



**FINAL EXAMINATION**  
**MARCH 2024**

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<b>COURSE TITLE</b>	<b>ORGANIZATIONAL DESIGN</b>
<b>COURSE CODE</b>	<b>RMGT4423</b>
<b>DATE/DAY</b>	<b>24 JUNE 2024 / MONDAY</b>
<b>TIME/DURATION</b>	<b>02:00 PM - 04:00 PM / 02 Hour(s) 00 Minute(s)</b>

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**INSTRUCTIONS TO CANDIDATES :**

1. Please read the instruction under each section carefully.
2. Candidates are reminded not to bring into examination hall/room any form of written materials or electronic gadget except for stationery that is permitted by the Invigilator.
3. Students who are caught breaching the Examination Rules and Regulation will be charged with an academic dishonesty and if found guilty of the offence, the maximum penalty is expulsion from the University.

(This Question Paper consists of 4 Printed Pages including front page)

**\*\*\*DO NOT OPEN THE QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO\*\*\***

This question paper consists of TWO (2) sections. Answer ALL questions in the answer booklet provided. [40 MARKS]

SECTION A

(10 Marks)

There are TEN (10) questions in this section. Answer ALL questions in the OMR Sheet.

1. Which of the following is related with the uses of information systems to enable a focused strategy on a single market niche?
  - A. Low-cost leadership
  - B. Product differentiation
  - C. Focus on market niche
  - D. Focus on supplier demand
  
2. Which of the following is NOT part of the mediating factors for the two-way relationship between organizations and information technology.
  - A. Economic
  - B. Politic
  - C. Culture
  - D. Business processes
  
3. In a mechanistic organizational structure, decision-making is often \_\_\_\_\_.
  - A. centralized
  - B. hierarchical
  - C. formalized
  - D. decentralized
  
4. All of the list below refers to the departmentalization type EXCEPT \_\_\_\_\_.
  - A. functional
  - B. geographical
  - C. product
  - D. social
  
5. What type of organizational structure is characterized by the creation of separate business units for each country in which a company operates?
  - A. International Division
  - B. Global Product Division Structure
  - C. Global Geographic Division Structure
  - D. Global Matrix Structure

6. Which organizational structure combines elements of both functional and divisional structures, often leading to dual reporting relationships for employees?
- A. International Division.
  - B. Global Product Division Structure.
  - C. Global Geographic Division Structure.
  - D. Global Matrix Structure.
7. There are varieties form of global expansion through international strategic alliance. The one that "allowing another firm to market your brands" is refer to \_\_\_\_\_.
- A. Licensing
  - B. Joint Ventures
  - C. Consortia
  - D. Multidomestic
8. Which type of organizational structure is characterized by a highly centralized authority, formalized procedures, and a clear chain of command?
- A. Mechanistic.
  - B. Organic.
  - C. Adaptive.
  - D. Collaborative.
9. What is a potential consequence of downsizing on the remaining workforce?
- A. Improved job security.
  - B. Increased workload and stress.
  - C. Decreased need for skill development.
  - D. Reduced competition for promotions.
10. How can effective communication mitigate the negative impacts of downsizing on employees?
- A. Keeping information confidential.
  - B. Limiting communication to top management.
  - C. Providing clear and transparent information.
  - D. Avoiding communication altogether.

**SECTION B**

**(30 Marks)**

There are **THREE (3)** questions in this section. Answer **ALL** questions in the answer booklet.

**Question 1**

Discuss **FIVE (5)** different strategies companies may employ to overcome challenges and boost performance without reducing staff. (10 marks)

**Question 2**

It is imperative that leaders have a thorough understanding of the strategic nature of organizational management when it comes to diverse cultures. Describe **FIVE (5)** strategic nature that characterize responses to different cultures. (10 marks)

**Question 3**

The primary instrument for assessing and determining the state of organizational social structure and the influence of technology on it is Michael Porter's competitive forces model. Explain each of the **FIVE (5)** forces described in Michael Porter's model. (10 marks)

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\*\*\* END OF QUESTION PAPER \*\*\*  
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