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**MBA-INT**  
**(SEM IX) THEORY EXAMINATION 2024-25**  
**ORGANISATIONAL DESIGN AND CHANGE MANAGEMENT**

TIME: 3 HRS

M.MARKS: 100

**Note:** Attempt all Sections. In case of any missing data; choose suitably.

**SECTION A**

**1. Attempt all questions in brief. 2 x 10 = 20**

Q no.	Question	CO	Level
a.	What is the meaning of an organization?	1	
b.	Why is the existence of an organization necessary?	1	
c.	Name the key determinants of organizational design.	2	
d.	Enumerate the main components of organizational design.	2	
e.	What is the STAR Model in decision-making?	3	
f.	How can an organization create and sustain a positive culture?	3	
g.	Mention about organizational change.	4	
h.	How do HR functions contribute to strategic change management?	4	
i.	Discuss organizational life cycle.	5	
j.	What is organizational learning?	5	

**SECTION B**

**2. Attempt any three of the following: 10 x 3 = 30**

a.	Compare and contrast the external resources approach, internal systems approach, and technical approach to organizational design.	1	
b.	Describe the different types of organizational designs and provide examples of when each would be most appropriate.	2	
c.	Explain the concept of organizational culture and its significance in shaping the behaviour of employees within an organization.	3	
d.	Discuss the different types and forms of organizational change, including structural, technological, and behavioural changes. Provide examples of each.	4	
e.	Analyse the relationship between innovation, intrapreneurship, and creativity within an organization. How can fostering these elements lead to sustainable growth and competitive advantage?	5	

**SECTION C**

**3. Attempt any one part of the following: 10 x 1 = 10**

a.	Analyse the global implications of organizational design in the context of multinational corporations.	1	
b.	Examine the basic challenges in organizational design, such as differentiation, integration, centralization, decentralization, and standardization.	2	

**4. Attempt any one part of the following: 10 x 1 = 10**

a.	Identify and describe the different types of organizational cultures. How do these types impact organizational performance?	3	
b.	Differentiate between evolutionary and revolutionary change. What are the advantages and challenges associated with each type of change?	4	

**5. Attempt any one part of the following: 10 x 1 = 10**

a.	Explain the role of leadership in creating and nurturing a learning organization. What leadership practices are essential to ensure that learning becomes a central part of the organizational culture?	5	
b.	Discuss the significance of corporate restructuring in response to changes in the business environment.	1	



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6. Attempt any one part of the following: 10 x 1 = 10

a.	Explain why organizational design is critical to an organization's success. How does effective design contribute to organizational performance?	2	
b.	Examine the relationship between organizational culture and strategy. How can a company's culture support or hinder the implementation of its strategy?	3	

7. Attempt any one part of the following: 10 x 1 = 10

a.	Define organizational development (OD) and explain its significance in managing change. How does OD contribute to improving organizational effectiveness?	4	
b.	Elaborate the role of HR in supporting a learning organization. How can HR contribute to continuous employee development, knowledge sharing, and fostering an innovative culture?	5	

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