

No. of Printed Pages : 6

## MANAGEMENT PROGRAMME

Term-End Examination 01973

December, 2011

### MS-10 : ORGANISATIONAL DESIGN, DEVELOPMENT AND CHANGE

Time : 3 hours

Maximum Marks : 100

(Weigh tage 70%)

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**Note :**

- (i) There are two Sections A and B.
  - (ii) Attempt **any three** questions from Section A. All questions carry 20 marks each.
  - (iii) Section B is **compulsory** carrying 40 marks.
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#### SECTION - A

1. Discuss the meaning and characteristics of an organisation. Briefly discuss various approaches to understanding organisations.
2. Describe the evolutionary process of organisational design. Briefly discuss the contingency model of organisation design, with suitable example.
3. Define and discuss the elements of designing a job. Briefly describe the impact of technology on Job Design. Explain with suitable examples.

4. Define Organisational Development and briefly describe various stages of Organisational Development, with suitable examples.
  
5. Write short notes on any *three* of the following :
  - (a) Impact of information Technology on organising work
  - (b) Quality of work life
  - (c) Methods of Organisational Analysis
  - (d) Survey Feedback
  - (e) Resistance to change.



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## SECTION - B

6. Please read the case and answer the questions given at the end.

Tidewater Manufacturing Company is a medium-size producer of machine gaskets operating in the south - eastern part of Bombay. Until about two years ago, the company's financial outlook was very strong. Recently, however, it has been facing much stiffer competition from foreign producers and a variety of internal problems have also begun to surface. Top management believes that they know how to deal with the external issues. But nothing they do will be successful until the existing problems with employees have been addressed. Unfortunately, there is no clear consensus among the top management about the real nature or extent of employee concerns. Tandon, the firm's President, has decided that a management committee should be formed to look into the increasing absenteeism and turnover rates, grievances, and generally weak morale. Turnover, for example, has been running at a rate of 72 per cent for the past year, grievances are up by about 25 per cent, and two recent attitude surveys showed that in some departments employee morale is, in fact, down. Tandon considers the firm to be an enlightened employer that cares about its employees. The committee he has appointed includes himself, Rajesh, Head of Marketing, Umesh, Plant Manager in-charge of production, and Deepak, Personnel Director. The committee is now meeting in formal session.

**Tandon :** I appreciate your taking time to be here today. As you know, several employee-related issues have been slowing us down of late, and given the stiff competition we are getting, I believe it is high time we find out what is going on. Rajesh, how about if you lead off ?

**Rajesh :** As I see it, we have not been able to make the production changes we talked about last year because of all this hassling with employees. I have been giving the problem some thought and I believe that we need to light a fire under those people down the line. My sales people are out there beating the bushes, but they cannot sell a product that just does not measure up. Last week, one of my people lost a major sale to that new West German firm.

**Umesh :** I agree with some of what you are saying Rajesh, but I would not lay all the blame on the production crew. After all, we have been losing a lot of good people lately and it takes time to train the new hands. Besides that, I cannot seem to get anybody to come to work on Friday. If I make any moves, the union representative hits me with a pile of grievances for unnecessary harassment. If you have some answers, I am sure we can make the modifications you were just talking about.

**Tandon :** I guess we know where you two stand, but I would still like another opinion. Deepak, how do you see things ?

**Deepak :** My reaction is that we probably cannot deal with issues internally. I would suggest that we bring someone in from the outside to diagnose the situation. I have been doing some study and I think that some of the problems of turnover and absenteeism plus the poor showing in the recent attitude survey my office administered, might be due to discontent with our production line approach. Some of those people have been doing the same thing, day in and day out, for years. They are probably bored stiff. Maybe it is time for us to consider something like job redesign.

**Tandon :** Okay, but all I remember about job redesign was something about job enrichment ten years ago in one of my MBA courses. Frankly, I have not kept up and I would not even know where to begin.

**Rajesh :** Would we not be better off if we just started a new incentive programme ?

**Umesh :** Incentives could work, but I would like to follow up on Deepak's idea. By the way where does the union fit into all of this ?

**Deepak :** Let me do some checking and see if I can get a line on a good consultant. It should take me about ten days to put together the information we need.

**Tandon :** Well, let us leave it at that and plan to meet again a week from Thursday.

At that point , the meeting adjourned with the understanding that the firm would consider some form of job redesign.

