

Reg. No.

MBA Degree (FT/ PT) III Semesters End Semester Examination- December, 2022

21-371-0302/ 21-372-0303: Organization Structure, Design and Change

(Regular)

Time: 3 Hours

Max Marks: 50

Course Outcomes: On completion of the course, the student will be able to:

CO1	Recall the basic concepts and terms related to organisational, structure, strategy, culture and change.
CO2	Enable the incumbents to understand comprehensively the concepts delivered at the remembrance level to make them cognitively fit for application.
CO3	Develop application skills in organisational design and change based on the understanding of the different contents delivered to apply them with illustrations and cases.
CO4	Impart skills to analyse the organizational design and organizational development to explore and establish relationships in the areas of organizational management decisions.
CO5	Evaluate the impact of structure, strategy and culture in organizational design decisions, and appraise organizational change plans using organizational development techniques.
CO6	Generate new ideas and create organizational designs and OD interventions for business expansion and developments.

BL – Bloom's Taxonomy: (L1- Remember, L2 - Understand, L3 – Apply, L4-Analyse, L5-Evaluate, L6-Create)

PART A*(Answer ALL questions. Each question carries 2 marks)*

Q No.	Questions	Marks	BL	CO
1	Summarize the major sources of power.	2	2	2
2	Describe organizational politics.	2	2	2
3	Distinguish between tacit and explicit knowledge.	2	2	1
4	Explain vertical integration strategy.	2	2	2
5	State transaction cost theory.	2	1	1

(5X2=10 marks)

PART B

(Answer ANY FIVE Questions. Each question carries 4 marks)

Q No.	Questions	Marks	BL	CO
6	Compare and contrast any four types of organizational structures.	4	4	1
7	According to Kurt Lewin, "To bring about any change, the balance between the forces which maintain the social self-regulation at a given level has to be upset". Examine the method of force field analysis.	4	4	4
8	"Unless structure follows strategy, inefficiency results"- Alfred Chandler. Comment.	4	3	2
9	Illustrate r strategy and k strategy by considering examples from a specific industry sector.	4	3	3
10	Using the ERRC framework, examine a successful blue ocean product of your choice.	4	4	4
11	Critically examine the McKinsey 7S model.	4	4	4
12	Differentiate between symbiotic and competitive resource dependencies	4	4	4

(5X4=20 marks)

PART C

(Answer ANY TWO questions. Each question carries 10 marks)

Q No.	Questions	Marks	BL	CO
13	You are the group manager of a large footwear store in the city. The store has been enjoying the biggest market share in this space in the city for more than two decades. However, the market share has suffered a slide recently following the opening of some new stores. Market research shows that customers perceive the store as a bit outdated, and not keeping up with fashion trends and styles. Further analysis reveals that your store has been buying stock from the same suppliers and the purchasing team is reluctant to try new suppliers for new styles. You also notice that the store employees rarely make suggestions to improve the stock, the store interiors, etc. You think the key to improved performance is to enhance the level of organizational learning.			
	(a) Suggest ways by which organizational learning can be promoted.	5	6	6
	(b) Assess how learning organization elements can be implemented in this store.	5	5	5

14	<p>BlackBerry once reigned as king of the smartphone, selling more than 50 million units at its peak in 2011. The Canadian telecom company was originally named Research in Motion and had tens of millions of customers. It started out creating pagers and handsets, but the first iteration of the smartphone, complete with iconic keyboard, took shape within its first 15 years. At one time, BlackBerry controlled 50% of the smartphone market in the US and 20% globally. But demand rapidly declined, and in 2016, BlackBerry stopped manufacturing its own phones. This is a clear case of organizational decline.</p> <p>As an expert in organizational design use any theoretical framework to evaluate the reasons for organizations to decline.</p>	10	5	5
15	<p>Elon Musk has only been in charge of Twitter since late October. But already, he's turned the company and its platform upside down. In the days after Musk took over, he discharged top executives, reduced rank-and-file headcount by 50 percent, pushed engineers to work harder, and began fast-tracking a collection of potentially revenue-generating features, including charging users to get or keep a verification check mark.</p> <p>(a) Critically evaluate the acquisition of Twitter by Elon Musk from an organization design perspective.</p> <p>(b) Develop any approach to manage the culture change and conflict at Twitter.</p>	5	5	5
		5	6	6

(2x10=20 marks)
