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NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY, GREATER NOIDA

(An Autonomous Institute Affiliated to AKTU, Lucknow)

MBA (Integrated)

SEM: III - THEORY EXAMINATION (2024- 2025)

Subject: Organization Design and Development

Time: 2.5 Hours

Max. Marks: 60

General Instructions:*IMP: Verify that you have received the question paper with the correct course, code, branch etc.**1. This Question paper comprises of three Sections -A, B, & C. It consists of Multiple Choice Questions (MCQ's) & Subjective type questions.**2. Maximum marks for each question are indicated on right -hand side of each question.**3. Illustrate your answers with neat sketches wherever necessary.**4. Assume suitable data if necessary.**5. Preferably, write the answers in sequential order.**6. No sheet should be left blank. Any written material after a blank sheet will not be evaluated/checked.***SECTION-A**

15

1. Attempt all parts:-

1-a. A(n) _____ organization is highly adaptive, loose, and flexible. (CO1,K1)

1

- (a) Organic
- (b) Centralised
- (c) Customer oriented
- (d) Mechanistic

1-b. Multiple reporting relationships is a characteristic of _____organizational structure. (CO2, K2)

1

- (a) Division
- (b) Matrix
- (c) Function
- (d) None

1-c. In organizations, people who act as catalysts and assume the responsibility for managing the change process are called _____. (CO3, K1)

1

- (a) Change masters
- (b) Change agent
- (c) Operations managers
- (d) Charismatic leader

1-d. Defining values and subsystems that are the basis of a strong culture refers to_____. (CO4, K2)

1

(a) Commitment	
(b) Adaptability	
(c) Consistency	
(d) None of these	
1-e. During the diagnosis phase of organizational development, the primary focus is on _____. (CO5, K2)	1
(a) Implementing change interventions	
(b) Identifying the need for change and understanding the current state	
(c) Evaluating the effectiveness of the change efforts	
(d) Developing a detailed action plan	
2. Attempt all parts:-	
2.a. Define organization structure. (CO1, K1)	2
2.b. Enumerate the key factors that should be considered when designing an organization. (CO2, K2)	2
2.c. Identify common challenges that organizations face when implementing change. (CO3, K2)	2
2.d. Describe the dimensions of Organizational Climate.(CO4, K2)	2
2.e. Explain the primary objective of Organization Development. (CO5, K2)	2
SECTION-B	15
3. Answer any <u>three</u> of the following:-	
3-a. Discuss the advantages and disadvantages of flat and tall Organizational structure. (CO1, K2)	5
3-b. Illustrate the 7 S components of Mc Kinsey's Organization design model. (CO2, K4)	5
3.c. Differentiate between Anticipatory and Planned change in organizational contexts. (CO3, K4)	5
3.d. Analyze the impact of Organizational climate on employee performance. (CO4, K4)	5
3.e. Relate the process of Organization Development with Change management in organizations. (CO5, K3)	5
SECTION-C	30
4. Answer any <u>one</u> of the following:-	
4-a. In connection with Christmas celebration, the employees of National Bank formed a small group who organized a Christmas party and other entertainments. Name the type of organization referred here. Design and discuss its Organizational structure. (CO1, K6)	6
4-b. Appraise different types of Organisation strcutre with the help of proper examples and diagram. (CO1, K5)	6
5. Answer any <u>one</u> of the following:-	

- 5-a. In multinational corporations, identify specific considerations and challenges arise in designing an organizational structure that accommodates diverse cultural, regulatory, and operational differences across various locations. (CO2, K2) 6
- 5-b. Explain the six boxes in Weisbord's Six-Box Model, and how do they contribute to the overall assessment of organizational effectiveness. (CO2, K2) 6
6. Answer any one of the following:-
- 6-a. Apply the Kurt Lewin model of change to help an organization manage a technological change effectively. (CO3, K3) 6
- 6-b. Analyze all the external causes that leads to organisational change with the help of proper examples. (CO3, K4) 6
7. Answer any one of the following:-
- 7-a. Depict the Edger Schein model of Organisation culture with the help of a diagram. (CO4, K3) 6
- 7-b. Consider a company that has received feedback about a negative organizational climate in a specific department. Discuss how can leaders address this feedback and implement strategies to improve the climate, enhancing employee satisfaction and collaboration. (CO4, K3) 6
8. Answer any one of the following:-
- 8-a. Identify the role of Third party Intervention in Organisation development in detail. (CO5, K4) 6
- 8-b. Explain how OD interventions be tailored to assess and transform the the current organizational culture. (CO5, K3) 6