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Third Semester MBA Degree Examination, December 2011
Organization Design and Organization Development

Time: 3 hrs.

Max. Marks:100

Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7
2. Question No. 8 is compulsory.

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| 1 | a. Define organization effectiveness. | (03 Marks) |
| | b. Explain images of organization. | (07 Marks) |
| | c. Discuss five different types of organization structure. | (10 Marks) |
| 2 | a. What is formalization? | (03 Marks) |
| | b. Explain goal attainment approach to organizational effectiveness. | (07 Marks) |
| | c. Differentiate centralized and decentralized decision making. | (10 Marks) |
| 3 | a. Define span of control. | (03 Marks) |
| | b. Explain advantages and disadvantages of departmentalization. | (07 Marks) |
| | c. Discuss the evolution of organization theory. | (10 Marks) |
| 4 | a. What is task environment? | (03 Marks) |
| | b. Explain organization design for creative excellence. | (07 Marks) |
| | c. Discuss the role of the government in promoting organization excellence. | (10 Marks) |
| 5 | a. Define first order change. | (03 Marks) |
| | b. Explain any seven types of interventions. | (07 Marks) |
| | c. Discuss the six-box model of organizational diagnosis. | (10 Marks) |
| 6 | a. Define coaching. | (03 Marks) |
| | b. Discuss different types of power. | (07 Marks) |
| | c. Discuss Johari window. | (10 Marks) |
| 7 | a. Define politics. | (03 Marks) |
| | b. Explain organization mirroring. | (07 Marks) |
| | c. Discuss the conditions that are generally favorable to OD's future. | (10 Marks) |

8 Case study :

Select a restaurant :

Organization is a way of gaining some power against an unreliable environment. The environment provides the organization with inputs, which include raw materials, human resources, and financial resources. There is a service to produce that involves technology. The output goes to clients.

- a. You are into your third year of operation and your business has been very successful. You want to add a second location few kilometers away. What issues will you face running the business at two locations? Draw an organization chart that includes the two business locations. (05 Marks)
- b. Five more years go by and the business has grown to five locations in two cities. How do you keep in touch with them all? What issues of control and coordination have arisen? Draw an up-to-date organization chart and explain your rationale for it. (05 Marks)
- c. Fifteen years later, you have forty locations in three states. Draw a chart for this organization. Discuss the issues and problems. (05 Marks)
- d. Twenty years later, you have seventyfive locations in five states. What are the issues and problems that have to be dealt with, through organizational structure? Draw a chart for this organization. (05 Marks)

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