

00105

MANAGEMENT PROGRAMME

Term-End Examination

June, 2017

**MS-010 : ORGANISATIONAL DESIGN,
DEVELOPMENT AND CHANGE**

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note : This paper consists of two Sections A and B. Answer any three questions from Section A. All questions in this section carry 20 marks each. Section B is compulsory and carries 40 marks.

SECTION - A

1. Enumerate various approaches to understanding organisation. Briefly describe any two of them, with suitable examples.
2. Briefly describe Horizontal, Boundaryless, and Virtual Organisation Structures. Critically evaluate their suitability in the present day business scenario. Explain with examples.
3. What are various Organisational Analysis Perspectives ? Briefly describe Professional Management, and Applied Behavioural Science Perspectives, with suitable examples.

4. Define and describe Organisational Development. What are the essential conditions for the success of organisational development. Discuss briefly with examples.
5. Write short notes on any three of the following :
 - (a) Theories of Organisation Design
 - (b) Impact of I.T. on organising work
 - (c) Quality of Work life
 - (d) Forms of Interviews
 - (e) Team Building

SECTION - B

6. Read the following case carefully and answer the questions given at the end.

Mr. Anand occupies No. 2 position in the Corporate Planning Department of multi-product company having a turnover of more than ₹ 900 crores and operating in a high technology (hi-tech) industry. For the last five years, Anand has been associated with strategic planning of the company and recently he has been deputed to a task force to reorganise the company to cope up with the changing technology and environment.

At the last meeting of the Board of Directors of the company, the members expressed their concern about the falling competitive position of the company in the industry. The main reason cited by the Chief Executive was the outdated organisation structure which has not undergone any change for the last 10 years though the size, technology and environment of the company have changed tremendously. It was on the advice of the Chief Executive that the Board of Directors decided to set up a task force for the company's reorganisation.

At the first meeting of the task force, Anand, who is an expert in planning, convinced the other members to adopt the following procedure :

- (a) Determine exactly what type of structure the company has at present.
- (b) Determine the type of environment the company faces now and the weaknesses of the present structure.
- (c) Forecast the environmental changes in the future and the type of technology to be used by the company.
- (d) Design the organisation structure to meet the future challenges.

It was discovered that the company is currently structured along classical lines and the company is operating in a highly dynamic environment. The environment in future is likely to be more uncertain because of fast changes in technology and requirement of customers and competition by MNCs. The task force came to the conclusion that the structural design must be responsive to change and if this is not done, the company's survival in the market would be made more difficult.

Questions :

- (i) Identify the salient issues adopted of the case.
 - (ii) Which is the most suitable approach that can contribute to the analysis of this case.
 - (iii) What type of organisation design should the task force recommend ?
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