



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:

BACHELOR OF BUSINESS ADMINISTRATION/BACHELOR OF COMMERCE

BHR 4401: ORGANIZATIONAL DESIGN AND EFFECTIVENESS

END OF SEMESTER EXAMINATION

SERIES: December 2024

TIME: 2 HOURS

DATE: Pick Date Dec 2024

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.

QUESTION ONE

a) **Case Study: Kenya Airways - Organizational Structure Transformation**

Kenya Airways, the national flag carrier of Kenya, is a prominent airline operating globally. In recent years, the aviation industry has faced significant challenges, prompting Kenya Airways to reconsider its organizational structure to enhance operational efficiency and adaptability. Kenya Airways currently employs a traditional functional organizational structure, with distinct departments for Operations, Finance, Marketing, and Customer Service. However, the airline recognizes the need for a more agile structure to navigate the dynamic aviation industry.

Source: <https://www.kenya-airways.com>

Required

- i) Explain how Kenya Airways' existing organizational structure has impacted its ability to respond to changes in the aviation industry. (6marks)
- ii) Discuss **FOUR** challenges Kenya Airways might face in restructuring its organizational design. (8marks)
- iii) Discuss **THREE** techniques Kenya Airways may employ to leverage technology in its new organizational structure to enhance communication and operational efficiency. (6marks)

- b) Discuss **FIVE** critical roles of organizational culture in shaping the design and effectiveness of an organization (10marks)

QUESTION TWO

- a) Identify and explain key performance metrics that organizations can use to assess their effectiveness. Discuss how these metrics reflect the success of organizational design choices. (10marks)
- b) Business Process Reengineering (BPR) is a management strategy that emerged in the 1990s as a response to the need for organizations to adapt to rapidly changing business environments. Explain the relevance of BPR to Organizational Efficiency. (10marks)

QUESTION THREE

- a) Discuss how communication strategies be integrated into organizational design to enhance overall performance. (10 marks).
- b) Explain **FIVE** ways leaders can leverage organizational design to foster a positive and effective culture. (10marks)

QUESTION FOUR

- a) Explain the challenges leaders may face in maintaining organizational effectiveness across diverse geographical locations. (10marks)
- b) Discuss **FIVE** key components of organizational effectiveness and how they contribute to the overall health and success of an organization. (10 marks)

QUESTION FIVE

- a) The goal of artificial intelligence (AI) is to develop machines that can simulate human cognition and intelligence. Explain the impact of artificial intelligence on organization design and employee roles. (8marks)
- b) Explain the role of feedback mechanisms in fostering continuous improvement in organizational processes. (6marks)
- c) Discuss **THREE** effective strategies for managing resistance to change and fostering a positive attitude toward innovation within the organization. (6marks)