

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur - 603 203

DEPARTMENT OF MANAGEMENT STUDIES

QUESTION BANK

III SEMESTER

PBA305 ORGANIZATIONAL THEORY DESIGN AND DEVELOPMENT

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QUESTION BANK

COURSE CODE: PBA305 ORGANIZATIONAL THEORY DESIGN AND DEVELOPMENT

SEM / YEAR: III/II

UNIT – I: ORGANISATION AND ITS ENVIRONMENT

Meaning of Organization – Organization vision and mission – Need for existence – Organizational Effectiveness – Creation of Value – Measuring Organizational 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	CO Level	BT Level	COMPETENCE
1.	Recall the concept of organization theory.	CO1	Level 1	Remembering
2.	Define the term organization.	CO1	Level 1	Remembering
3.	Identify the types of goals and state their purpose.	CO1	Level 1	Remembering
4	Recall the meaning of organizational effectiveness.	CO1	Level 1	Remembering
5	List the methods to improve organizational effectiveness.	CO1	Level 1	Remembering
6	Identify different approaches to organizational effectiveness.	CO1	Level 1	Remembering
7	State the steps involved in achieving organizational effectiveness.	CO1	Level 1	Remembering
8	Define value creation in an organization.	CO1	Level 1	Remembering
9	Recall the key principles for successful value creation.	CO1	Level 1	Remembering
10	Describe the role of entrepreneurship in adding organizational value.	CO1	Level 1	Remembering
11	Define organizational life cycle.	CO1	Level 1	Remembering
12	List the five stages of organizational life cycle.	CO1	Level 1	Remembering
13	Distinguish between entrepreneurial and collectivity stages.	CO1	Level 2	Understanding
14	Compare characteristics of open and closed systems.	CO1	Level 2	Understanding
15	Recall the meaning of organizational vision and mission.	CO1	Level 1	Remembering
16	Explain the need for an organization’s existence.	CO1	Level 1	Remembering
17	Differentiate prescriptive and descriptive organization theory.	CO1	Level 2	Understanding
18	List strategies for measuring organizational effectiveness.	CO1	Level 1	Remembering
19	Define organizational environment.	CO1	Level 1	Remembering

20	Identify factors influencing internal environment.	CO1	Level 1	Remembering
21	List key internal environmental factors in organizations.	CO1	Level 1	Remembering
22	Identify forces within an organization's general environment.	CO1	Level 1	Remembering
23	Define sources of uncertainty in organizational environment.	CO1	Level 1	Remembering
24	Recall the factors that cause uncertainty in an organization.	CO1	Level 1	Remembering

PART- B

S.NO	QUESTIONS	CO LEVEL	BT LEVEL	COMPETENCE
1	Analyze the concept of organization and its relevance in modern business.	CO1	Level 4	Analyzing
2	Apply the characteristics of open systems within the context of organizational behavior.	CO1	Level 3	Applying
3	Apply the organizational life cycle model to explain developmental stages.	CO1	Level 3	Applying
4	Analyze the importance of organizational behavior in enhancing performance.	CO1	Level 4	Analyzing
5	Elaborate the significance of organizational effectiveness and its impact on success.	CO1	Level 4	Analyzing
6	Apply the social perspective to understand how shared viewpoints form within organizations.	CO1	Level 3	Applying
7	Explain in detail the value creation processes in organizations with suitable example.	CO1	Level 3	Applying
8	Apply the concept of organizational existence and explain its relevance.	CO1	Level 3	Applying
9	Analyze the criteria for assessing organizational effectiveness.	CO1	Level 4	Analyzing
10	Apply methods used to evaluate organizational effectiveness.	CO1	Level 3	Applying
11	Illustrate in detail the three system-oriented criteria for assessing organizational effectiveness.	CO1	Level 4	Analyzing
12	Analyze how effectiveness is measured through the external resource approach.	CO1	Level 4	Analyzing
13	Elucidate the innovative strategies utilized in internal systems for enhancing effectiveness.	CO1	Level 4	Analyzing
14	Analyze the use of technical approaches to organizational effectiveness using real-world examples.	CO1	Level 4	Analyzing
15	Discuss the relationship between employee development goals and innovation goals in organizational strategy.	CO1	Level 3	Applying
16	Justify the statement: "Organizational effectiveness is defined by top management." with suitable explanation.	CO1	Level 4	Analyzing
17	Comparatively analyse the resource-based and goal-based approaches to measuring organizational effectiveness.	CO1	Level 4	Analyzing

