

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur – 603 203

DEPARTMENT OF MANAGEMENT STUDIES

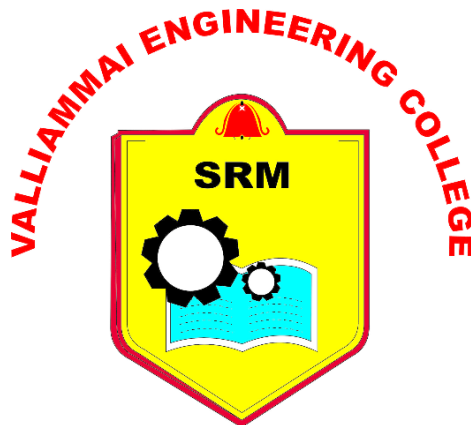
QUESTION BANK

III SEMESTER

PBA305 ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT

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UNIT – I – ORGANISATION AND ITS ENVIRONMENT**SYLLABUS:**

Meaning of Organization – Organisation vision and mission – Need for existence – Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness –Organizational Environment, Specific and General Environment, Sources of Uncertainty in Organizational Environment, Internal Systems Approach and Technical approach – HR implications.

PART- A				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Define Organization.	Remembering	Level 1	CO1
2.	State organizational vision.	Understanding	Level 2	CO1
3.	State organizational mission.	Remembering	Level 1	CO1
4.	What is organizational effectiveness.	Understanding	Level 2	CO1
5.	Define value creation.	Understanding	Level 2	CO1
6.	List measures of effectiveness.	Remembering	Level 1	CO1
7.	Define organizational environment.	Understanding	Level 2	CO1
8.	Differentiate specific and general environment.	Remembering	Level 1	CO1
9.	List sources of uncertainty.	Understanding	Level 2	CO1
10.	What is internal systems approach.	Remembering	Level 1	CO1
11.	What is technical approach.	Remembering	Level 1	CO1
12.	State HR implications of environment.	Understanding	Level 2	CO1
13.	Why do organizations exist.	Remembering	Level 1	CO1
14.	List characteristics of organizations.	Understanding	Level 2	CO1
15.	What is environmental scanning.	Remembering	Level 1	CO1
16.	Define stakeholders.	Understanding	Level 2	CO1
17.	What is adaptability.	Remembering	Level 1	CO1
18.	What is organizational survival.	Remembering	Level 1	CO1
19.	Define efficiency.	Remembering	Level 1	CO1
20.	Define effectiveness.	Understanding	Level 2	CO1
21.	What is competitive advantage.	Remembering	Level 1	CO1

22.	State importance of mission.	Understanding	Level 2	CO1
23.	List environmental forces.	Remembering	Level 1	CO1
24.	What is strategic fit.	Understanding	Level 2	CO1

PART- B				
S.NO	QUESTIONS	COMPETENC E	BT LEVEL	CO Level
1.	Explain organization and its need for existence.	Applying	Level 3	CO1
2.	Analyze vision and mission.	Analysing	Level 4	CO1
3.	Discuss organizational effectiveness measures.	Applying	Level 3	CO1
4.	Examine value creation process.	Analysing	Level 4	CO1
5.	Analyze specific and general environment.	Analysing	Level 4	CO1
6.	Evaluate sources of uncertainty.	Analysing	Level 4	CO1
7.	Explain internal systems approach.	Applying	Level 3	CO1
8.	Discuss technical approach.	Analysing	Level 4	CO1
9.	Analyze HR implications.	Applying	Level 3	CO1
10.	Examine environmental scanning.	Analysing	Level 4	CO1
11.	Evaluate stakeholder influence.	Applying	Level 3	CO1
12.	Discuss organizational adaptability.	Analysing	Level 4	CO1
13.	Analyze organizational survival.	Applying	Level 3	CO1
14.	Illustrate environmental challenges.	Analysing	Level 4	CO1
15.	Examine effectiveness indicators.	Analysing	Level 4	CO1
16.	Discuss strategic fit.	Analysing	Level 4	CO1

17.	Evaluate environmental impact on organizations.	Applying	Level 3	CO1
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UNIT – II – ORGANISATIONAL DESIGN

SYLLABUS:

Organisational Design and structure – Determinants – Components – Types – Parameters of Organization Design, Basic Challenges of design –Complexity, Formalization and Centralization Mutual adjustment – Mechanistic and Organic Structures – Technological and Environmental Impacts on Design – Importance of Design – Success and Failures in design – Implications for Managers.

