



P.E.S. College of Engineering, Mandya - 571 401

(An Autonomous Institution affiliated to VTU, Belagavi)

Third Semester, Master of Business Administration (MBA)

Semester End Examination; Dec - 2017/Jan - 2018

Organizational Structure, Process and Design

Time: 3 hrs

Max. Marks: 100

*Note: Answer all **FOUR** full questions from **PART-A** and **PART-B** (Case Study) is compulsory.*

PART - A

- 1 a. Explain the components of Organizational design. 10
 b. Explain the determinants for perfect Organization culture. 10

OR

- 2 a. Explain the technological and environmental impacts on organizational design. 10
 b. Explain models of organizational decision making. 10
 3 a. Discuss the impact of environmental changes on organizational effectiveness with examples. 10
 b. Elucidate “Burns and Stalker” the mechanistic versus organic system. 10

OR

- 4 a. Discuss about Duncan model of organization structure. 10
 b. Explain the different strategy of controlling and lobbying. 10
 5 a. Explain the strategy of Mergers and Acquisitions. 10
 b. What is Perrow’s framework? Explain. 10

OR

- 6 a. Under what conditions would a middle line structure be more suitable? Explain. 10
 b. Write brief note on:
 i) Operating decisions 10
 ii) Strategic decisions
 iii) Administrative decisions.

- 7 a. Explain the role of power and politics in governing the organization. 10
 b. Discuss the sources of organizational conflicts. 10

OR

- 8 a. How do you find the strong and weak organization culture? 10
 b. What is entrepreneurial approach? Explain its limitations. 10

PART – B (Compulsory)**9. Case Study: Coaching for a New leader**

An organization made an external hire for Director of a 120 person department. The Director quickly made changes in how the work was performed resulting in serious employee dissatisfaction. Internal customers also complained about the changes. We were brought in to coach the Director. After some initial sessions, we then interviewed each direct report. We designed a work shop to address issues and suggestions for improving communication with this team. The Myers Briggs Type Inventory was taken by the team and results were shared in the workshop. There were many ‘ah ha’ moments where the Director and dept. managers gained insight about each others preferences in making decisions, sharing info in staff meetings, etc.

The Director modified his approach and the team members began to trust and have confidence in his willingness to listen and flex his approach.

Questions:

- a. Bring out the main features of this case. 10
- b. What do you think has gone wrong? 10

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