



**NATIONAL OPEN UNIVERSITY OF NIGERIA**  
**PLOT 91, CADASTRAL ZONE NNAMDI AZIKWE EXPRESS WAY JABI-ABUJA**  
**FACULTY OF MANAGEMENT SCIENCES**  
**2023\_2 EXAMINATIONS\_**

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**COURSE CODE: MBA 823**

**CREDIT UNITS: 3**

**COURSE TITLE: ORGANISATIONAL DESIGN**

**TIME ALLOWED: 3 hours**

- Instructions:**
1. Attempt question Number one (1) and any other three (3) questions
  2. Question number 1 is compulsory and carries 25 marks while the other questions carry 15 marks each.
  3. Present all your points in coherent and orderly manner.

**QUESTION ONE**

- a. Discuss briefly the ways in which organisations are conceptualised. Differentiate between a formal and an informal organization. **(10marks)**
- b. Describe two drivers of change in today's global organization. **(5 marks)**
- c. Explain briefly contingency theory significance to organisational behaviour. **(10marks)**

**QUESTION TWO**

- a. What is organizational design? Discuss the necessary steps needed in constructing and designing of an organization. **(9 marks)**
- b. Discuss each of the following organizational structure. **(6 marks)**

**QUESTION THREE**

- a. Discuss the contribution of contingency theories to organizational design. Outline the factors which influence structural contingency decision and plans. **(9 marks)**
- b. Explain briefly contingency theory significance to organisational behaviour. **(6 marks)**

**QUESTION FOUR**

- a. Discuss the responsibilities of the agents of changes in an organization. **(6 marks)**
- b. What do you understand by organizational change? Outline four main factors for successfully implementing organizational change. **(9 marks)**

**QUESTION FIVE**

- a. Explain briefly the concept of organization. **(8 marks)**
- b. Explain 'leadership' in your own words. **(7 marks)**

**QUESTION SIX**

- a. What is organizational design? Outline the necessary steps needed in constructing and designing of an organization. **(9 marks)**
- b. Discuss each of the following organizational structure:
  - i. Network. **(2 marks)**
  - ii. Virtual. **(2 marks)**
  - iii. Hierarchy-Community Phenotype Model of Organizational Structure **(2 marks)**