



<b>NEW SCHEME</b>
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**Third Semester MBA Degree Examination, Dec.06/Jan. 07**  
**Business Administration**

**Organizations: Structure, Process & Design**

Time: 3 hrs.]

[Max. Marks:100

Note: 1. Answer any **FOUR** questions from Q.1 to Q7.  
2. Question No. 8 – Case study is compulsory.

- 1
  - a. What is Organizational effectiveness? (03 Marks)
  - b. Contrast Mechanistic and Organic structures. (07 Marks)
  - c. Discuss any five structural techniques for conflict resolutions. (10 Marks)
  
- 2
  - a. What is meant by Organizational complexity? (03 Marks)
  - b. What are the major functions of organizational culture? (07 Marks)
  - c. Discuss any five images of organization. (10 Marks)
  
- 3
  - a. What do you understand by organization? (03 Marks)
  - b. Compare the four approaches for assessing organizational effectiveness. (07 Marks)
  - c. Discuss Duncan's frame work based on four task environments that result due to interaction between the two basic dimensions of environmental uncertainty, viz. environmental change and complexity. (10 Marks)
  
- 4
  - a. Define Business Process Re-engineering. (03 Marks)
  - b. Describe the five basic structural configurations. (07 Marks)
  - c. Describe the five – phase model of organizational growth. (10 Marks)
  
- 5
  - a. Define organizational culture. (03 Marks)
  - b. Discuss various structural determinants of organizational power. (07 Marks)
  - c. Discuss any five strategies for managing the environment of an organization. (10 Marks)
  
- 6
  - a. How are organizational decisions classified? (03 Marks)
  - b. What are the advantages and disadvantages of centralization and decentralization? (07 Marks)
  - c. List and elaborate on the various approaches to organizational decision – making. (10 Marks)
  
- 7
  - a. Explain the four principles of scientific management. (03 Marks)
  - b. What are the functional uses of politics in organizations? (07 Marks)
  - c. Explain various determinants of organizational design duly illustrating the interdependencies among them. (10 Marks)

8 Case Study : Eastman Kodak Company.

Eastman Kodak Co. has some serious problems. Although it once totally dominated the world's film, photo-processing and camera business, it has recently fallen on hard times. Once the industry innovator, it now seems to let others dictate what it will do. Significant problems have developed with the quality of its products. Competitors have successfully penetrated many of its markets. And, to add insult to injury, over the last four years, top U.S. executives have dropped Kodak from 4<sup>th</sup> to 70<sup>th</sup> on Fortune's list of the most admired major U.S. corporations.

Twenty years ago, Kodak led the industry in technology. Today, it increasingly chases Japan's Fuji Photo Film Co. For example, Kodak's virtual monopoly of the domestic market for color-negative film has been cut to 82 percent; and Fuji not Kodak, now produces the world's fastest color-print still film.

A great deal of Fuji's success has been due to the perception by consumers that Kodak quality isn't what it used to be. Between 1982 and 1987, Kodak's annual photofinishing sales plunged from \$200 million to \$60 million, which can largely be attributed to complaints by customers about blurry and grainy quality of prints.

Kodak efforts to expand sales in the camera market have also suffered some serious setbacks. Its introduction of an instant camera in 1976 led to a decade-long patent infringement suit by Polaroid. Kodak lost the suit and in addition to paying a huge settlement had to agree to withdraw from this market. In 1982, in an effort to expand its share of the amateur photography market, Kodak introduced its disk camera. It was easy-to-use and inexpensive, but produced poor-quality pictures. It failed largely because Japanese competitors concentrated on simplifying their high-quality thirty-five-millimeter cameras.

How did Kodak lose touch with its markets? The answer to this question seems to lie in the organization's traditions. The company cultivated fierce loyalty from employees through such practices as rigidly following its "promote-from-within" policy, providing large annual bonuses and offering free noontime movies. Since Kodak perceived itself as a technology driven company, promotion criteria favored engineers. As engineers, Kodak executives believed in perfection, no matter how long it took. One classic illustration of this love of tradition was the case of a supervisor who had recently retired. He had kept employment records from the 1930s in his office drawer "because they had always been there".

Organization design at Kodak could best be described as centralized, patient and paternalistic. Decision percolated from the top for even minor issues. The head of photographic and information products, for instance, could be called upon to make decision on any one of 50,000 products. This style was effective as long as competitors were impotent and Kodak's technology and quality standards led the industry. In times of change, however, it made Kodak slow to respond. Even though Kodak was the first choice of the organizers to be the film sponsors for the 1984 Olympics Games, it fussed so long over the contract that the organizers turned to a more amenable and eager Fuji. Kodak executives then were furious when they learned that Fuji got the sponsorship.

The man who has to deal with these problems, Colby Chandler, Kodak's chairman, in many respects, mirrors the company for which he works. An engineer by training, he is conservative, down-to-earth and a genuine "nice guy".

Questions :

- How has the environment affected Kodak? (05 Marks)
- Describe Kodak's culture in detail. (05 Marks)
- What are the conditions necessary to bring about cultural change at Kodak? (05 Marks)
- What recommendations would you make to improve the company's effectiveness? (05 Marks)

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**Third Semester MBA Degree Examination, Dec.08/Jan.09**  
**Organization : Structure, Process and Design**

Time: 3 hrs.