PART- A				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Define organizational design.	Remembering	Level 1	CO2
2.	Define organizational structure.	Understanding	Level 2	CO2
3.	List determinants of design.	Remembering	Level 1	CO2
4.	State components of structure.	Understanding	Level 2	CO2
5.	What is complexity.	Remembering	Level 1	CO2
6.	Define formalization.	Remembering	Level 1	CO2
7.	Define centralization.	Understanding	Level 2	CO2
8.	What is mutual adjustment.	Remembering	Level 1	CO2
9.	Define mechanistic structure.	Understanding	Level 2	CO2
10.	Define organic structure.	Remembering	Level 1	CO2
11.	List design parameters.	Remembering	Level 1	CO2
12.	State importance of design.	Understanding	Level 2	CO2
13.	What is departmentalization.	Remembering	Level 1	CO2
14.	Define span of control.	Understanding	Level 2	CO2
15.	What is authority.	Remembering	Level 1	CO2
16.	Define responsibility.	Understanding	Level 2	CO2
17.	What is delegation.	Remembering	Level 1	CO2
18.	List challenges of design.	Understanding	Level 2	CO2

19.	What is coordination.	Remembering	Level 1	CO2
20.	Define integration.	Understanding	Level 2	CO2
21.	State environmental impact on design.	Remembering	Level 1	CO2
22.	State technological impact on design.	Understanding	Level 2	CO2
23.	What is restructuring.	Remembering	Level 1	CO2
24.	List implications for managers.	Understanding	Level 2	CO2

PART- B				
S.NO	QUESTIONS	COMPETENC E	BT LEVEL	CO Level
1.	Explain organizational design.	Applying	Level 3	CO2
2.	Analyze determinants of structure.	Analysing	Level 4	CO2
3.	Discuss components of design.	Applying	Level 3	CO2
4.	Compare mechanistic and organic structures.	Analysing	Level 4	CO2
5.	Evaluate complexity formalization and centralization.	Analysing	Level 4	CO2
6.	Examine mutual adjustment.	Analysing	Level 4	CO2
7.	Analyze technological impacts.	Applying	Level 3	CO2
8.	Discuss environmental impacts.	Analysing	Level 4	CO2
9.	Evaluate importance of design.	Analysing	Level 4	CO2
10.	Explain departmentalization.	Analysing	Level 4	CO2
11.	Analyze delegation and authority.	Applying	Level 3	CO2

12.	Discuss coordination mechanisms.	Analysing	Level 4	CO2
13.	Evaluate design failures.	Applying	Level 3	CO2
14.	Examine successful design practices.	Analysing	Level 4	CO2
15.	Analyze restructuring process.	Analysing	Level 4	CO2
16.	Discuss managerial implications.	Analysing	Level 4	CO2
17.	Design a suitable structure for an organization.	Applying	Level 3	CO2

UNIT – III ORGANISATIONAL CULTURE

SYLLABUS:

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture – Factors Influencing Organizational Culture, Creating and Sustaining Culture – OCTAPACE MODEL – Culture and Strategy – Reasons for changes in Work Culture and Managing across culture.

PART- A				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Define organizational culture.	Remembering	Level 1	CO3
2.	Differentiate strong and weak culture.	Understanding	Level 2	CO3
3.	List types of culture.	Remembering	Level 1	CO3
4.	State importance of culture.	Understanding	Level 2	CO3
5.	What is OCTAPACE.	Remembering	Level 1	CO3
6.	List OCTAPACE dimensions.	Remembering	Level 1	CO3
7.	Define values.	Understanding	Level 2	CO3
8.	Define beliefs.	Remembering	Level 1	CO3
9.	What is work culture.	Understanding	Level 2	CO3