UNIT – II – ORGANISATIONAL DESIGN

Organizational 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	CO Level	BT Level	COMPETENCE
1.	Define organization design.	C02	Level 1	Remembering
2	Why does differentiation occur in an organization?	C02	Level 2	Understanding
2.	Why organization structure is more important in organizational productivity?	C02	Level 2	Understanding
3.	Relate the terms standardization and mutual adjustments.	C02	Level 2	Understanding
4.	List down the key components of organization structure.	C02	Level 1	Remembering
5.	Differentiate vertical and horizontal differentiation.	C02	Level 2	Understanding
6.	Mention the types of integrating mechanisms.	C02	Level 1	Remembering
7.	Why organization uses vertical differentiation?	C02	Level 2	Understanding
8.	What is meant by spatial differentiation?	C02	Level 1	Remembering
9.	What are the strategies affecting the organization design?	C02	Level 1	Remembering
10.	What is the impact of formalization in organization?	C02	Level 1	Remembering
11.	Why formalization is important?	C02	Level 2	Understanding
12.	Define centralization.	C02	Level 1	Remembering
13.	Mention the types of integrating mechanisms.	C02	Level 1	Remembering
14.	What do you understand the terms of standardization and mutual adjustments?	C02	Level 1	Remembering
15.	Write a short note on cross-functional teams.	C02	Level 1	Remembering
16.	What do you understand from boundary spanning role?	C02	Level 1	Remembering
17.	What conditions technology likely to be a major determinant of organization structure?	C02	Level 1	Remembering
18.	List down the strategies to measure an organization's technology?	C02	Level 1	Remembering

19.	What do you mean by hybrid structure?	C02	Level 1	Remembering
20.	Recall the concept of organic structure.	C02	Level 2	Understanding
21.	Give an example for product team structure.	C02	Level 2	Understanding
22.	What are the ways of environment influencing an organization?	C02	Level 1	Remembering
23.	Differentiate direct interlock and indirect interlock.	C02	Level 2	Understanding
24.	Define Mutual Adjustment.	C02	Level 1	Remembering

PART- B

S.NO	QUESTIONS	CO LEVEL	BT LEVEL	COMPETENCE
1.	Describe the four basic organizational design challenges confronting managers and consultants.	C02	Level 3	Applying
2.	Discuss the ways in which organizational design challenges must be addressed simultaneously if a high performing organizational structure is to be created.	C02	Level 4	Analyzing
3.	Under what conditions is an organization likely to prefer (a) a mechanistic structure, (b) an organic structure or (c) elements of both?	C02	Level 3	Applying
4.	Analyze how contingency theory can be applied to design a structure that aligns with an organization's environment.	C02	Level 4	Analyzing
5.	Distill the structural dimensions for designing organization.	C02	Level 4	Analyzing
6.	Appraise the advantages and disadvantages of centralization.	C02	Level 3	Applying
7.	Determine the techniques involved in formalization.	C02	Level 4	Analyzing
8.	What is authority? Explain how it is related to centralization?	C02	Level 3	Applying
9.	Describe the four strategic dimensions and their implications for organizational structure.	C02	Level 3	Applying
10.	Explain the determinants of organizational design.	C02	Level 4	Analyzing
11.	Explain the significant contribution of organizational design in organizational productivity.	C02	Level 4	Analyzing
12.	Analyze the Porter and Miller's integrative strategic framework concerning organizational structure.	C02	Level 4	Analyzing
13.	Elaborate on the different types of integrating mechanisms, providing suitable examples.	C02	Level 3	Applying