**Questions :**

- (a) You are a consultant called into this situation. How would you proceed ? Would job redesign be of use here and, if so, how ?
  - (b) What alternative approaches to job redesign might this firm consider, i.e., would job enlargement be better than job enrichment, would a team concept be appropriate ?
  - (c) Should the top management involve the union at this stage ? What should it tell the employees ?
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## MANAGEMENT PROGRAMME

Term-End Examination

June, 2012

### MS-10 : ORGANISATIONAL DESIGN, DEVELOPMENT AND CHANGE

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(Weightage 70%)

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- (iii) Section B is *compulsory* and carries 40 marks.

#### SECTION - A

1. What is the meaning and purpose of an organisational design ? Briefly discuss the key factors affecting organisational design.
2. Examine the advantages and disadvantages of line and Staff organisation and Horizontal organization.
3. Briefly discuss the emerging trends in work organisation and their impact on quality of work life of employees.

4. Discuss the role of a change agent and the competencies required for a change agent in an organizational set up.
  
5. Write short notes on *any three* of the following :
  - (a) Questionnaire as a diagnostic tool
  - (b) Institution building
  - (c) Hawthorne studies
  - (d) Organisational effectiveness
  - (e) Process of change



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## SECTION - B

6. Read the following case carefully and answer the questions given at the end.

### CASE

Mysore Foods Limited produces and distributes packaged food products such as cereals, biscuits, spices, jams and jellies, syrups etc. The company has a national market and also exports small quantities to neighbouring countries. It conducts a large national advertising campaign. It has 75 plants located all over the country and markets 70 different products, each under its own trade mark. Though its products are all food products, they are not otherwise closely related. They vary from long margin specialities with comparatively small volume to large-volume items with small profit margins. Different raw materials and other articles are used in their processing and packing. All products are, however, sold through the same channel i.e., retail and provision stores. Gross sales are Rs. 25 crore and total assets exceed Rs. 12 crore.

The management of Mysore Foods Limited is centralised. The Chairman of the Board, the President and four Vice-Presidents who are responsible for sales, production, purchasing and law make up the top most executive level of the

company and operate as a committee on all general policy matters.

Sales, advertising and sales promotion come under the Sales Vice-President. All plant operations as well as the research and engineering department report to the Production Vice-President. Purchasing is the responsibility of its Vice - President who also governs traffic. Public relations, law and corporate functions fall under the General Counsel. Financial responsibilities are handled by the President and employee relations are covered by each Vice-President in his own area of responsibility .

The company was set up by combining several food products organisations and it has acquired others since. One of the theories of the organisers was that there would be great advantage in wholesale distribution if one salesman could cover an entire line on one call as against a number of salesmen, each calling to sell a single line. Saving in time alone would be of great value to the distributor. This principle has been retained and has proved successful as the company has grown. One sales organisation handles all the products. Each product is given specific time and attention by the sales organisation in accordance with its demands.

The head of the field sales organisation reports to the Vice-President. The Advertising Manager and the Sales Promotion Manager take care of advertising and sales promotion for the entire line but each product has its own advertising campaign and appropriation. The Sales Promotion Manager is in-charge of the missionary salesman who contacts retailers.

To avoid neglect or error, single product or a group of products are assigned to one of the 20 Product Managers. Each Product Manager is responsible for seeing that his product receives due attention from the sales organisation, the production department, and the advertising and promotion departments. He specialises in the pricing and sales appeal questions of his product. He reports, however, to the Sales Vice-President, who has the overall control. The Sales Vice-President can curtail any efforts of the Product Managers if he is using his sales force for special efforts on some other product or products. There is no institutional advertising. All advertising is coordinated and placed by the Advertising Manager while the final authority rests with Sales Vice-President.

Each plant is operated by a superintendent who is in charge of wages, maintenance, cost, output, quality, hiring, inspection and other

normal plant operation responsibilities. Superintendents report to eight Regional Production Managers who are responsible to the Production Vice President. The volume of production in each plant is scheduled by the production control group reporting to the Operating Vice-President. Final schedules are set after consulting the Sales Vice-President.

The business has more than doubled in the past ten years and profits, both gross and net, have increased. The number of plants has also more than doubled. Purchases have increased proportionately. New taxes and new reports to the government have added to the complexity. The management feels that certain problems are potentially dangerous and should be solved before they become serious.