10.	List factors influencing culture.	Remembering	Level 1	CO3
11.	Define cultural change.	Remembering	Level 1	CO3
12.	What is culture and strategy.	Understanding	Level 2	CO3
13.	Define cross culture.	Remembering	Level 1	CO3
14.	What is cultural diversity.	Understanding	Level 2	CO3
15.	State benefits of culture.	Remembering	Level 1	CO3
16.	Define norms.	Understanding	Level 2	CO3
17.	What is organizational climate.	Remembering	Level 1	CO3
18.	What is cultural adaptation.	Understanding	Level 2	CO3
19.	List cultural artifacts.	Remembering	Level 1	CO3
20.	Define trust.	Understanding	Level 2	CO3
21.	Define openness.	Remembering	Level 1	CO3
22.	Define collaboration.	Understanding	Level 2	CO3

23.	What is authenticity.	Remembering	Level 1	CO3
24.	State reasons for culture change.	Understanding	Level 2	CO3

PART- B				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Explain organizational culture.	Applying	Level 3	CO3
2.	Analyze strong and weak cultures.	Analysing	Level 4	CO3
3.	Discuss types of cultures.	Applying	Level 3	CO3
4.	Evaluate importance of culture.	Analysing	Level 4	CO3

5.	Explain OCTAPACE model.	Analysing	Level 4	CO3
6.	Analyze factors influencing culture.	Applying	Level 3	CO3
7.	Discuss culture and strategy.	Applying	Level 3	CO3
8.	Evaluate cultural change.	Analysing	Level 4	CO3
9.	Examine cross-cultural management.	Applying	Level 3	CO3
10.	Analyze work culture transformation.	Analysing	Level 4	CO3
11.	Discuss sustaining culture.	Applying	Level 3	CO3
12.	Evaluate role of leadership in culture.	Analysing	Level 4	CO3
13.	Analyze cultural diversity.	Applying	Level 3	CO3
14.	Examine cultural adaptation.	Analysing	Level 4	CO3
15.	Discuss organizational climate and culture.	Analysing	Level 4	CO3
16.	Evaluate challenges in culture management.	Analysing	Level 4	CO3
17.	Recommend strategies for building strong culture.	Applying	Level 3	CO3

UNIT – IV ORGANISATIONAL CHANGE

SYLLABUS:

Meaning – Nature of Change, Forces for Change – Resistance to Change – Types and forms of change – Lewin's Change Management Model – Evolutionary and Revolutionary change – Change process – Organizational Vision, Cultural Change, Organization Development – HR functions and Strategic Change Management-Creating Support Systems and Managing Transition.

PART- A				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Define organizational change.	Remembering	Level 1	CO4
2.	State nature of change.	Understanding	Level 2	CO4
3.	List forces for change.	Remembering	Level 1	CO4

4.	Define resistance to change.	Understanding	Level 2	CO4
5.	List causes of resistance.	Remembering	Level 1	CO4
6.	What is planned change.	Understanding	Level 2	CO4
7.	Define unplanned change.	Remembering	Level 1	CO4
8.	State types of change.	Understanding	Level 2	CO4
9.	Define Lewin's model.	Remembering	Level 1	CO4
10.	What is unfreezing.	Understanding	Level 2	CO4
11.	What is moving stage.	Remembering	Level 1	CO4
12.	What is refreezing.	Understanding	Level 2	CO4
13.	Define OD.	Remembering	Level 1	CO4
14.	What is cultural change.	Understanding	Level 2	CO4
15.	Define strategic change.	Remembering	Level 1	CO4
16.	State HR role in change.	Understanding	Level 2	CO4
17.	What is transition management.	Remembering	Level 1	CO4
18.	Define support systems.	Understanding	Level 2	CO4
19.	What is revolutionary change.	Remembering	Level 1	CO4
20.	Define evolutionary change.	Understanding	Level 2	CO4
21.	State need for change.	Remembering	Level 1	CO4
22.	What is change agent.	Understanding	Level 2	CO4
23.	Define organizational vision.	Remembering	Level 1	CO4
24.	List barriers to change.	Understanding	Level 2	CO4

