

**Course Outcomes:** On completion of the course, the student will be able to:-

CO1	Recall the basic concepts and terms related to organisational, structure, strategy, culture and change.
CO2	Enable the incumbents to understand comprehensively the concepts delivered at the remembrance level to make them cognitively fit for application.
CO3	Develop application skills in organisational design and change based on the understanding of the different contents delivered to apply them with illustrations and cases.
CO4	Impart skills to analyse the organizational design and organizational development to explore and establish relationships in the areas of organizational management decisions.
CO5	Evaluate the impact of structure, strategy and culture in organizational design decisions, and appraise organizational change plans using organizational development techniques.
CO6	Generate new ideas and create organizational designs and OD interventions for business expansion and developments.

**BL – Bloom's Taxonomy:** (L1- Remember, L2 - Understand, L3 – Apply, L4-Analyse, L5-Evaluate, L6-Create)

### PART A

(Answer ALL questions. Each question carries 2 marks)

Q. Nos.	Questions	Marks	BL	CO
1	Discuss the three major sources of environmental uncertainty	2	2	2
2	Describe the concept of economies of scale.	2	2	2
3	Distinguish between transactional and transformational change.	2	2	1
4	Explain the concept of, "liability of newness".	2	2	2
5	State Pondy's model of organizational conflict.	2	1	1

(5X2=10 marks)

### PART B

(Answer ANY FIVE Questions. Each question carries 4 marks)

Q. Nos.	Questions	Marks	BL	CO
6	There is no one best organizational structure, as it depends on the nature of the company and the industry it operates in. Comment.	4	3	1
7	Differentiate between vertical and horizontal integration strategy	4	4	4
8	Critically examine transaction cost theory	4	4	2
9	Using Edgar Schein's model of organizational culture, examine the culture of any organization of your choice.	4	4	3
10	Netflix is planning to redesign its pricing strategy to offer varying degrees of services and features at different price points to customers across the world. The development comes after the video-streaming company tasted	4	4	4

	success in India through a similar price revision exercise in 2021. Analyze the globalization strategy of Netflix.			
11	Illustrate with relevant examples the various forms of isomorphism in organizations	4	3	4
12	Examine the ways by which knowledge management can promote organizational learning?	4	4	4

(5X4=20 marks)

**PART C**

(Answer ANY TWO questions. Each question carries 10 marks)

Q. Nos.	Questions	Marks	BL	CO
13	Chinese smartphone manufacturer Xiaomi is reportedly cutting down its Indian workforce as a part of its organisational rearrangement. At the beginning of 2023, the company had 1,400-1,500 employees which is going to be brought down to below 1000. Design a change management plan for Xiaomi using Kotter's model.	10	5	6
14	<i>Smart Tech Solutions</i> started as a small entrepreneurial venture and quickly expanded its customer base. However, lately, the company has been encountering issues such as communication breakdowns, increased bureaucracy, and resistance to change. The leadership team is concerned that these challenges may be indicative of a specific stage in the organizational lifecycle. A. Analyze the present situation at Smart Tech Solutions in the context of Greiner's Model of Organizational Lifecycle. B. Identify the stage that best characterizes the challenges the company is facing. C. Provide recommendations on how Smart Tech Solutions can navigate through the current stage and prepare for potential future challenges.	10	5	5
15	In the context of companies in the IT sector widely using remote working model, HR departments face significant challenges in knowledge management and facilitating organizational learning in the new virtual landscape. There are concerns about the potential impact on innovation and collaboration within the organization. Using the Nonaka Model of Knowledge Management, address the following questions: A. Evaluate the impact on specific knowledge conversion processes within the Nonaka Model that are hindered by remote work, and explain the implications for organizational learning. B. Propose strategies and initiatives that the HR department can implement to enhance knowledge creation, sharing, and utilization in the virtual workspace based on the Nonaka Model	10	6	6

(2x10=20 marks)

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