

VPM's
DR VN BRIMS, Thane
Programme: MMS (2017-19) (HR)
Third Semester Examination October 2018

Subject	Organization Theory, Structure & Design		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	31.10.2018

Please Note:

1. Total Marks: 60.
2. Be brief and to the point.
3. Examples will be given more weightage.
4. **Question number 1** is compulsory and carries **20 marks**.
5. Attempt any **four** out of the remaining **six** Questions. Each question carries 10 marks.
6. Within each question attempt any two out of three sub-questions.
7. Each sub question carries **5 marks**.
8. Read the questions carefully before attempting.
9. While answering the questions, **stay centered on the topic asked**.
10. **Start the answer to a new question on a fresh page**.
11. Number the questions, as they appear in the question paper.
12. Do not use your own serial number on the questions answered.

Case Study:

Even though ABC Corp. has annual sales of \$1.4 billion, most people have never heard of it. That's because ABC is really a group of 41 different businesses that make such items as bearings, lifts, nozzles and sucker rods that go into toil pumps, factory controls and other similar industrial products.

While ABC may not make products with household names, its management knows how to make money. Profits continue to climb each year, and its five-year average return on equity of 21.7 percent is significantly better than well-known conglomerates like ITT. The secret of ABC's success is its unusual organization design. For a company of its size, it has an amazingly small corporate headquarters staff and gives its operating managers an unusual amount of autonomy.

ABC's headquarters office in Bangalore City has only twenty people. The company has no corporate director of sales, personnel, compensation or corporate planning and no internal audit staff. The forty-one subsidiaries are divided into five groups, each with its own president and board of directors. These groups' offices are also small – with only three to five people in each. The heads of the subsidiaries rarely have contact with ABC's CEO, unless they initiate the interaction. But when they have a problem or need something from ABC, such as funds to build a new plant, they don't have to communicate through a multilevel bureaucracy. They merely take their concern to their group president. The idea is to let the operating heads of each subsidiary run his or her business independent of external interference. The chief task of ABC head quarters is to take the cash produced by these businesses and buy more like them.

Q 1 : (20 Marks)

- A. Describe ABC's organization structure?
- B. What types of design is the Management using?
- C. How has ABC's strategy influenced its structure?
- D. What is the potential pitfall in the case? Briefly describe.
- E. Can you recommend an appropriate structure?

Q.2. Attempt any two from (a) or (b) or (c) ----- (5x2) =10

- a) "Structure follows strategy". Do you agree? – Please substantiate your view point.
- b) Differentiate between mechanistic and organic structures.
- c) Briefly describe "Organisation Life Cycle".

Q3. Attempt any two (very briefly)

- a) Why do organisations seek to manage their environment? Give examples from your experience.
- b) Explain the concept of "dominant coalition" with reference to power and politics in organisations and their consequent impact on organisation structure?
- c) Explain in brief any two approaches to understand organisation effectiveness.

Q 4. Attempt any two from (a) or (b) or (c) ----- (5x2) =10

- a) "Technology as a contingent variable impacts structures". State your agreement or disagreement citing contribution from **any one of the scientists** in this domain.
- b) How does size of an organisation affect organisation structures?
- c) How does size impact complexity, formalisation and centralisation?

Q 5. Attempt any two from (a) or (b) or (c) ----- (5x2) =10

- a) Max Weber and Henry Fayol have contributed significantly to organisation theory and design- briefly comment.
- b) Elucidate Mintzberg's organisation structure model.
- c) Explain any two futuristic organisation designs.

Q6. Attempt any two from (a) or (b) or (c) ----- (5x2) =10

- a) Describe an approach for creating an organisation for innovation excellence.
- b) Describe an approach for creating an organisation for competitive excellence.
- c) Explain about background theories in Mergers and Acquisitions.

Q7. Attempt any two from (a), or (b), or (c)

- a) Elucidate about Organisation Design and Culture
- b) Explain the concept of Learning organisation
- c) Describe the Evolution of organisation design- Type 1 thro' Type 4