Max. Marks:100

**Note: Answer any FOUR questions from Q.1 to Q.7. Question No.8 is compulsory.**

- 1 a. What do you mean by 'Organization theory'? (03 Marks)  
b. Explain the three modes of resolving Intergroup / Departmental conflicts? (07 Marks)  
c. Discuss the images of organization. (10 Marks)
- 2 a. Define organizational culture. (03 Marks)  
b. Resistance to change is natural. Comment. (07 Marks)  
c. Explain any two theories of organization. (10 Marks)
- 3 a. Mention any five features of open system. (03 Marks)  
b. What are the three major components of organizational design? (07 Marks)  
c. List and elaborate on the various approaches to organizational effectiveness. (10 Marks)
- 4 a. Define the term Planned Change. (03 Marks)  
b. Discuss the system prospective of an organization. (07 Marks)  
c. What is strategy? Explain defender, analyzer and prospector strategic types of organization, according to their strategic choices. (10 Marks)
- 5 a. Mention any three strengths of Adhocratic structure. (03 Marks)  
b. Explain some of the most common expressions of organization culture. (07 Marks)  
c. Explain various strategies for managing the environment of the organization. (10 Marks)
- 6 a. What do you understand by business process reengineering? (03 Marks)  
b. What is technology? Discuss the relationship of technology with structural dimensions. (07 Marks)  
c. Elaborate on the approaches to organizational decision making. (10 Marks)
- 7 a. Define 'Machine Bureaucracy'. (03 Marks)  
b. Discuss structural determinants of organizational power? (07 Marks)  
c. Describe a model of organizational growth? (10 Marks)
- 8 CASE STUDY:

Mr. Ramlal, owner of a three star hotel at Muradabad, employed 50 persons to manage various jobs in his hotel in 1980. Almost all of them were educated up to 10<sup>th</sup> std. The salaries paid by Ramlal were high compare to hotels at Muradabad. He provided various benefits like medical, lodging and recreation to all employees. He was rated as the best employer in the hotel industry in Muradabad. But he never allowed any two of the employees to interact with each other while at work or off the work except work transaction. He did not allow even the Accountant and Manager to share their personal or family problems. He however used to discuss work-related issues with every worker quite seriously.

But he never asked or allowed them to speak about their needs, desires, sentiments, values etc. as he thought that he was the model employer in hotel industry in Muradabad and he was meeting all the needs of his workers.

Another three star hotel was started in 1985 in Muradabad under the ownership of Mr. Rajesh Sethi. Mr. Sethi offered comparatively lesser wages and benefits. Even then surprisingly 35 employees working with Ramlal including the manager and accountant joined Sethi's hotel.

- a. Do you feel that the workers of Mr. Ramlal were really satisfied with their jobs? If yes, why? If not, why did they keep quit until 1985? (05 Marks)
- b. Why did 35 workers leave Mr. Ramlal despite higher wages and better comforts compare to all other hotel employees at Muradabad? (05 Marks)
- c. Do you find any impact of change in the trends towards human resources management on human desires in this case? (05 Marks)
- d. Which are the behavioural theories relevant here? (05 Marks)

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The team consisted of the plant manager and the managers of the five functional departments reporting to him: engineering, administration, human resources, production and quality control. In recruiting manager for new plant, the company selected people with good technical skills and experience and a desire to solve problems collaboratively, a hallmark of participative management. The team was relatively new and members had been working together for only about five months.

The team met formally for two hours each week to share pertinent information and to deal with plant-wide issues affecting the entire department, such as safety procedures, interdepartmental relations and personal practices. Members described these meetings as informative but often chaotic in terms of decision making. The meetings typically started late as members struggled in at different times. The latecomers generally offered excuses about more pressing problems occurring elsewhere in the plant. Once started, the meetings were often interrupted by "urgent" phone messages for various members, including the plant managers and in most cases the recipient would leave the meeting hurriedly to respond to the call.

The group has problems arriving at clear decisions on particular issues. Discussions often rambled from topic to topic; and members tended to postpone the resolution of the problems to future meetings. This led to a backlog of unresolved issues, and meetings often lasted far beyond the two-hour limit. When group decisions were made, members always reported problems in their implementation. Members typically failed to flow through on agreements and there was often confusion about what had actually been agreed upon. Everyone expressed dissatisfaction with the team meetings and their results.

Relationships among team members were cordial yet somewhat strained, especially when the team was dealing with complex issues and when members had varying opinions and interests. Although the plant manager publicly stated that he wanted to hear all sides of the issues, he often interrupted the discussion or attempted to change the topic when the members openly disagreed in their views of the problem. This interruption was typically followed by an awkward silence in the group. In many instances, when a solution to a pressing problem did not appear forthcoming, members either moved on to another issue or they informally voted on proposed options, letting majority rule decide the outcome. Members rarely discussed the need to move on or vote: rather, these behaviors emerged informally over time and became acceptable ways of dealing with difficult issues.

Questions:

- a. How clear are the group's goals?
- b. What is the group's task structure?
- c. What is the composition of the group?
- d. What is the nature of team functioning in the group?

(20 Marks)

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