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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; February / March - 2022

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. What are images of organization? Briefly explain its types. 10
 b. Define organization design and explain the determinants of organization design. 10

OR

- 2 a. What is complexity and briefly explain the three types of complexity. 10
 b. Explain the advantages and disadvantages of centralization and de-centralization. 10
 3 a. Elucidate "Burns and Stalker" the mechanistic and organic organization. 10
 b. Explain the strategies for managing environment. 10

OR

- 4 a. What is strategy? Explain the process of strategic choices as adaptation. 10
 b. What is Perrow's framework? Explain. 10
 5 a. Explain the managerial options for technological changes. 10
 b. Explain the five basic parts of organizations according to Mintzberg. 10

OR

- 6 a. Explain the sources of organizational conflicts. 10
 b. Explain the steps in managing organizational conflicts. 10
 7 a. What are organizational decisions? Explain its types. 10
 b. Explain the limitations of Entrepreneurial decisions. 10

OR

- 8 a. How do you find the strong & weak organizational culture? 10
 b. Define Collaborations? Explain its advantages & disadvantages? 10

Contd... 2

PART - B (Case Study Compulsory)**9. 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.

The 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 Indicator was taken by the team & results were shared in the workshop. There were many “Ha Ha” moments where the director & department managers gained insight about each other preferences in making decisions, sharing info in staff meeting etc.

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

Questions:

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

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