PART- B				
S.NO	QUESTIONS	COMPETENC E	BT LEVEL	CO Level
1.	Explain organizational change.	Applying	Level 3	CO4
2.	Analyze forces for change.	Analysing	Level 4	CO4
3.	Discuss resistance to change.	Applying	Level 3	CO4
4.	Evaluate methods to overcome resistance.	Analysing	Level 4	CO4
5.	Explain Lewin's model.	Applying	Level 3	CO4
6.	Analyze evolutionary and revolutionary change.	Analysing	Level 4	CO4
7.	Discuss change process.	Applying	Level 3	CO4
8.	Evaluate cultural change.	Analysing	Level 4	CO4

9.	Analyze strategic change management.	Applying	Level 3	CO4
10.	Discuss HR role in change.	Analysing	Level 4	CO4
11.	Examine support systems.	Applying	Level 3	CO4
12.	Analyze transition management.	Analysing	Level 4	CO4
13.	Evaluate role of vision in change.	Applying	Level 3	CO4
14.	Discuss organizational development.	Analysing	Level 4	CO4
15.	Examine change agents.	Applying	Level 3	CO4
16.	Recommend strategies for successful change.	Analysing	Level 4	CO4
17.	Analyze contemporary change challenges.	Applying	Level 3	CO4

UNIT – V ORGANISATION EVOLUTION AND SUSTENANCE

SYLLABUS:

Organizational life cycle – Models of transformation – Models of Organizational Decision making –
– Organizational Learning – Innovation – Intrapreneurship and Creativity- Special applications of OD.

PART- A

S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Define organizational life cycle.	Remembering	Level 1	CO5
2.	List stages of life cycle.	Understanding	Level 2	CO5
3.	Define transformation.	Remembering	Level 1	CO5
4.	State models of transformation.	Understanding	Level 2	CO5
5.	Define decision making.	Remembering	Level 1	CO5
6.	List decision-making models.	Understanding	Level 2	CO5
7.	What is organizational learning.	Remembering	Level 1	CO5
8.	Define innovation.	Understanding	Level 2	CO5

9.	What is creativity.	Remembering	Level 1	CO5
10.	Define intrapreneurship.	Understanding	Level 2	CO5
11.	List features of learning organization.	Remembering	Level 1	CO5
12.	What is knowledge management.	Understanding	Level 2	CO5
13.	Define sustainability.	Remembering	Level 1	CO5
14.	What is organizational renewal.	Understanding	Level 2	CO5
15.	Define adaptation.	Remembering	Level 1	CO5
16.	What is continuous improvement.	Understanding	Level 2	CO5
17.	State role of innovation.	Remembering	Level 1	CO5

18.	Define strategic learning.	Understanding	Level 2	CO5
19.	What is organizational memory.	Remembering	Level 1	CO5
20.	Define problem solving.	Understanding	Level 2	CO5
21.	List barriers to learning.	Remembering	Level 1	CO5
22.	What is double-loop learning.	Understanding	Level 2	CO5
23.	Define competitiveness.	Remembering	Level 1	CO5
24.	State applications of OD.	Understanding	Level 2	CO5

PART- B				
S.NO	QUESTIONS	COMPETENCE	BT LEVEL	CO Level
1.	Explain organizational life cycle.	Applying	Level 3	CO5
2.	Analyze transformation models.	Analysing	Level 4	CO5
3.	Discuss organizational decision-making models.	Applying	Level 3	CO5
4.	Evaluate organizational learning.	Analysing	Level 4	CO5
5.	Analyze innovation in organizations.	Applying	Level 3	CO5

6.	Discuss intrapreneurship and creativity.	Analysing	Level 4	CO5
7.	Evaluate learning organizations.	Applying	Level 3	CO5
8.	Analyze knowledge management.	Analysing	Level 4	CO5
9.	Discuss organizational sustainability.	Applying	Level 3	CO5
10.	Evaluate continuous improvement.	Analysing	Level 4	CO5
11.	Analyze strategic learning.	Applying	Level 3	CO5
12.	Discuss organizational renewal.	Analysing	Level 4	CO5
13.	Evaluate competitiveness and sustenance.	Applying	Level 3	CO5
14.	Examine applications of OD.	Analysing	Level 4	CO5
15.	Analyze barriers to organizational learning.	Applying	Level 3	CO5
16.	Recommend innovation strategies.	Analysing	Level 4	CO5
17.	Discuss future challenges in organizational evolution.	Applying	Level 3	CO5