

USN

--	--	--	--	--	--	--	--	--	--

10MBAHR341

Third Semester MBA Degree Examination, December 2012
Organizations Design and Organization Development

Time: 3 hrs.

Max. Marks:100

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

- 1 a. Define 'Organization design'. (03 Marks)
b. How does technology influences the structure? (07 Marks)
c. What are the structural determinants of organizational power? (10 Marks)
- 2 a. What are the components of organizational design? (03 Marks)
b. Explain the advantages and disadvantages of Adhocracy. (07 Marks)
c. Examine the goal attainment and system approach to organizational effectiveness. (10 Marks)
- 3 a. What do you mean by span of management? (03 Marks)
b. Analyse the strategy – structure link in an organization. (07 Marks)
c. Explain the forms of Competitive and Rejuvenatory excellence. (10 Marks)
- 4 a. What are the features of an open system? (03 Marks)
b. "The Government has a role to play in promoting organizational excellence"? Discuss. (07 Marks)
c. Explain any four organizational images. (10 Marks)
- 5 a. What is OD intervention? (03 Marks)
b. Discuss the nature of first order and second order change. (07 Marks)
c. Explain the six box diagnosis model of an OD process. (10 Marks)
- 6 a. List the fundamental strengths of organizational development. (03 Marks)
b. Discuss the ethical dilemmas in OD practice. (07 Marks)
c. Examine the potential opportunity for OD movement in future. (10 Marks)
- 7 a. What is action research? (03 Marks)
b. What are the components of an organization development process? (07 Marks)
c. Examine briefly the types of organizational development interventions under 'individual' levels of the organizational development area. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg. 42+8 = 50, will be treated as malpractice.

8 CASE STUDY :

Mr. Anil Kumar got promotion last year and has been posted as foreman in a production shop. Before his promotion to the management cadre, he had been a supervisor for four years. His work on that job had considerably been outstanding. It may be recalled that Anil Kumar joined the company as a Trade Apprentice. He did well in his training and in his subsequent jobs. He rose to the job of a Supervisor in about six years. His human relations was generally good. His colleagues had wished him well on his promotion.

To improve the working of his shop, Anil Kumar introduced some changes in his shop. He re – allocated the responsibilities of his supervisors and changed the shifts and machines of some operators. He thought that this change would improve the working of his shop. However, from that time onwards Anil Kumar began to have trouble as a foreman. His Supervisors gave him the silent treatment. The operators seemed to make mistakes even in simple things. Everyday there was a machine shutdown. By the end of the quarter, Anil Kumar's workshop was showing the poorest production record in the whole of plant.

Questions :

- a. Bring out the main features of this case. (05 Marks)
- b. What do you think has gone wrong? (05 Marks)
- c. Did Anil Kumar make a mistake in introducing the changes? Justify your answer. (05 Marks)
- d. If you were Anil Kumar, what would you do to get the things right? (05 Marks)
