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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 (2025 - 2026)**

**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. Narrow span of control builds \_\_\_\_\_ organizations. (CO1, K2) 1
- (a) Tall
- (b) Broad
- (c) Flat
- (d) Decentralized
- 1-b. What is a virtual organization? (CO2, K2) 1
- (a) An organisation that uses information and communications technologies (ICT's) to coordinate activities without physical boundaries between different functions
- (b) An organisation that uses internet technologies to sell products to customers
- (c) An organisation that manages the supply chain using digital technologies
- (d) An organisation that coordinates the workforce via video conferencing
- 1-c. A leader needs to play the role of \_\_\_\_\_ in implementing change. (CO3, K2) 1
- (a) Communicator
- (b) Advocate of change
- (c) Facilitator of learning
- (d) All of these
- 1-d. The difference between *organizational climate* and *organizational culture* is \_\_\_\_\_ . (CO4, K2) 1
- (a) Climate refers to shared values, while culture refers to day-to-day perceptions.
- (b) Climate is about employees' perceptions of the work environment, while culture is about deeper shared values and norms.

(c)	Climate and culture are identical concepts with no distinction.	
(d)	Climate is permanent, while culture changes frequently.	
1-e.	In the context of organization development, the term "Reactive OD" refers to _____. (CO5, K2)	1
(a)	Planned change initiatives to proactively improve the organization	
(b)	A response to a crisis or significant external pressure	
(c)	Ongoing, incremental adjustments to existing processes	
(d)	Long-term strategic planning for organizational growth	
2.	Attempt all parts:-	
2.a.	Explain the concept of 'Organization'. (CO1, K2)	2
2.b.	Enumerate the key factors that should be considered when designing an organization. (CO2, K2)	2
2.c.	Describe the primary goal of organizational change. (CO3, K2)	2
2.d.	List down the potential consequences of a negative organizational culture. (CO4, K2)	2
2.e.	Define Organization Development (OD). (CO5, K1)	2
<b><u>SECTION-B</u></b>		<b>15</b>
3.	Answer any <u>three</u> of the following:-	
3-a.	Differentiate between divisional and functional structure with examples and diagram. (CO1, K3)	5
3-b.	Illustrate the 7 S components of Mc Kinsey's Organization design model. (CO2, K4)	5
3.c.	Contrast Internal and External forces of Change. (CO3, K4)	5
3.d.	Discuss how a clan culture contributes to a supportive and collaborative work environment. How is it different from a bureaucratic culture? (CO4, K4)	5
3.e.	Explain the types of Organization Development interventions with examples. (CO5, K2)	5
<b><u>SECTION-C</u></b>		<b>30</b>
4.	Answer any <u>one</u> of the following:-	
4-a.	Aman runs a factory wherein he manufactures leather shoes. The business is doing well and he intends to expand by diversifying into leather bags as well as leather jackets. Which type of Organizational structure would you recommend for this expansion and why? Give two reasons. State the characteristics of the selected Organizational structure. (CO1, K3)	6
4-b.	Appraise the importance of Delegation of Authority in a Line Organization. Also, compare Line organization with a staff organization. (CO1, K3)	6
5.	Answer any <u>one</u> of the following:-	
5-a.	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

- 5-b. Analyze the impact of Environment and Technology on Organization design. (CO2, K4) 6
6. Answer any one of the following:-
- 6-a. Evaluate all the types of organizational change in detail with the help of proper examples. (CO3, K5) 6
- 6-b. Apply the Kurt Lewin model of change to help an organization manage a technological change effectively. (CO3, K3) 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. Appraise different types of Organisation Climate and their advantages with example. (CO4, K5) 6
8. Answer any one of the following:-
- 8-a. Apply the concept of Process Consultation to develop an OD intervention for an organization facing inter group conflict. (CO5, K3) 6
- 8-b. Analyze the steps that organizations undertake for Organization development. (CO5, K4) 6