

**VPM's**  
**DR VN BRIMS, Thane**  
**Programme: PGDM (2018-20) (HR)**  
**PGDM Trimester IV Examination September 2019**

<b>Subject</b>	<b>Organizational Theory Structure and Design</b>		
<b>Roll No.</b>		<b>Marks</b>	<b>60 Marks</b>
<b>Total No. of Questions</b>	<b>7</b>	<b>Duration</b>	<b>3 Hours</b>
<b>Total No. of printed pages</b>		<b>Date</b>	<b>04-10-2019</b>

**Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.**

**Q1) 20 Marks (Compulsory)**

Case Study                      Mumbai's Model of Service Excellence

The 5,000 or so dabbawalas in the of Mumbai city have an astounding service record. Every day they transport more than 130,000 lunchboxes. This means conducting around 260,000 transactions in six hours - each day, six days a week, 52 weeks a year: Yet, mistakes are extremely rare. Amazingly, the dabbawalas—semiliterate workers who largely manage themselves—have achieved that level of performance at very low cost, without the use of any IT system or even cell phones.

The service is legendary for its reliability. Since it was founded, in 1890, it has endured famines, wars, monsoons, floods. How can a poorly educated, decentralized workforce perform so beautifully in an environment so unpredictable and challenging?

The dabbawalas have an overall system whose basic pillars—organization, management, process, and culture—are perfectly aligned and mutually reinforcing.

**Organization: A Clockwork Design**

A key to the dabbawalas' operations is the Mumbai Suburban Railway.

On any given day, a dabba changes hands several times. In the morning a worker picks it up from the customer's home and takes it (along with other dabbas) to the nearest train station, where it is sorted and put onto a wooden crate according to its destination. It is then taken by train to the station closest to its destination. There it is sorted again and assigned to another worker, for delivery before lunchtime. In the afternoon the process runs in reverse, and the dabba is returned to the customer's home.

To perform their work most efficiently, the dabbawalas have organized themselves into roughly 200 units of about 25 people each. These small groups have local autonomy. Such a flat organizational structure is perfectly suited to providing a low-cost delivery service.

**Management: A Self-Organized Democracy**

The dabbawalas essentially manage themselves with respect to hiring, logistics, customer acquisition and retention, and conflict resolution. This helps them operate efficiently and keep costs low and the quality of service high.

Each dabbawala is an entrepreneur – He is responsible for negotiating prices with his own customers. However, governing committees set guidelines for prices considering various distances.,

When someone wants to join a local dabbawala group, the group will assess whether

there's enough demand to add another person. New hires are trained on the job by the group.

Workers with more than 10 years of experience serve as supervisors.

### **Process: Simplicity, Flexibility, and Rigor**

For the dabbawalas, having the right process is very critical. It includes amongst many other things, the way information is managed, the use of built-in buffers, and a strict adherence to standards.

The lid of a dabba has three key markings, a code, a unique substitute for a fully written postal address. The coding system contains just enough information for people to know where to deliver the dabbas. The dabbawalas run the same route for years. They don't need all the details of full address. Full address would clutter the lid, slow the sorting process, and possibly lead to errors.

### **Buffer capacity**

Even with an efficient coding system, there's still a tiny margin of error. So, to stay on schedule, each group has two or three extra workers who fill in wherever they are needed, and all members are cross-trained in different activities: collecting, sorting, transporting, finance, and customer relations.

### **Rigorous adherence to processes and standards:**

The dabbawalas strictly observe certain rules. They don't eat until they have completed all their deliveries. Workers are fined or fired for repeated mistakes and negligence. Customers are also expected to abide by the process. Those who are repeatedly late in having their dabbas ready for pickup and don't respond to warnings are dropped. The system empowers frontline workers to take action.

The dabbawalas show that with the right system, an organization doesn't need extraordinary talent to achieve extraordinary performance.

### **Culture: A Strong Sense of Belonging –**

#### **Emotional bonds and a shared identity**

Dabbawalas, largely uneducated, tend to remain in their groups for their entire working lives. As a result members of each team care deeply for one another.

New workers are typically friends or relatives of existing members, most dabbawalas have the same culture, language, values, work ethic, diet, and religious beliefs.

While on the job, the dabbawalas wear the same style of clothes making them easy to identify.

The dabbawalas' homogeneity creates a strong identity and sets boundaries that are necessary in a highly variable environment.

#### **A simple mission**

dabbawalas' have undiluted devotion to their simple mission: Delivering food on time,

every time. For the dabbawalas, that task is akin to delivering medicine to the sick, and serving food is like serving God

The individual pillars help explain certain aspects of the success of the dabbawalas. But to truly understand how they do what they do, you must look at the whole and consider the ways in which the pillars reinforce one another.

The four pillars reinforce one another to create organisational excellence for this unnamed organisation of Dabbawalas.

Answer the questions below:

Q1: a. Discuss in detail the type of organisational excellence seen in the example above.

b. Discuss the important vehicles of reaching organisational excellence seen in the above example.

c. Explain the elements of organisation structure you see in the example above. What type of organisation structure (from amongst the various types of structures you have studied) is seen in this example. Please explain.

How has that structure contributed to the excellence in this example?

Attempt Any FOUR from the Remaining SIX Questions

Q2. You have joined an organisation which is reporting losses. Explain to the CEO concept of Organisational Excellence, its various types and advise on which form should the CEO be focussing on.

OR

You have joined an organisation which has been trying to surge ahead beating the competition. Explain to the CEO concept of Organisational Excellence, its various types and discuss which form should the CEO be focussing on.

Q3) Guide your friend who is contemplating a job abroad on functioning of industry / Organisation Excellence Models in any two of China, Singapore, Japan, India.

OR

The multinational organisation with presence in Europe and the US is trying to foray into Asia. Countries like China, Singapore, Japan are on its mind. Pls offer your advice by giving idea of the typical operating environment in any two of these countries and what does it take for an organisation to excel/way of Strategic management of Operating Environment for Organisational Excellence.

Q4. You have joined a 6 months old start up. Explain to your CEO concept of organisational Passion and its linkage to Organisational Excellence with specific reference goals, mission, values. Also write the type of Organisational Excellence you would recommend the organisation to pursue. There already exist many competitors.

OR

Your board of directors want your organisation to pursue goal of capability building. Pls recommend appropriate goals and advise on the strategic management of such goals.

Q. 5 . Explain to your friend who is going to start her own venture :

Any three from the different types of organisation structures.

Also explain any two commitment polarities and the type of organisation excellence they are linked to.

OR

Explain to your friend who is going to start his own venture, at least three different types of management styles. Also explain the connection of each these to achieve any of the various types of organisational excellence you have studied.

Q6. You have been appointed as a consultant for reviving an ailing organisation.

Explain to the CEO how senior leadership can play role in revitalisation quoting suitable industry example and what has worked for those leaders.

OR

Explain to this CEO meaning and characteristics of a learning organization and how can it be created.