14.	Discuss Lawrence and Lorsch' s studies on organizational design.	C02	Level 4	Analyzing
15.	Explain Network structures. Discuss their advantages and disadvantages with examples.	C02	Level 3	Applying
16.	Elucidate the framework for responses to environmental change.	C02	Level 4	Analyzing
17.	Enumerate the pros and cons of multidimensional structures with suitable examples.	C02	Level 4	Analyzing

UNIT – III – ORGANISATIONAL CULTURE

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	CO Level	BT Level	COMPETENCE
1.	Define culture.	C03	Level 1	Remembering
2.	List the characteristics of culture.	C03	Level 1	Remembering
3.	What is the significance of culture?	C03	Level 1	Remembering
4.	Define organization climate.	C03	Level 1	Remembering
5.	What is the way to develop the organization culture?	C03	Level 1	Remembering
6.	Define values.	C03	Level 1	Remembering
7.	List the organization practices norms.	C03	Level 1	Remembering
8.	Define artefacts.	C03	Level 1	Remembering
9.	What do you understand form culture support and reinforcement?	C03	Level 1	Remembering
10.	List down the factors used in levers for change.	C03	Level 1	Remembering
11.	What is the role of organizational culture creating climate?	C03	Level 1	Remembering
12.	Differentiate between Clan and Adhocracy cultures.	C03	Level 2	Understanding
13.	Identify the key characteristics of a strong culture.	C03	Level 1	Remembering
14.	How do employees within an organization acquire its culture?	C03	Level 2	Understanding
15.	Differentiate between Market and Hierarchy cultures.	C03	Level 2	Understanding
16.	What is power distance index?	C03	Level 1	Remembering
17.	Recall the characteristics of weak culture.	C03	Level 2	Understanding
18.	Differentiate between Feudal and Bureaucratic cultures.	C03	Level 2	Understanding

19.	What are ways to connect strategic with cultural values in a organization?	C03	Level 1	Remembering
20.	Define the term of Packard' s corporate culture.	C03	Level 1	Remembering
21.	Expand OCTAPACE.	C03	Level 1	Remembering
22.	List down the reasons for changes in Work Culture	C03	Level 1	Remembering
23.	What is meant by technocratic culture?	C03	Level 1	Remembering
24.	What are the three levels of organization culture?	C03	Level 1	Remembering

PART- B				
S.NO	QUESTIONS	CO LEVEL	BT LEVEL	COMPETENCE

1.	Discuss the major components of culture with suitable examples.	C03	Level 3	Applying
2.	Explain the classifications in organization culture.	C03	Level 4	Analyzing
3.	Explain how the organization culture is assessed.	C03	Level 3	Applying
4.	Describe the parameters used to measure organization climate.	C03	Level 4	Analyzing
5.	Discuss on the types of organization culture.	C03	Level 4	Analyzing
6.	Discuss Deal and Kennedy' s four different corporate culture.	C03	Level 3	Applying
7.	Write a note on the steps taken for the creation of ethical organizational culture with real time example.	C03	Level 4	Analyzing
8.	Explain the intervention used by managers to change organization culture.	C03	Level 4	Analyzing
9.	Explain the significance of cultural values in detail.	C03	Level 3	Applying
10.	Describe the impediments to develop cohesive organizational culture.	C03	Level 4	Analyzing
11.	Explain the drawback of culture with real time example.	C03	Level 4	Analyzing
12.	Discuss the SPST model of organization culture.	C03	Level 4	Analyzing
13.	Explain Trompenars and Goffee and Jones model of organization culture with suitable examples.	C03	Level 3	Applying
14.	Discuss on the eight important values on organization culture, contribution by Udai Pareek.	C03	Level 4	Analyzing
15.	Elaborate the types of culture.	C03	Level 4	Analyzing
16.	Describe the functionalities and dysfunctionalities of culture.	C03	Level 4	Analyzing
17.	Illustrate the proactive approach to culture for successful change.	C03	Level 4	Analyzing

UNIT – IV – ORGANISATIONAL CHANGE

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.