There have been periods in which a product has got into difficulty because of loss of favour with the public, bad management or even neglect. Attention of the Sales Vice-President to the problems of some products has caused him, at times, to fail to recognise difficulties in other products even though the Product Manager of such products had recognised them and brought them to his attention. The burden on the present officers is becoming too heavy to ensure proper

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attention to all their responsibilities. Employment of assistants erodes the personal touch of the top group that is necessary for successful management.

Opportunities for increasing product-lines and expanding the business are being lost because of lack of executives' time to study them or to manage new products. In any business where specialities are sold under trade marks and brands are the major business of a company, it is necessary for the company to continually bring out new products and to study old ones to determine the point of no return regarding promotion and advertising expenses.

Once the top executive group has approved the idea of a new product, it is put under one of the Vice -Presidents. He develops an organisation and brings it along. At first, the advertising appropriation for a new product is not the responsibility of the Sales Vice-President but of the Developing Vice- President. Eventually, if the product proves to be successful it is turned over to the regular line of organisation. With new products and growth in the old ones, the weight, complexity and number of decisions that have to be taken by the very few men at the top, mean a heavier burden for them.

The management feels that in addition to the lost opportunities, market potential and the need for development of present products are not being fully recognized. The business may have grown too big for the form of management. Executives require more responsible attention for each product. At the same time they wish to retain the advantages of central management in purchasing, traffic, institutional reputation and minimum sales approach and to maintain the high-calibre advice and experience now present in law, advertising, accounting and public relations.

*Questions :*

- (a) How far is the existing organisational structure effective in the changed conditions of the company ?
  - (b) Explain :
    - (i) How the desired product responsibility can be achieved ?
    - (ii) Any changes in line authority, and,
    - (iii) The use, if any, of staff, functional authority or committees.
  - (c) What policy and organisational structure changes do you recommend, and why ?
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MS-10

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Term-End Examination

December, 2012

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Note :

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#### SECTION – A

1. What is the purpose of organisational analysis ?  
Critically evaluate any two methods of diagnosing.
2. Describe the process of change and discuss the phases of planned change and their effectiveness.
3. Briefly discuss the contemporary approaches to Job design and their advantages and limitations.

4. Describe any three types of organisational structure and their significance.
5. Write short notes on *any three* of the following :
  - (a) Principles of organisational design
  - (b) Bureaucratic model
  - (c) Time and Motion Study
  - (d) Assessment centres
  - (e) T - Group Training



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SECTION - B

6. Read the following case carefully and answer the questions given at the end :

Leadership development is essential for any young third - world company aspiring to globalise its operations. Dr. Reddy's Laboratories (DRL), an avant - garde, research and development powered pharmaceuticals company based in Hyderabad, India, is one such company that has launched an ambitious program of leadership development (Chakraborty & Sengar, 2005). This company, with half - a - billion dollars a year sales, has the vision of becoming a discovery - led global pharmaceutical company and has evolved a roadmap to move up the pharmaceutical value chain. The company is attempting to become a global specialities business based on its innovations of new molecules, expansion into foreign markets, and so forth. In 2004, nearly two-thirds of its sales came from some 40 foreign markets. This 20-year-old company's strategic priorities are geographic expansion, globalisation of key businesses, and transition to a discovery-led global company.

Dr. Reddy's Laboratories leadership development has proceeded in two waves. In wave 1, the focus was on defining 23 generic competencies, and the company launched a leadership development program that focused on

the top 50 leadership position-holders. These 50 position-holders were given inputs on the company's business strategy and performance ethic. They were subjected to the so-called 360° appraisal, and the inputs from the multiple assessors became the basis for designing person - specific development plans within the framework of the 23 generic competencies. Also, talent was identified at the middle and junior management levels through assessment centres. More than 250 employees were covered, and more than 50 were identified as potential leaders. These 50 were given customised training, increased responsibilities and development-oriented assignments as part of the management development program.

A detailed study on future leadership development was undertaken in preparation for wave 2. Benchmarking vis-a-vis leadership development was done with global companies, and McKinsey's Global Champions Initiative was carefully studied. A subcommittee of the Corporate Management Council was formed to work on a leadership model. This subcommittee considered the company's vision and core values, its growth strategy, the company's aspirations, critical success factors, and so on, and evolved the DRL leadership model, which was widely communicated and discussed within the

company. A leader of DRL was expected to drive organisation building and development for the future as well as entrepreneurship and innovation, and to lead from the front in accepting and delivering 'stretch' goals.

