

SVKM's NMIMS
School of Distance Learning

Programme: DHRM/PGDHRM

Academic Year: 2011-2012

Semester II

Subject: Organisational Design ,Development & Change

Marks: 70

Time: 3.00 p.m to 6.00 p.m

Date: 26.12.2011

Course old

Instructions: Candidates should read carefully the instructions printed on the question paper and on the cover of the Answer Book, which is provided for their use.

NB:

1. Answer to each new question to be started on a fresh page
2. Figure in brackets indicate full marks

Q1. Attempt any 2 out of 4 [10 marks]

- a. Highlight importance of boundaryless organization. Give examples.
- b. Highlight skills required to become a change agent.
- c. What is T Group training? When is this used?
- d. How does a project structure help organizational effectiveness?

Q2. Write short notes on any 2 out of 5 [10 marks]

- a. Questionnaire
- b. Benchmarking
- c. Ergonomics
- d. 7s Model
- e. Role of IT in organizing work

Q3. Attempt any 3 out of 5 [30 marks]

- a. Highlight features of a matrix organization. Explain how it helps in improving organizational effectiveness, giving example.
- b. Describe process of Institution Building, with an example of an organization of your choice.
- c. Highlight the objectives of OD in view of the challenges faced by organizations today.
- d. Explain organization design? Describe the important factors that influence design of an organization?
- e. Contrast the horizontal and vertical organization structures. Highlight the advantages and challenges of using either structure, giving examples.

Q4. Answer in detail

[20 marks]

You are the OD Consultant for Grow Well Ltd. The organization has approached you regarding performance issues in their junior and middle management levels. Grow Well is planning on aggressively expanding its business to include more product lines within the next twelve months. The expansion will entail increased performance expectations, movement of employees from present roles and offices to enhanced roles with additional responsibilities and several transfers to other offices, as per business requirements. As OD Consultant,

- a. Describe how change may be managed successfully at Grow Well Ltd. In view of possible resistance by employees.
- b. Suggest suitable OD Interventions to enhance employee performance at Grow Well Ltd.

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