OTSD

Organisational Structure & Design (Theory)

MMS-III (University Exam.)
(H.R.)

QP Code : 26173

HR (Rev)

(FURTHER REVISED COURSE)

23-11-2015

(3 HOURS)   **TOTAL : 60 MARKS**

NB: Question No. 1 is **Compulsory** (20 marks)

     Attempt any **four** questions from Question Nos. 2 to 8 (10 marks each)

1. CASE STUDY:

How Toyota at Bidadi Manages Its Environment

The Japanese company, Toyota Motor Company, partnered with the Kirloskar Group to establish Toyota-Kirloskar Motors Ltd. (TKM) in the industrial estate of Bidadi near Bangalore. TKM began in 1999, with a total investment of 7 billion. They manufactured a range of standard, luxury, and semi-luxury vehicles, and sales started in January 2000. The company was firmly rooted on Japanese management philosophies. They believed in removing management-worker distinctions, hence workers at TKM are referred to as team members. At its Bangalore branch, a large number of team members (almost 75%) are on temporary contracts, without permanent placement within the company. They are known as trainees. Production in TKM has a target that fixed at one car per eight minutes, fifty cars shift and one hundred cars per day.

The unobtrusive car manufacturer studied the market in India closely before it trained its power on the Multi Utility Vehicle (MUV) sector. Despite the competition from Tata Engineering, M & M, and Bajaj Tempo, their car, the Toyota Qualis became a favorite in the personal segment of SUV/MUVs. Noting that the Qualis was a late entry in the market, they quickly phased out the Qualis to introduce the Innova in the SUV/MUV segment. Toyota shows great understanding of its environment, customers, competitors and vendors. The company manages its environmental needs by sourcing its raw material using the finest logistics management systems from all over India.

TKM invested another 4 billion in Toyota Techno Park in the surrounding area for the development of the automobile components industry. Toyota's inventory management systems are exemplary. Despite the traffic congestion on Indian national highways, their inventory trucks run on time, travelling thousands of kilometers to deliver auto components from around 32 vendors and suppliers to be assembled at Bidadi. TKM does not have jostling suppliers and vendors at its gates waiting to handover auto components. These inventory trucks bring them. Toyota's efficiency in operations is commendable. The highlights of this efficiency arte many:

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(a) at any point of time, the maximum amount of raw material at the factory does not exceed two hours' production requirements (b) all finished cars leave the factory within 48 hours (c) no retail car dealer is sent more than 15 days stock. Its strategy is its famous "milk run" procedure, which involves picking up small quantities of supplies from vendors throughout the day. Every morning small trucks leave a central stocking point in Pune, Delhi, and Chennai, picking up supplies from the local vendors. These trucks then return to the hub, where the supplies are transferred to a bigger truck, which transported them to TKM. For vendors based in and around Bangalore, the milk run is straight from the vendor to the plant and back.

Japanese management theories are used to manage their Green design objectives. The Environment Report, 2005 of TKM reports that five-year plans are prepared with guidelines from the Toyota Motor Corporation. The major environmental performance indicators that have been selected are the improvement of the reuse of water, energy (all types of fuels and electricity), waste (both hazardous and non-hazardous), volatile organic compounds (VOC) and steel. A chemical management system, which ensures that banned chemicals are not being used anywhere in the industrial operations, has also been implemented. Training sessions for suppliers and dealers are conducted to share TKM's commitment towards the protection of the environment.

Thus it is seen that TKM, like the parent organization in Japan, is conscious of its environment and is capable of managing environmental uncertainties efficiently. Efficiency is also noticed in energy and chemical usage. Hazards are reduced. TKM, as a company, regards its employees as well as its suppliers and dealers very highly.

QUESTIONS:

   A. List the various ways in which TKM attempted to manage its environment in India
   B. Why did TKM have to manage its suppliers and retailers?

2. Explain **ANY TWO** of the following:

   a. Explain the dimensions of organization design - Structural and Contingency
   b. Explain the System Perspective
   c. Describe the evolution of organization with respect to Contingency Management

3. Explain **ANY TWO** of the following

   a. What is 'Organizational Effectiveness' with relation to Resource Based Approach
   b. The 'Competing Values' Approach with reference to Four Models od Effectiveness
   c. Porter's Generic Strategies

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4. Explain **ANY TWO** of the following

    a. What is 'Organizational Effectiveness' with relation to Resource Based Approach
    b. The 'Competing Values' Approach with reference to Four Models od Effectiveness
    c. Porter's Generic Strategies

5. Explain **ANY TWO** techniques of conflict management

    a. Collaboration technique of conflict management

    b. Political Tactics for using Power Play

    c. Would you expect a higher level of conflict in a mechanistic or an organic structure? Why ?

6. Explain **ANY TWO** of the following:

    a. What is organizational Environment? Briefly explain the theory postulated by Emery and Tryst

    b. Explain the Global Expansion through International strategic alliance with respect to Stages of International evolution.
    c. External strategies to manage the environment.

7. WRITE SHORT NOTES ON **ANY TWO** OF THE FOLLOWING:-
    I.   Learning Organization
    II.   Horizontal /Vertical Linkages
    III. Mintzberg Five basis Model
    IV.   Virtual Network Structure

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Course: M.M.S. (CBSGS) SEMESTER - III (Prog **M1423**)

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Correction:

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In NB Attempt any four Questions from Question No. 2 to 7.

Q.no. 3&4 Attempt the Questions twice.

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