



## 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; Jan. / Feb. - 2021**

**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.*

Q. No.	Questions PART - A	Marks
1 a.	How organizational images are classified? Explain.	10
b.	Why organizations are called as living system? Justify.	10
<b>OR</b>		
2 a.	What is organizational design? How objectives influences organizational design.	10
b.	Discuss briefly technological impact on organizational design.	10
3 a.	Discuss briefly on complexity of organization.	10
b.	What is formalization? Explain different techniques of formalization.	10
<b>OR</b>		
4 a.	Enumerate the reasons for strategic failures in an organization.	10
b.	Discuss briefly Burns and Stalker mechanistic and organic organization.	10
5 a.	Discuss briefly the technological complexity of wood words study.	10
b.	Discuss briefly Perrow's framework.	10
<b>OR</b>		
6 a.	What is Job design? Explain any two options of managerial change.	10
b.	Discuss briefly Thompson's contribution.	10
7 a.	Explain basic structural configuration.	10
b.	Discuss any two determinants of organizational power.	10
<b>OR</b>		
8 a.	Discuss briefly about operating decisions.	10
b.	Explain process and practices in learning organization.	10

### PART - B (Case Study Compulsory)

9. **Coaching for a new Leader:** An organization made an external hire for director of a 120 person dept. The director quickly made changes in how the work 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 workshop 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.

These were many “ah ah” moments where the director and department, managers gained insight about each other’s preferences in making decisions, sharing info in staff meetings etc.

The director modified the 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 Care. 10
- b. What do you think has gone wrong? 10

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