

SVKM'S NMIMS UNIVERSITY
SCHOOL OF DISTANCE LEARNING

PROGRAM (Semester): DHRM(II)/ PGDHRM(II)
Subject: Organisation Design, Development and Change

Date: 26-05-2009 (3.00 p.m. – 6.00 p.m.)

Marks: 100
Time : 3 hrs

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. Answers must be precise and written in points**

Q1. Attempt any 2 out of the following 4 questions Marks : 10

- a. What is an organization? What are the components of an organization system?
- b. What is organization design? What is the necessity of organization design?
- c. What is ergonomics? What is the need of ergonomics?
- d. What is Quality of Work Life? What are the objectives of QWL?

Q2. Write Short notes on any 3 out of 5 Marks : 15

- a. Organization as open systems
- b. Span of Control
- c. Unity of Command
- d. Decentralization
- e. MBO

Q3. Attempt any 3 out of 5 Marks : 45

- a. What are the factors affecting Organization Design?
- b. Name and draw any 3 types of Organization Structures.
- c. What is Organizational Analysis? How does it contribute to designing an organization?
- d. What is Organizational Development? What are the factors that contribute to the success of OD?
- e. Who are change agents? What are the roles that change agents perform?

Q4. Case Study Marks : 30

You have recently joined a large manufacturing organization as the HR Manager. The workers at the factories have been complaining of low job satisfaction and the management feels job design exercise should be undertaken. You have suggested fitting jobs to people rather than people to jobs. You are being asked by the management to present comparative analysis (advantages-disadvantages) of the following job design techniques- job rotation, job engineering, job enlargement, job enrichment and socio-technical system.