

Organisational Theory, Structure & Design

Con. 5916-11.

(FURTHER & REVISED COURSE)

EN-3457

(OLD & REVISED COURSE)

30.11.20

(3 Hours)

[Total Marks : 60

- N.B. :** (1) Attempt any **four** questions from Question Nos. 1 to 7 (10 marks each).
(2) Question No. 8 is **compulsory** (20 marks).

1. Define Organization Theory. Explain Mintzberg's five elements of organizational structure and describe any two design options (E.g. Machine bureaucracy, Adhocracy etc.) with respect to structural dimensions of Specialization, formalization & centralization, etc.
2. Define Organizational Effectiveness. Compare any two approaches to Organizational Effectiveness. Illustrate your answer with example.
3. Explain Strategy. Describe in detail Miles and Snow's Four Strategic Types.
4. Define Environment. List the forces in an organization, specific & general environment that gives rise to opportunities and threats. Please support your answer with relevant examples.
5. Please explain the relationship between organization structure and excellence with reference to Vision, Mission & Core Values
6. Explore the relationship between technology and structure. Give one example of any industry.
7. Write short notes on any two of the following:
 - A) Parkinson's Law
 - B) Culture in Mergers and Acquisitions
 - C) Impact of Globalization on Structure
 - D) Power-Control Model
 - E) Organizational decision-making

CASE STUDY:**INFORMATION SYSTEMS AT MRS.FIELDS' COOKIES**

Mrs. Fields' Cookies has nearly five hundred stores in thirty seven states. In contrast to many food retailers, Mrs. Fields' stores are not franchised operations. Rather, all the stores are owned by Debbi and Randy Fields, and run out of their headquarters in Park City, Utah. The secret to managing this widely dispersed operation is a computer system that is "state of the art".

Mrs. Fields' specialty is fresh and warm chocolate chip cookies. But most of the company's nearly 4500 store employees are young and inexperienced, and know little about the cookie business. Without a knowledgeable owner-manager to guide them, few are skilled enough to know, for example, how many batches of cookie dough to mix each day or when to mix them in order to meet demand and minimize leftovers, how to calculate crew schedules, or how to differentiate applicants who will succeed from those who will fail. So Randy Fields has installed a computer-based information system to do all these things for the store employees.

Each store manager begins his or her day by calling up the Day Planner Program on the store computer. The computer will ask the manager a set of questions such as, what day of the week is it? Is it a normal day, school day, holiday, or other? Once these data are entered, the program reviews the store's performance on the last three previous comparable days. It then sets out the day's sales goals, hour by hour and for each product. It states how many customers will be needed each hour and how much each customer will need to purchase. Further, it tells the managers how many batches of cookie dough to make and when to make them. As the day progresses, sales data are entered in the computer hourly. The program can then revise the hourly projections and offer suggestions on how to improve sales. For example, if the average sale is too low, it will provide tips on suggestive selling. If the customer count is down, it might recommend having an employee offer samples to passersby outside. Of course, the individual store computers are linked to Park City, so Randy has almost instant access to how things are going at every store.

This information system also does a number of other functions for store managers. Based on sales projections, it schedules hourly crew needs for two weeks in advance. It has a program that job candidates complete, which, based on answers

given by past hires, provides, a valuable profile to the store manager on any applicant's potential to succeed as a Mrs. Fields' employee. The system even has a repair program that helps managers to pinpoint equipment problems. If the problem requires outside repair work, the computer sends a repair request to Park City telling the staff there which machine is broken, its maintenance history, and which vendor to call.

Randy Fields believes this system will allow him, his wife, and their small corporate staff to oversee one thousand stores the same way that they did when they had thirty. He argues that he has created the shape of future business organizations that are spatially dispersed – the management hierarchy of the company feels almost flat to store managers, while tight management controls are maintained.

Questions :

- 1) Describe Mrs. Field's Cookies in terms of its complexity, formalization and centralization.
- 2) Do management information systems, such as the one at Mrs. Fields, alter the conclusion that large size leads to increased vertical differentiation, formalization and decentralization? Discuss.
- 3) Are computerized information systems part of an organization's technology? Explain.
- 4) "This system leads to better store-level decisions". Do you agree or disagree? Support your position.
- 5) What negative store level repercussions might result from this system?
- 6) Explain the potential impact of computerized information systems from the power-control perspective.
