



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:

BACHELOR OF BUSINESS ADMINISTRATION/BACHELOR OF COMMERCE

BHR 4402: ORGANIZATIONAL DESIGN AND EFFECTIVENESS

END OF SEMESTER EXAMINATION

SERIES: April 2025

TIME: 2 HOURS

DATE: Pick Date Apr 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

- a) Explain **five** Critical roles of organizational culture in shaping the design and effectiveness of an organization. (10 Marks)
- b) Suggest **five** methods that directors can employ in Leveraging organizational design to foster a positive and effective culture. (10 Marks)
- c) Discuss the relationship between organization design and effectiveness. (10 Marks)

QUESTION TWO

- a) Organizations need to undergo significant transformations. Explain **five** reasons for such a need (10 marks)
- b) Explain **five** Roles of feedback mechanisms in fostering continuous improvement in organizational processes. (10 Marks)

QUESTION THREE

- a) A leader is key to any organization in the context of ensuring achievement of the organizational goals and objectives. Explain **five** Leadership position that a leader may assume in influencing organizational design and effectiveness. (10 Marks)
- b) Explain **five** Key considerations for organizations in designing structures that can effectively operate in a globalized business environment. (10 marks)

QUESTION FOUR

- a) Explain five Approaches for managing organizational change. (10 Marks)
- b) Explain **five** Components of organizational effectiveness and how they contribute to the overall health and success of an organization. (10 Marks)

QUESTION FIVE

- a) Discuss **five** Ways leaders can leverage organizational design to foster a positive and effective culture within the workplace. (10marks)
- b) Explain **five** circumstances under which a matrix structure is most suitable for an organization. (10 Marks)