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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

- Explain any **SIX** areas of importance of organizational design **(12 marks)**
- Highlight the **four** characteristics of mechanic organization that you would use to distinguish it from other organizations that you know **(8 marks)**
- Outline the **FIVE** types of organizations based on their transactional stages **(10 marks)**

### QUESTION TWO

- Choose and explain any **FIVE** activities in diagnosis as part of the regular organizational reviews **(10 marks)**
- Describe any **FIVE** features of a bureaucratic organization **(10 marks)**

### QUESTION THREE

- Explain the **FOUR** types of cultures as explained by Harrison, 1972 **(8 marks)**
- Highlight any **SIX** internal theoretical perspective fits commonly found in effective organizations **(12 marks)**

### QUESTION FOUR

- Explain any **SIX** structure focused programmes you would carry out as part of the normal, regular organizational reviews **(12 marks)**

- b) Outline the **FOUR** activities you should know and do as part of the normal, regular organizational reviews **(8 marks)**

**QUESTION FIVE**

- a) Highlight any **SEVEN** types of organizational misfits that should be identified and corrected for the smooth operation/ function of the whole organization **(14 marks)**
- b) Describe the **THREE** kinds of organizational external environmental **fits** that should be located and enforced for effectiveness **(6 marks)**