

2/23

2005M231

Candidate's Seat No : _____

M.B.A.-I (Sem.-I) Examination
Organisational Structure & Dynamics

Time : 3 Hours]

May-2017

[Max. Marks : 100

Note: 1] This Question paper consists of 5 Questions. Answer all the 5 Questions.
2] All Questions carry equal marks, i.e. 20 marks

Q-1. Both Questions are compulsory.

1. What are the different levels of strategy in a multibusiness corporation? Explain in detail the 'BCG Matrix / Corporate Portfolio Approach' to corporate level strategy advocated by the Boston Consulting Group.
2. Define and differentiate between centralization and decentralisation of authority. Critically evaluate the advantages and disadvantages of both the systems in organisational context.

Q-2. Differentiate among the following pairs :

1. Efficiency vs Effectiveness as criteria of organisational performance
2. Entrepreneur vs Intrapreneur vs Manager
3. Programmed decisions vs Nonprogrammed decisions
4. Strategic plans vs Operational plans

OR

Q-2.

1. Explain in detail the Hawthorne experiments conducted by Elton Mayo and Roethlisberger. What is the importance of *Hawthorne effect* for managers in organisations?
2. Discuss the 'Five-Forces model' governing industrial competition conceptualized by Michael Porter with the help of a suitable example of an organisation in Indian context.

(P.T.O)

Q-3.

1. Explain the Contingency approach to management and explain how it includes all other previous management thoughts.
2. Highlight and explain the barriers that affect effective communication taking place in an organisation.

OR

Q-3.

1. What does organisational structure indicate? Explain 'Matrix' type of organisational structure with its advantages and disadvantages. Give one example of an organisation in Indian context having 'matrix' type of organisational structure.
2. Explain McKinsey's Seven-S Model for successful strategy implementation in organisations.

Q-4. **Write Short notes on : (Any four)**

1. Issues related to workforce diversity in organisations
2. Ethics in business
3. Systems Approach to Management
4. Managerial skills
5. Controlling as an important managerial function
6. Herzberg's theory of motivation

Q-5. **Answer each of the following questions:**

1. Discuss the various grapevine chains existing in an organisation. Which is the most dominant type of grapevine chain existing in organisations according to Keith Davis?
2. What is the difference between Recruitment and Selection? Also highlight the difference between Training and Development.
3. Why should a company have a Mission Statement? Discuss its role and functions. Give example of mission statement in relation to a professional educational and training institution in the Government sector.
4. Define organisational effectiveness. How do you differentiate effectiveness from efficiency? Which of the two criteria is more important for organisational success?