

Xeroxed - 50

**SVKM's NMIMS University
School of Distance Learning**

Organisational Design, Development & Change

Date: 21.12.2007

Marks: 100

Time: 11.00 to 2.00

PART - A

Answer Any TWO Questions (2x20 = 40 Marks)

1. Due to changes in market conditions and technology, organizations structures have also undergone a major change. Comment on the changing organizational structures and work patterns. (20 Marks)

2. The constant friction between the Marketing and the R&D departments of XYZ, a lead player in the cosmetics industry, was a serious concern to the General Manager, Pramod. While the members of the R&D department felt that the marketing team was unduly pressurizing the R&D department to produce new products at frequent intervals, the marketing team felt that the R&D department was not working hard enough to meet the changing demands of their customers.

Suggest an OD intervention to Pramod to ensure smooth functioning of the teams. (20 Marks)

3. Explain Job Characteristics Model. Describe three jobs that score high on the Job Characteristics Model. Describe that score low. (20 Marks)

PART - B

Answer ANY FOUR Questions (4x15 = 60 Marks)

1. Using Kurt Lewin's three-step approach to change – Unfreeze, Change and then re-freeze, explain how managers in large organizations implement change? (15 Marks)

2. Explain "structure follows strategy" (15 Marks)

3. It is difficult to demarcate knowledge work from traditional work. Peter Drucker postulates that knowledge work is more thinking than doing. There is a remarkable shift among employees from traditional agricultural work to manufacturing to services based industries over the last few years in developing countries. The shift also emphasizes the significance of intellectual resources comparing to other factors of production such as land, labour, capital etc... Knowledge is both the tool and the raw material, and the result is a very special kind of product.

In this context, differentiate Traditional Work and Knowledge Work. Discuss HR implications to both Traditional and Knowledge Work (15 Marks)

4. Explain the 7Ss Model. (15 Marks)

5. Explain how interviews are useful in analyzing an organization. Discuss with an example (15 Marks)

6. If you were an employee in a matrix structure, what pluses do you think the structure would provide? What about negatives? (15 Marks)

7. Explain the characteristics of Mechanistic and Organic organizations (Present with examples) (15 Marks)

8. Discuss (15 Marks)

- a. Force Field Analysis
- b. T-Group Training or Organizational Mirroring