A competency map was created for these three leadership drivers. Each competency was assessed in terms of five anchor points. For instance, vis-a-vis organisation building, one competency ranged from 'seldom attempts to understand implications of strategy and its impact on one's own operations' to 'sets out an inspiring vision in one's own area of operation, and aligns with broader strategy'. Vis-a-vis entrepreneurship and innovation, a competency that ranged from 'needs support to understand current business processes' to 'envisages major opportunities not obvious to others and acts decisively to turn them into real business, redefines the way internal and external customer needs are understood and met'. Vis-a-vis leading by personal example, a competency that ranged from 'often seems unconcerned about missing deadlines or failing to meet business objectives' to 'looks out for sweeping improvements rather than incremental changes; defies conventional wisdom and obstacles to achieve major growth; showing deep desire to excel by delivering on the

commitments'. In all, 22 competencies were mapped, nine under organisation building, seven under entrepreneurship and innovation, and six under leadership by example.

The leadership model has been implemented through a number of steps. Threshold criteria have been established with people being checked against these. For this purpose, their performance history, learning ability, functional expertise and compatibility with corporate values have been utilised. Those passing are subjected to a 360° leadership talent survey. A board consisting of business managers has been formed, called the talent management board (TMB), to discuss each case in detail and to finalise leadership competency ratings. Development and deployment plans for each assessee are worked out, keeping in mind the gaps between competency assessment and expected leadership standards. Critical positions have been identified, and the TMB identifies potential successors for these critical positions. This way, leadership development is coupled with career management, and these in turn are coupled with strategic management and culture-building.

Focus questions

- (a) Explain the significance of DRL conducting its leadership development in two waves.

- (b) How are the developmental needs of the target groups different in the two waves ?
  - (c) How does the company ensure legitimacy for the competencies and developmental activities identified in the program ?
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MS-10

## MANAGEMENT PROGRAMME

Term-End Examination

June, 2013

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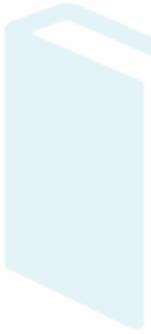
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- (ii) Attempt **any three** questions from Section A. All questions carry 20 marks each.
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#### SECTION - A

1. What are the objectives of T-Group training and briefly discuss the benefits of T-Group Training at individual, group and organisational levels.
2. Discuss the elements that need to be reviewed for organisational analysis and briefly describe the analysing organisations.
3. Briefly describe the contemporary approaches to job design and their relevance.

4. What is the purpose of organisation design ?  
Briefly describe the factors which affect organisation design.
5. Write short notes on *any three* of the following :
- (a) Task force
  - (b) Centralisation Vs Decentralisation
  - (c) Quality of work life
  - (d) Interview as a diagnostic tool
  - (e) Process of change



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## SECTION - B

6. Read the following case carefully and answer the questions given at the end :

### ABB: A HUGE GLOBLE MATRIX

If lean and mean could be personified, Percy Barnevik would walk through the door. A thin, bearded Swede, Barnevik is Europe's leading hatchet man. He is also creator of what is fast becoming the most successful cross-border merger since Royal Dutch Petroleum linked up with Britain's Shell in 1907.

In four years, Barnevik, 51, has welded ASEA, a Swedish engineering group, to Brown Boveri, a Swiss competitor, bolted on seven more companies in Europe and the U.S.A. and created ABB, a global electrical equipment giant that is bigger than Westinghouse and head to head with GE. It is a world leader in high-speed trains, robotics and environmental control.

To make this monster dance, Barnevik cut more than one in five jobs, closed dozens of factories and decimated headquarters staffs around Europe and the U.S.A. Whole businesses were shifted from one country to another. He created a corps of just 25 global managers to lead 21,000 employees. IBM has talked with Barnevik and his team about how to pare down its own overstaffed bureaucracy. Du Pont recently put

Barnevik on its board. Says a senior executive at Mitsubishi Heavy Industries. "They're as aggressive as we are. I mean this as a compliment. They are sort of super Japanese."

ABB is not Japanese, nor is it Swiss or Swedish. It is a multinational without a national identity, though its mailing address is in Zurich. The company's top 13 managers hold frequent meetings in different countries. Since they share no common first language, they speak only English, a foreign tongue to all but one. Like their boss, senior ABB managers are short on sentiment and long on commitment. An oil portrait of a 19th century founder of Brown Boveri hangs in ABB's headquarters, but few are sure what his name is. (It's Charles Brown). Ask for a fax number, though and you're likely to get two, office and home.