S.NO	QUESTIONS	CO Level	BT Level	COMPETENCE
1.	List the common causes of resistance to change.	C04	Level 1	Remembering
2.	What are the basic reasons for organizational resistance?	C04	Level 1	Remembering
3.	Define the term organization change.	C04	Level 1	Remembering
4.	What do you understand from nature of change?	C04	Level 1	Remembering
5.	What is participative change cycle?	C04	Level 1	Remembering
6.	What do you understand from performance driven organizational change?	C04	Level 1	Remembering
7.	Summarize the concept of satellite model of organizational performance.	C04	Level 2	Understanding
8.	List the role of three basic circles for organizational change.	C04	Level 1	Remembering
9.	Recall the evolutionary change creates effect on organization.	C04	Level 2	Understanding
10.	Compare proactive and reactive change in organization.	C04	Level 2	Understanding
11.	What is revolutionary change?	C04	Level 1	Remembering
12.	Summarize the significance of knowledge and attitudinal change in organization.	C04	Level 2	Understanding
13.	Compare the behavioral and group performance changes in organization.	C04	Level 2	Understanding
14.	List the steps in creating change in organization.	C04	Level 1	Remembering
15.	What are the advantages and disadvantages of change cycles?	C04	Level 1	Remembering
16.	List the directive change cycles used in organizational change.	C04	Level 1	Remembering
17.	Define organizational development.			
18.	What is empirical rational strategy?	C04	Level 1	Remembering
19.	What are the four basic strategies in change management?	C04	Level 1	Remembering
20.	List down the role of internal change agent.	C04	Level 1	Remembering
21.	What are the characteristics of normative reductive strategy in organization change?	C04	Level 1	Remembering
22.	List the need for external change agent.	C04	Level 1	Remembering

23.	List down the skill requirements for change management.	C04	Level 1	Remembering
24.	What are the important factors used in selecting change strategy?	C04	Level 1	Remembering

PART- B

S.NO	QUESTIONS	CO LEVEL	BT LEVEL	COMPETENCE
1.	Determine the organization creates readiness for change.	C04	Level 3	Applying
2.	Explain the nine winds of organizational pressure for change.	C04	Level 4	Analyzing
3.	Discuss on the techniques to manage resistance during change.	C04	Level 3	Applying
4.	Explain the levels of change with examples.	C04	Level 4	Analyzing
5.	Write a brief note on the Lewin's three step model.	C04	Level 4	Analyzing
6.	Explain the ACHIEVE model of performance with suitable examples.	C04	Level 3	Applying
7.	Analyse and explain the role-oriented model influences organizational change.	C04	Level 4	Evaluating
8.	Demonstrate on the types of planned change.	C04	Level 3	Applying
9.	Explain the different states of organizational change and how can change be implemented.	C04	Level 3	Applying
10.	Explain the core facts of resistance to change.	C04	Level 4	Analyzing
11.	Explain the understand by Johari's window model, managerial grid and 3-D model of leadership for change.	C04	Level 3	Applying
12.	Describe the strategies for introducing planned change.	C04	Level 4	Analyzing
13.	Explain the 3-D model of leadership for change.	C04	Level 4	Analyzing
14.	Discuss the factors affecting the individual resistance to change.	C04	Level 4	Analyzing
15.	Determine the techniques to manage resistance during change.	C04	Level 4	Analyzing
16.	Categorize the role of change agent in organizational change.	C04	Level 4	Analyzing
17.	Elaborate the sequential process of organizational change.	C04	Level 3	Applying

