

63

Reg. No. :

| | | | | | | | | | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | | | | | | | | | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

Question Paper Code : 10138

M.B.A. DEGREE EXAMINATION, APRIL/MAY 2023

Elective

BA4017 — ORGANIZATIONAL, DESIGN, CHANGE AND DEVELOPMENT

(Regulations 2021)

Time : Three hours

Maximum : 100 marks

Answer ALL questions

PART A — (10 × 2 = 20 marks)

1. State the Components of Organizational design.
2. Distinguish Mechanistic and Organic Structures.
3. Compare Evolutionary and Revolutionary Change in Organisations.
4. Reproduce Kurt Lewin's Three - Step Change Process.
5. Retrieve the Characteristics of the Feedback process.
6. Outline the techniques used for analyzing data.
7. Define Process Consultation.
8. Infer the factors on which an organization structure should be designed to fit based on contingencies.
9. Interpret the types of technological change resulting in Innovation.
10. Recall the concept of Cognitive bias in Organizational Learning.

PART B — (5 × 13 = 65 marks)

11. (a) Outline the four basic organizational design challenges confronting managers and consultants.

Or

- (b) Technical complexity is greatest with continuous-process technology, Explain.

12. (a) Describe the forces for change and resistance to change that confront an organization and its managers.

Or

- (b) Recap the steps in Action Research Model.

13. (a) Describe comprehensive model for Diagnosing an Organizational Systems.

Or

(b) Enumerate major techniques for collecting diagnostic data.

14. (a) Explain the concept and application stages of "Intergroup human relation Interventions" leading to organizational effectiveness.

Or

(b) Classify team building activities.

15. (a) Demonstrate Greiner's Model of Organizational Growth.

Or

(b) Summarize the methods adopted to manage the innovation process.

PART C — (1 × 15 = 15 marks)

16. (a) You are a manager of a major soft-drinks company that is going head to head with Coca-Cola to increase market share. Your strategy is to increase your product range to offer a soft-drink bottled water in every segment of the market to attract customers, and to begin offering soft drinks and other beverage products tailored to the needs of customers in different regions of the country. Currently you have a functional structure.

Assess the way in which to implement your strategy to launch new products considering the pros and cons of the different possible organizational structures.

Or

(b) You are a top managers of a major clothing store who are facing a crisis. Your establishment has been the leading clothing store in your city for the last 15 years. In the last three years, however, two other major clothing store chains have opened up in your city, and they have steadily been luring away your customers-your sales are down 30%. To find out why, you have been surveying some of your former customers and have learned that they perceive, for whatever reason, that your store is just not keeping up with changing fashion trends and new forms of customer service. In examining the way your store operates, you have come to realize that over time the ten buyers who purchase the clothing and accessories for your store have been buying increasingly from the same set of clothing suppliers, and they have become reluctant to try new ones. Moreover, your salespeople rarely, if ever, make suggestions for changing the way your store operates. Your goal is to shake up store employees and turn around store performance.

Develop a program to increase the level of organizational learning by specifying ways to promote learning at all levels.