To Barnevik, today's competitive market economy is a 'cruel world'. Not making it any kinder, he has launched a personal war on what he sees as excess capacity-2 percent to 3 percent in the electrical equipment industry in Europe alone. Educated in Sweden and the U.S.A (he studied business administration and computer science at Stanford in the mid-1960s), Barnevik thinks European industry must be restructured massively to become competitive in world markets. He foresees billions of dollars and mergers and

acquisitions in the next three to five years. Europe's best strategy against the Americans and Japanese, he believes, is to break free of protected national markets.

Before the merger, Brown Boveri had four people in Baden, Switzerland, and ASEA had as many as 2 in Vasteras, Sweden. The combined company now employs just 15 in a modest six-storey building across a train station in west Zurich. Where did everybody go? Many were fired. The rest were sent to subsidiaries or offered jobs in new companies set up or assume many headquarters functions. (ABB Marketing Services, for example, creates and runs campaigns for ABB, but also takes on a few other clients). And Barnevik expects to make money). It's not just cost cutting Barnevik is after, though that is obviously important. Says he. "Ideally you should have a minimum of staff to disturb the operating people and prevent them from doing their more important jobs."

Barnevik's master matrix gives all employees a country manager and a business sector manager. The country managers run traditional, national companies with local boards of directors, including eminent outsiders. ABB has about two such managers, most of them citizens of the country in which they work. Of more exalted rank, are 65 global managers who are organised

into eight segments: transportation, process automation and engineering environmental devices, financial services, electrical equipment (mainly motors and robots) and three electric power businesses: generation, transmission and distribution.

Barnevik is well aware that the once popular management by matrix is in disfavour in the U.S. business schools and has been abandoned by most multinational companies. But he says he uses a loose, decentralised version of it-the two bosses are not always equal-that is particularly suited to an organisation composed of many nationalities.

The matrix system makes it easier for managers like Gerhard Schulmeyer, a German who heads ABB's U.S. businesses as well as the automation segment, to make use of technology from other countries. Because of the matrix, Schulmeyer has a better idea of what is available where.

He says that the techniques developed by ABB in Switzerland that he uses to service U.S. steam turbines are more reliable and efficient than those of General Electric and Westinghouse, his main American competitors. Schulmeyer also relied on European technology to convert a Midland, Michigan, nuclear reactor into a natural gas-fired plant.

ABB executives say the value of the company's matrix system extends beyond the swapping of technology and products. For example, the power transformer business segment consists of 31 factories in 16 countries. Barnevik wants each of these business to be run locally with intense global coordination. So every month the business segment headquarters in Mannheim, Germany, tells all the factories how all the others are doing according to dozens of measurements. If one factory is lagging, solutions to common problems can be discussed and worked out across borders.

**Questions :**

- (a) Which of the four basic departmentalisation formats do you detect in ABB's structure of eight segments ? Explain.
  - (b) Has Barnevik created an effective balance between centralisation and decentralisation ? How can you tell ?
  - (c) Relative to the advantages and disadvantages, is ABB's matrix structure appropriate to its situation ?
  - (d) How does ABB apparently avoid unity-of-command problems with its matrix structure ?
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MS-10

## MANAGEMENT PROGRAMME

Term-End Examination

December, 2013

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#### SECTION - A

1. Discuss the approaches to Job design and briefly describe the impact of high technology on Job design.
2. Compare and contrast any three types of organisational structures.
3. Briefly describe Role analysis as an OD intervention. Cite suitable examples.
4. What is organisational analysis ? Discuss any two methods of analysing and diagnosing organisations.
5. Write short notes on any **three** of the following :
  - (a) Organisational effectiveness
  - (b) Ergonomics
  - (c) Factors affecting organisational design
  - (d) Assessment centres
  - (e) Business Process Re- engineering

## SECTION - B

6. Read the following case carefully and answer the questions given at the end :

In 1988, K.L. Gupta, the Managing Director of a large, growing vehicle manufacturing company, announced reorganisation of the existing structure. The previous structure was now divided into three divisions for the three major products of the company. These divisions were Small Passenger vehicles, Military Vehicles and Utility Vehicles. In his note to all the employees, Gupta explained that the need for growth and diversification were driving this change. Through the divisional structure, Gupta said, it would be possible to clearly identify profit responsibility and evaluate performance of divisions as well as the managers. It was necessary to find out and improve the performance of unprofitable operations.

