

--	--	--	--	--	--	--	--	--	--



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. - 2019

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. How are organizational images classified? Explain. 10
 b. Discuss the determinants of organizational design. 10

OR

- 2 a. Discuss the strategies for managing environment. 10
 b. Explain the strategic choices as adaption process. 10
 3 a. Enumerate the reasons for strategic failures in an organization. 10
 b. Discuss briefly the technological complexity of wood words study. 10

OR

- 4 a. Explain the managerial options for technological change. 10
 b. What are the various bases of structural configuration? Discuss. 10
 5 a. Discuss the various structural determinants of organizational power. 10
 b. Explain the sources of organizational conflicts. 10

OR

- 6 a. List out the strategies for managing organizational conflicts. 10
 b. Discuss the normative / rational approach in detail. 10
 7 a. Discuss the mechanism for developing consensus. 10
 b. Explain the limits of organizational decision making. 10

OR

8. Define; 20
 a) Technology
 b) Types of structures
 c) Strategy
 d) organization

Contd....2

PART - B (Case study - Compulsory)

9. Metropolitan Hospital was built two years ago and currently has a work force of 235 people. The hospital is small but because it is New, it is extremely efficient. The board has voted to increase its capacity from 60 beds to 190 beds. By this time next year the hospital will be over three times as large as it is now in terms of both space and personnel.

The administrator, Claro Hawkins feels that the Major problem with this proposed increase is that the hospital will lose its efficiency. I want to hire people who are just like our current team of personnel-hard working dedicated, talented and able to interact well with patients. If the triple the number of employees. I do not see how it is possible to maintain our quality patient care. We are going to lose our family atmosphere. We will be inundated with mediocrity and well will end up being like every other institution in the local area large and uncaring.

Though the chairman of the board is also concerned about the effects of having such a large number of employees, he felt that Clara is over reaching. He told Clara it cannot be hard to find people who are. Just as good. Develop a plan of action that will allow you to screen these who will fit into the current organizational culture. Trust me, everything will be fine.

As a result of Chairman's comments, Clara decided to develop a plan of action. The next day she called for a meeting to hear people where she decided to get idea, suggestion about determining the best way of screening the incoming candidates and then helping these who are hired to become socialized in terms of hospitals culture. She told her administrative staff assistant if we keep our wits about us, I think we, can continue to keep metropolitan hospital as the show case hospital in this region.

a) Discuss the case situation.

b) What can Clara and her staffs do to select the type of entry level candidates they want? Explain.

c) How can Clara ensure that those who are hired come to accept the core cultural values of the hospital? What steps would you recommend?

d) Could Clara use this some approach, if another 200 people were to be hired a few years from now? Explain.

* * *