



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

SPECIAL/SUPPLEMENTARY EXAMINATION

SERIES: JULY 2025

TIME: 2 HOURS

DATE: Pick Date Jul 2025

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

Case study: Embracing Organizational Change and Innovation at Technical University of Mombasa (TUM)

Technical University of Mombasa (TUM) recognizes the need for organizational change and innovation to stay competitive in the dynamic landscape of higher education. The institution aims to transform its organizational culture, embrace innovative practices, and enhance its overall effectiveness.

Source: <https://www.tum.ac.ke>

- a) **Required**
- i) Explain the approaches Technical University of Mombasa will initiate for managing organizational change, in order to foster a culture of innovation. (5 marks)
 - ii) Explain methods Technical University of Mombasa employs to measure the success of its organizational change and innovation initiatives. (5 marks)
 - b) Explain how communication strategies can be integrated into organizational design to enhance overall performance. (10 marks)

- c) Discuss **FIVE** circumstances under which a matrix structure is most suitable for an organization, (10 marks)

QUESTION TWO

- a) Discuss **FIVE** roles of cross-cultural competence in globalized organizational design. (10 marks)
- b) Explain ways leaders can leverage organizational design to foster a positive and effective culture within the workplace. (10 marks)

QUESTION THREE

- a) Explain **FIVE** strategies that can be employed to change or strengthen organizational culture. (10 marks)
- b) Discuss the need for organizations to undergo significant transformations. (10 marks)

QUESTION FOUR

- a) Explain **FIVE** reasons why organizations can influence technological advancements to enhance communication, collaboration, and efficiency in a globalized business environment. (10 marks)
- b) Discuss leadership position in influencing organizational design and effectiveness. (10 marks)

QUESTION FIVE

- a) Explain **FIVE** roles of feedback mechanisms in fostering continuous improvement in organizational processes. (10 marks)
- b) Discuss key considerations for organizations in designing structures that can effectively operate in a globalized business environment. (10 marks)