(FURTHER REVISED COURSE)

MMS (SEMIII)CBSGS
(3 Hours)

Total Marks : 60

N. B. : (1) **Question 1 is compulsory.**

(2) Attempt any **Four** from the remaining questions.

1. **Case Study: Microsoft Reorganizes to Speed Innovation**

Microsoft, like other software makers, has been shocked by the increasing number of applications available on the internet and not on the PC, many of which have been pioneered by Google and Yahoo! These include better and faster versions of Internet applications such as e- mail, advanced specialized search engines, Internet phone services, imaging searching and mapping such as Google's Earth. Rapid innovation is taking place in these and other areas and the danger for Microsoft is that these online applications will make its vital Windows PC platform less useful and perhaps obsolete. If, in the future, people begin to use new kinds of online word processing and storage applications, then the only important PC software application will become operating system software. This would cause Microsoft's revenues and profits to plummet. So a major push is on at Microsoft to find ways to make its new software offerings work seamlessly with developing Internet-based service applications and its Windows platform. So customers will remain loyal to its PC software.

To achieve this, Microsoft announced a major redesign of its organizational structure to focus on three major software and service products areas: Platform Products and Services, Business and Entertainment & Services, each of which will be managed by its own new top management team. In doing this Microsoft has created a new level in its hierarchy and has decentralized major decision-making responsibility to these managers. Inside each division IT specialists will continue to work in small project teams.

Microsoft claims that the new structures will not only speed technological innovation in each division, but it will also create many synergies between the product divisions and foster collaboration and so improve product development across the organization. In essence, Microsoft's CEO Steve Ballmer commented, "Our goal in making these changes is to enable Microsoft to achieve greater agility in managing the incredible growth ahead and executing our software-based services strategy." Some analysts wonder, however, if adding a new level to the hierarchy will only create a new layer of bureaucracy that will further slow down decision making and allow Google to take an even greater lead in Internet services in the decade ahead.

Questions:

(1) Which of the following technology best characterizes the way Microsoft operates (a) Crafts work, (b) Engineering production, or (c) Intensive technology? **10**

(2) In what ways does Microsoft hope its new way of organizing will help it to continually improve its competences and technology? **5**

(3) What are the major environmental constraints to Microsoft? **5**

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2. Explain **any TWO** of the following:
   (a) Explain the concept of 'Environment'. Also explain structural implications with reference to the following:
       (i)   Environment and centralization
       (ii) General versus Specific Environments
   (b) What are the Internal strategies an organization can use to manage their environment.
   (c) Elaborate the External strategies organizations use to manage the environment.

3. Write on **ANY TWO** of the following:
   (a) With the help of a diagram explain the five basic element of an organization by Henry Mintzberg's theory.
   (b) Describe the 'Machine Bureaucracy' configuration of the five H. Mintzberg's structural configurations. What are its advantages and weaknesses? When do you use it?
   (c) 'Adhocracy Form' of the five Mintzberg's structural configurations with structural dimensions of complexity, formalization and centralization.

4. Describe **any TWO** of the following:
   (a) Explain how does an organization create value?
   (b) Write a brief note on the Evolution of Organization Theory with reference to:
       (i)   Type 2 (Social View),
       (ii) Type 3 (Contingency View),.
   (c) Explain the Evolution of Organization Theory with reference to Life-Cycle Perspective.

5. Explain **any TWO** of the following:
   (a) Explain 'Charles Perrow's Contribution' with reference to problem analyzability and task variability on 'non-routine' and 'engineering' types of technology.
   (b) Define 'Technology'. Describe 'Woodward's Research' with reference to complexity, formalization and centralization.
   (c) Explain 'Thompson's Technology Classification' with reference to 'long-linked' and 'mediating' types of technology and its structural implications.

6. Explain **any TWO** of the following:
   (a) Define 'Strategy' and the different levels of Strategy?
   (b) With reference to 'Innovation' and 'Marketing Differentiation', classify strategic dimensions
   (c) Explain strategy classification as 'Miles and Snow's four strategic types of model.

7. Write short notes on **any TWO** of the following:
       (a)   Impact of organization size on structure
       (b)   Any two new forms of organizations
       (c)   Role of HR in Merger and Acquisition
       (d)   Types of Culture

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