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

(An Autonomous Institution affiliated to VTU, Belgaum)

Third Semester, Master of Business Administration (MBA)

Semester End Examination; Dec - 2016/Jan - 2017

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 concept of organizational design and elaborate the determinants of organizational design. 10
- b. Write brief note on: 10
  - i) Horizontal complexity
  - ii) Vertical complexity
  - iii) Spatial complexity.

### OR

- 2 a. Illustrate the process of organizational decision making. 10
- b. Differentiate centralized and decentralized organizations with suitable example. 10
- 3 a. How does the environmental factor affects the organizational activities in achieving its objectives? 10
- b. Elucidate “Burns and Stalker” the mechanistic and organic organization. 10

### OR

- 4 a. Discuss about Duncan model of organization structure. 10
- b. Illustrate the strategy of Mergers and acquisitions. 10
- 5 a. Explain the study of wood word's in the context of electronic products. 10
- b. What is Perrow's framework? Explain. 10

### OR

- 6 a. How does the technology helps the organization in establishing client relationships? Discuss. 10
- b. What is operating core? Explain its role in configuring organization structure. 10
- 7 a. Discuss the role of power and politics in governing the organization. 10
- b. What are the sources of organizational conflicts? Explain its remedial techniques. 10

### OR

- 8 a. What is entrepreneurial approach? Explain its limitations. 10
- b. What is consensus? Discuss about the various mechanism for developing consensus in Indian organizations. 10

**PART – B**9. **Case Study:**

The middle managers of a large firm were told by the corporate human resources office that a group of consultants would be calling on them later in the week. The purpose of the consultant's visit would be to analyse inter functional relation throughout the firm. The consultants had been very effective in using an OD development technique called 'Team building'. Their approach used six steps. When this approach is explained to the managers, a great deal of tension was relieved. They had initially thought that team building was a lot of hocus-pocus, like sensitivity training, where people attack each other and let out their aggressions by heaping abuse on those they dislike by the same token. These managers generally felt that perhaps the consultants were not needed. One of them put it this way "Now that we understand what is involved in team building, we can go ahead and conduct the sessions ourselves. Till we have to do is to choose a manager, who is liked by everyone and put him or her in the role of the change agent/consultant. After all, you really don't need a high priced Consultant to do this team building stuff you must have to have a good feel for human nature".

The other managers generally agreed. However, the corporate human resources director turned down their suggestion. He hired the OD consultants to do the team building.

**Questions:**

- a. Bring out the main features of this case.
- b. Do you think that managers had an accurate view of this OD technique? Justify.
- c. Discuss the role of consultants from Manager's view.

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