

THE KAVERY ENGINEERING COLLEGE
(An Autonomous Institution)

MBA DEGREE END SEMESTER THEORY EXAMINATIONS, NOV /DEC 2024

Third Semester

Master of Business Administration

BA4017-Organizational Design, Change and Development

Regulations - 2021

Duration : 3 Hrs

Maximum : 100 Marks

PART – A (ANSWER ALL QUESTIONS) (Marks 10*2=20)

<i>Q.No</i>	<i>Questions</i>	<i>BLT</i>	<i>CO</i>	<i>Marks</i>
1.	Define organizational design.	RE	1	2
2.	Differentiate between mechanistic and organic structures.	UN	1	2
3.	Who is a "change agent" in the context of organizational change?	RE	2	2
4.	Name any two techniques to overcome resistance to change.	UN	2	2
5.	What is the purpose of organizational development?	UN	3	2
6.	Recall the role does feedback play in the OD process.	RE	3	2
7.	What are human process interventions?	RE	4	2
8.	How does team building contribute to organizational development?	RE	4	2
9.	Brief the meaning of organizational life cycle.	UN	5	2
10.	Mention two HR implications of organizational innovation.	RE	5	2

PART – B (ANSWER ALL QUESTIONS) (Marks 5*13 = 65)

<i>Q.No</i>	<i>Questions</i>	<i>BLT</i>	<i>CO</i>	<i>Marks</i>
11.	a i Discuss the determinants and components of organizational design.	UN	1	7
	ii Explain the basic challenges of organizational design, focusing on differentiation and integration.	UN	1	6
	Or			
	b i Compare and contrast centralization and decentralization in organizational design.	UN	1	7
	ii Outline the impact of technology and environment on organizational design.	UN	1	6
12.	a i Illustrate the nature and various forces that drive organizational change.	AP	2	7
	ii Elaborate the role of change agents in facilitating organizational change with examples.	AP	2	6
	Or			
	b i Examine the individual and organizational factors that lead to resistance to change and suggest ways to address them.	AP	2	7
	ii Describe the process and significance of job redesign in implementing organizational change.	AP	2	6

13.	a	Elucidate the evolution and significance of organizational development in modern organizations.	AN	3	13
		Or			
	b	Describe the phases involved in the organizational development (OD) process.	AN	3	13
14.	a	Discuss the significance of individual, group, and inter-group human relations interventions in organizational development.	AP	4	13
		Or			
	b	Appraise the process consultation and its role in facilitating organizational change.	AP	4	13
15.	a	Evaluate the stages of the organizational life cycle and their implications for organizational strategy.	AN	5	13
		Or			
	b	Interpret the role of creativity and innovation in organizational success. Discuss the associated challenges.	AN	5	13

*PART – C (Marks 1*15 = 15)*

<i>Q.No</i>		<i>Questions</i>	<i>BLT</i>	<i>CO</i>	<i>Marks</i>
16.	a i	Examine how survey feedback is used to enhance communication and decision-making in OD.	AP	4	8
	ii	How does organizational learning contribute to long-term organizational sustenance? Illustrate with examples.	AP	5	7
		Or			
	b	Explain how diagnostic information is collected, analyzed, and fed back to the organization.	AN	3	15