UNIT – V – ORGANISATION EVOLUTION AND SUSTAINANCE

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	CO Level	BT Level	COMPETENCE
1.	What is organization life cycle.?	C05	Level 1	Remembering
2.	Compare the programmed and non-programmed decisions.	C05	Level 2	Understanding
3.	List out the different stages of organization life cycle.	C05	Level 1	Remembering
4.	Define intrapreneurship.	C05	Level 1	Remembering
5.	List the HR implications for enhancing creativity.	C05	Level 1	Remembering
6.	Recall the concepts of Fundamental characteristics of human action.	C05	Level 2	Understanding
7.	List down the different models of organizational decision making.	C05	Level 1	Remembering
8.	Mention the views of organizations and their change.	C05	Level 2	Understanding
9.	What are the aspects of organization evolution?	C05	Level 1	Remembering
10.	Define the concept of organizational change.	C05	Level 1	Remembering
11.	Why is having an organizational learning strategy key your company' s	C05	Level 2	Understanding
12.	List down the factors impacting organizational evolution.	C05	Level 1	Remembering
13.	Why is organizational learning important?	C05	Level 1	Remembering
14.	Summarize the five stages of organizational evolution.	C05	Level 2	Understanding
15.	What are the strategies to create an effective organizational learning strategy?	C05	Level 1	Remembering
16.	How is creativity and innovation related with intrapreneurship?	C05	Level 1	Remembering
17.	What is the role of creativityinnovation and entrepreneurship in the organization?	C05	Level 1	Remembering
18.	Interpret the concept of strategic change management.	C05	Level 2	Understanding
19.	List down the areas of creativity is significant in an organizational effectiveness.	C05	Level 1	Remembering
20.	What are the advantages of intrapreneurship?	C05	Level 1	Remembering
21.	List the various types of innovation.	C05	Level 1	Remembering
22.	List the Dimensions of organizational learning.	C05	Level 1	Remembering

23.	Define organizational learning.	C05	Level 1	Remembering
24.	Mention the problems of organizational decision-making.	C05	Level 1	Remembering

PART- B

S.NO	QUESTIONS	CO LEVEL	BT LEVEL	COMPETENCE
1.	Explain the five phases of the organizational life cycle?	C05	Level 4	Analyzing
2.	Describe the rational and administrative models of organizational decision making with examples.	C05	Level 3	Applying
3.	Explain the importance and factors affecting organizational life cycle.	C05	Level 3	Applying
4.	Write a note on different models of transformation and organizational decision making.	C05	Level 4	Analyzing
5.	Write short notes on: (i) Organizational Learning (ii) Organizational Sustenance.	C05	Level 4	Analyzing
6.	Explain organizational decision making. In what way HR implications helps in organizational decision making?	C05	Level 3	Applying
7.	“HR managers play a major role in enhancing organizational learning” - Justify.	C05	Level 4	Analyzing
8.	Describe the concept of learning organization?	C05	Level 4	Analyzing
9.	Explain the rational and administrative models of organizational decision making with examples.	C05	Level 3	Applying
10.	Distinguish the importance of innovation and creativity in enhancing learning in organizations.	C05	Level 4	Evaluating
11.	Categorize the various types and forms of organizational learning.	C05	Level 4	Evaluating
12.	What is Organizational Learning? Explain the importance of Organizational Learning.	C05	Level 4	Analyzing
13.	Distinguish the advantages and disadvantages of various models of organizational design.	C05	Level 4	Evaluating
14.	Discuss the advantages and disadvantages of organizational learning.	C05	Level 4	Analyzing
15.	Classify the challenges in managing innovation, Intrapreneurship, and creativity.	C05	Level 4	Evaluating
16.	Analyze the internal systems approach in measuring the organizational effectiveness with examples.	C05	Level 4	Evaluating
17.	Distinguish the role of creativity and innovation in Entrepreneurship.	C05	Level 4	Analyzing