications one would arrive at from “organizational effectiveness”  
**(8 marks)**
- b) Highlight the **FIVE** activities you would do in “analysis” as a part of your regular organizational reviews  
**(10 marks)**
- c) Outline the **SIX characteristics** of the classical management school  
**(12 marks)**

**QUESTION TWO**

- a) Describe the **FOUR advantages** that would accrue from hiring an outside consultant to do regular organizational reviews  
**(12 marks)**
- b) Explain the **FOUR** features of organic organizations you can use to distinguish them from other types of organizations  
**(8 marks)**

**QUESTION THREE**

- a) Explain the **THREE** types of technical complexities that you would meet and handle in organizational design and technology  
**(6 marks)**
- b) Describe the **FIVE** types of skills that are required to be possessed by a good manager in managerial perspective  
**(14 marks)**

#### **QUESTION FOUR**

- a) Highlight any SEVEN most popular individual development programmes that the management of an organization would undertake for their staff to become competent in doing their work duties **(14 marks)**
- b) Explain the THREE types of external environmental fits that have impacts on the organizational structures, tasks and informational processing requirement **(6 marks)**

#### **QUESTION FIVE**

- a) Describe the FOUR activities to be known and done in the normal, regular organizational reviews **(8 marks)**
- b) Choose and explain any SIX principles of management as proposed by Henry Fayol **(12 marks)**