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**Solution:**

**Q1. 1. What can be appropriate organizational design decisions based on the following contingency factors: (15 Marks)**

In my opinion the organization should have an organizational design somewhere in-between a mechanistic organization and organic organization. This is due to the reason to have some of the components and parts of the organization should be characterized by high specialization, rigid departmentalization, narrow spans of control, high formalization, a limited information network, and little participation in decision making by low-level employees while the remaining components/parts of the organization should be adaptive and flexible with little work specialization, minimal formalization and little direct supervision of employees.

The details of influencing factors are discussed below:

**Strategy and Structure**

➢ The strategy should be to have two groups/parts in the organization. One (A) with high the efficiency, stability, and tight controls. The other (B), should be flexible and adaptive. In this way, one can have a two-dimensional decision-making control on the whole organization.

➢ The organization can compromise or leverage the component B in some uncertain situations like Corona, while it can provide full service or benefits to the component A to guarantee routine productions or services of the company.

➢ Also, it is better to split the organization in such a structure, so that one can easily try new infrastructure line online working (Home offices) and continue the strategy depending on the results. If there would have been the same strategy for whole organization, (instead of having strategic A and B).

➢ For each component, depending on their qualifications and nature of work there should be small training, seminars etc. to help them be acquainted with virtual platforms, so that they better know how to use office and work remotely.

➢ Also, it is easy to control this type of organization for adapting "new normal" and then going back to "original normal"

**Size and Structure**

➢ Having two components A and B, also benefits to play with organizational size. In case of uncertain situations like Corona, size can be adjusted by analyzing the run-time conditions. For example, if there are some difficulties or cost issues to provide salaries or home-office facilities to component-A (efficient employees), the organization can reduce its size and keep the component-B (flexible, less efficient employee).

➢ May be if there are less home-office solutions that the organization can provide or afford, the organization can increase the component-B employees to work in the office. And then make some shifts to arrange them to work with recommended SOP for Corona.

**Environmental uncertainty and Structure**

➢ The organization design with having component A and B, will also be affective in case of environmental uncertainties. For example, the organization can pre-allocate a percentage of each organizational component, to be affective in case of uncertainty like Corona. This pre-allocation can filter out by setting some criteria of the employees or some other parameters. And these pre-allocation and parameters can be adjusted throughout the years.

➢ Also, the organization can also have some uncertainty funds in the accounts and let them employees participate voluntarily.

➢ Also, there might be regular off-the shelf training like doing home-office, using online resources, maintaining health procedures etc. This can be helpful in some unknow and unforeseen conditions.

**Q2. What crucial points should organizations keep into consideration by going from "new normal" to "back to normal", when COVID-19 crises fade? (5 Marks)**

➢ The organizations should first of all see the positive and negative points that they have invented while going from "pre-corona" to "new normal". All the changes might not be reversed.

➢ The organization should also enlist the points where they have invested lest or a lot.

➢ List down all the plus/positive changes and points then. The organization should not revert the positive things and only reverse the negative or the things that don't contribute in pre-corona situation, for example.

➢ The organization should reverse the steps which have most cost and have less production ratio.

➢ The organization can apply the strategy to component A and component B in respective priorities.

➢ The organization can record the difficulties, benefits, lesson learnt and all the procedure while adapting/reversing the "new normal" and document it as the standard for any unforeseen events in the future.