

End Semester Examinations - 2015-16 MBA Trimester - May 2016

15MS3046 Organisation Theory and Design

Set A

Time : 3 hrs
Total Marks: 100

1. Explain how Mintzberg's five basic parts of the organization fit together to perform needed functions. If an organization had to give up one of these five parts, such as during a severe downsizing, which one could it survive the longest without? Discuss. (20 marks)

OR
2. Explain Porter's competitive strategy and differentiate it with Miles and Snow's Typology. (20 marks)
3. Suppose you have been asked to evaluate the effectiveness of the educational institution in a medium-sized community. Where would you begin, and how would you proceed? What effectiveness approach would you prefer? (20 marks)

OR
4. Describe virtual network structure. What are the advantages and disadvantages of using this compared to performing all activities in-house within an organization? Explain the strength and weakness of virtual network structure. (20 marks)
5. Matrix structure attempts to achieve an equal balance between the vertical and horizontal dimensions of structure. Explain the characteristics of matrix structure and conditions that usually have to be present before an organization can adopt matrix structure. (20 marks).

OR
6. a. Why organization involve in inter organizational relationship? (10 marks)
b. How do you feel about the prospect of becoming a manager and having to manage a set of relationship with another company rather than manage your own company. Discuss (10 marks)
7. Define organizational environment. Explain in detail the frameworks for understanding how the environment influences the structure and functioning of an organization. What are the forces that influence environmental uncertainty? (20 marks)

OR
8. Why is shared information so important in a learning organization as compared to an efficient performance organization? Discuss how an organizational approach to information sharing might be related to other elements of organization design such as structure, task, strategy and culture. (20 marks)
9. Genentech, the world's first biotechnology company, seemed to come out of nowhere to become a major force in the pharmaceuticals industry. Genentech became profitable three years later and has remained so ever since. The secret ingredient, most people agree, is the corporate adaptive culture. When Art Levinson became CEO, he set about strengthening Genentech's culture through a series of moves, such as persuading the board to invest 50 percent of revenues back into research, focusing the company on "meeting significant unmet needs," and breaking down boundaries by insisting that fiefdoms like product development and basic research work closely together. He also did away with projects and people that didn't fit the strategy and values. People at Genentech feel less like employees and more like partners in a great cause. Employees don't get work assignments, they get "appointments." Every milestone is celebrated with a party, and people are encouraged to goof off and have fun. However, scientists and researchers also go through a rigorous process of defending their work before a review board in order to uncover flaws, avoid dead ends, sift out politics and favoritism, and hold people accountable.

Genentech is characterized by values of collaboration, accountability, creativity, and egalitarianism. There are no special dining rooms or assigned parking spaces. Everyone in the company is considered vital to success. Job candidates often go through as many as twenty interviews because Genentech wants to be sure it gets people with the right values. "We're extremely non-hierarchical," says Levinson. "We're not wearing ties. People don't

call us doctor.” Candidates who ask too many questions about salary, title, and personal advancement are quickly weeded out. Genentech wants people who care about the science and about the company’s mission to find drugs for curing big diseases like cancer. Status is conveyed not by fancy offices or titles, but rather by taking big chances in the name of “making drugs that matter.”

What are the strong values incorporated through the adaptive culture followed at Genentech? (5 marks)

What is the purpose of corporate culture to be reinforced with the strategy and structural design of an organization? (5 marks)

What are the different types of culture followed in an organization? (5 marks)

Can a strong bureaucratic culture also be an adaptive Culture? (5 marks)

Wishing you All the Best
