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Roll No.

MB-101

M. B. A. (FIRST SEMESTER)

MID SEMESTER EXAMINATION, 2021-22

ORGANIZATION DESIGN AND BEHAVIOUR

Time : 1 : 30 Hours

Maximum Marks : 50

Note : (i) This question paper contains two Sections.

(ii) Both Sections are compulsory.

Section-A (1×10=10)

1. Fill in the blanks with the most appropriate word :

(a) _____, a principle of management by Henry Fayol, refers to the number of people reporting directly to a given manager.

(b) Business administration focuses primarily on making the best possible allocation of limited _____.

P. T. O.

(2)

MB-101

- (c) Common goal and division of labor are two important features of an _____.
- (d) _____ approach of management takes a holistic view of the organization and sees it as a network of people, procedures and activities.
- (e) As the product manager of a new electronic home appliance, you are finding out about legal compliances to market the product. Essentially, you are dispensing _____ role as a manager.
- State whether the statements are True or False :
- (f) Controlling deals directly with influencing, guiding, supervising, motivating sub-ordinate for the achievement of organizational goals.
- (g) In the present times, organizations are laying emphasis on their responsibilities towards the society and the nature under the name of corporate social responsibility.

(3)

MB-101

- (h) If you spend a lot of time guiding and motivating your employees to face the problems, you are dispensing the leadership role as a manager.
- (i) A functional structure refers to setting up of groups people according to the business functions they perform manufacturing, marketing and finance.
- (j) Employees of a co-operative bank complain that a lot of time is wasted because there is no designated place for receiving deposits and handling customers. Also the bank does not operate in fixed timing which leads to a lot of chaos during the day. This is a violation of authority and responsibility.

Section-B

(20×2=40)

Note : (i) Each question contains three parts (a), (b) and (c).

(4)

MB-101

- (ii) Attempt any *one* part of choice (a) or (b) from each question and part (c) is compulsory of each question.

2. (a) How is administrative theory of management by Henry Fayol different from Taylor's scientific theory of management? (CO1)

OR

(b) Describe any *five* managerial roles dispensed by a manager. Cite appropriate examples. (CO1)

(c) Case Study: (CO1)

You have joined a reputed travel company as the regional manager of Uttarakhand that offers premium travel packages across India. On joining the company you find that it has been facing huge losses from the past few months. On deep scrutiny you find that the office lacks proper order and

(5)

MB-101

management. First, though there is work division *prima facie*, any employee is asked to do anything randomly, which leads to wastage of efforts. Second, the employees and the management are not in open communication with each other, with no clear and fair agreements or policies, which has led to frustration in the employees. Third, some of the middle level managers who hold key positions exercise their undue power. They embezzle funds and manipulate the books of accounts. You resolve to take charge of the situation and bring back the lost glory to the company.

- (i) Identify and explain *three* principles of management (by Fayol) that have been violated in the case.

P. T. O.

- (ii) Name and elaborate the approach of management that you will adopt to rectify the situation.

3. (a) Elaborate how do strategy, environment and size of a company affect the organization design. (CO2)

OR

- (b) Harold Kerzner once said, "There is no such thing as a good or bad organizational structure; there are only appropriate or inappropriate ones." With reference to the above quote, describe what do you mean by organizational structure. (CO2)

- (c) Case Study : (CO2)

There's a two-year old startup called Tech-flight which is a B2B trade platform. It has been designed specifically for small and medium businesses in the state of Meghalaya and brings its traders, wholesalers, retailers, manufacturers, and

brands onto a single platform. It gives them the power of technology to scale and nurture their business, wherein the traders can reach out to buyers and sellers across the country and make a purchase with the tap of a button. The startup has plans to expand its operations in the whole of north-east. It presently comprises of 10 employees who are either engineers or MBAs. The startup believes in giving flexibility and freedom to its employees so that they can be innovative in the business.

- (i) Explain briefly any *four* elements of organizational design.
- (ii) Suggest an appropriate organization design for this startup with respect to specialization and control.