

SVKM's NMIMS
School of Distance Learning

Programme: PGDBM/PGDHRM

Academic year: 2012 – 2013

Subject: Organisational Theory, Structure & Design

Semester: III

Course New

Marks 70

Date: 9-07-2012

Time: 3.00 p.m. to 6.00 p.m.

Instructions: Candidates should read carefully the instructions printed on the question paper and on the cover of the Answer Book, which is provided for their use.

NB:

1. Answer to each new question to be started on a fresh page
2. Figure in brackets indicate full marks

Q.1) Attempt any 2 out of 3

[10 marks]

- a. What are the environmental forces affecting organizations?
- b. Explain the key challenges to an organization.
- c. What are the challenges in creating a virtual organization?

Q.2) Write short notes on any 2 out of 5

[10 marks]

- a. Organization Structure
- b. Delegation of authority
- c. Competitors as environment
- d. Balancing standardization & mutual adjustment
- e. Matrix Structure

Q.3) Attempt any 3 out of 5

[30 marks]

- a. Elaborate on the stages of organizational life cycle
- b. Discuss Henry Fayol's principles of management
- c. Define the processes of differentiation & integration
- d. Distinguish between centralization & decentralization
- e. Explain Transaction Cost Theory

Q.4) Answer in detail

[20 marks]

A group of Business School pass outs ventured into a business "Nutritious Meals on Wheels" service, which will primarily be into the business of providing healthy meals to school children. They had a strong commitment to deliver good food and took turns in ordering supplies, marketing, customer support, packing, delivering and finance.

The first year was busy, exciting, and successful. They started locally and built a good customer base. Word of mouth increased their success and by the second year they needed two more people to cook and deliver the orders. The new staff became part of the team but had no 'capital' investment or emotional commitment to the organisation. They continued to succeed and increased their finance to extend the kitchens, buy more vans and extended contacts with individuals and care centres. They had turned a small social enterprise into a business.

These developments surprised them and after three years they realised the original idea was not working so well. Team meetings took hours, their roles were not clear, the people they hired were not sure who was in charge and the outside agencies, banks, suppliers became confused about how to relate to them. They were now not very sure of the future of their organization.

As an Organizational Design Consultant,

- Suggest suitable organization structure for their organization to help them get role clarity & achieve their goals.

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