Thus, under each division, functions such as Engineering, Manufacturing and Accounting were provided. The company also had one laboratory facility that was used by all three divisions for the purpose of determining properties selected by the design engineers. The divisions did not have separate laboratories due to the high investment required. Administratively, the Laboratory manager reported to the Vice President of the Military Vehicles Division.

All was fine until a time when the Laboratory Manager retired in 1998 and P.K Sharma joined to fill the vacancy. Sharma was known to be fiercely ambitious. Soon he made it clear to the managers of the Engineering functions of the other divisions that according to him, material testing was a very limited responsibility. Sharma wanted higher involvement in the related processes of material selection, designing the

experiment and evaluation of data. However, the Engineering head of Utility Vehicles, R S Chaudhari told Sharma clearly that the final responsibility for material selection was his, though he did not mind taking Sharma's opinion.

Soon, the disagreement started mounting between Sharma and Chaudhari. Chaudhari, a design engineer by profession, accused Sharma of not understanding the designing nuances. Sharma countered by saying that designing people did not understand the finer aspects of metallurgy as he himself did. Then Chaudhari noticed that his jobs sent to the Lab were not being completed in time. When he checked with Sharma, Sharma replied that he had other important jobs from his own Military Division in hand. When Chaudhari said that Sharma should understand the importance of jobs from the Utility Vehicles division, Sharma replied that he should have been involved in the process of material selection and experiment designing. Finally, Chaudhari wrote a long, angry complaint to the Vice President, Utility Vehicles division and requested his intervention, and made it clear that without it, Chaudhari's functioning satisfactorily was impossible.

**Questions :**

- (a) Draw the prevailing organisational structure and identify its salient features. Do you agree with the present arrangement of the laboratory facility having been put under the military vehicles division? Justify your answer with reasons.
- (b) What alternative structure would you suggest which may be more suited to the requirement and usage of laboratory facility equally by three divisions.
- (c) What would be the strengths and weaknesses of the alternative structure proposed by you?

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MS-10

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June, 2014

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#### SECTION - A

1. Briefly describe universal perspectives of organisation design and their relevance in organisational development.
2. What is the meaning and purpose of an organisational design ? Describe the factors affecting organisation design.
3. Discuss the concept of quality of work life. How the emerging trends affect quality of work life in the present day context ?
4. Briefly describe the factors influencing Institution Building. Discuss role of Chief Executives in Institution Building with an example.

5. Write short notes on any three of the following :
- (a) Task force
  - (b) Organisational diagnosis
  - (c) Matrix organisation
  - (d) Ergonomics
  - (e) Assessment centres

### SECTION - B

6. Please read the case carefully and answer the questions given at the end.

New Generators India Limited, a wholly owned unit of M/s. Eswave Good World Limited, is in the business of manufacturing Generating Sets, Dynamos and Solid State Regulators. The unit employs approximately 80 persons including executive staff and workers. The turnover of the company has been close to Rs. 1 crore in the previous years.

Presently there are ten executives working in New Generators India Limited, who are employees of the parent company, i.e., Eswave Good World Limited. These include - General Manager 1, Manager 1, Assistant Manager 1, Senior officers 5, Junior Executives 2. This organisation was established in October 1974, and is running in loss since then. The cumulative losses till December 1985 were approximately Rs. 11.5 lakhs which by the end of October 1986, has shot up to Rs.13.1 lakhs.

The company is selling its products to private customers and DGS&D. Of late, the sales to DGS&D has reduced due to placement of low orders. Dynamos and Regulators are manufactured and sold to the parent company for captive consumption and hence, no marketing effort is required for disposing of these products. The rest of the products are sold door to door to the consumers rather than through any dealer network.

The company has got the design of Flywheel Mounted Alternator which, if introduced in the market, can create a big share because of its low cost and operational efficiency. The company has also been approved for foreign collaboration for the manufacture of Auto Electrical products such as Auto alternator, Self-starter, etc. The company also has the advantage of support of the parent company in terms of technological information, finance and other facilities.

Since the plant has not been able to come out of red for a long time, a consultant was appointed by the parent company (with the approval of the GM) to look into the matter. The consultant, Professor Moitra, held an informal in-camera interview with one Senior Officer from the Materials Department, Mr. Shammam. The problems perceived by Mr. Shammam are given below :

"I joined this organisation on 18<sup>th</sup> May, 1984 from Philips India Limited. I have observed noticeable differences since I changed my job. No proper systems and documentation procedures exist in this organisation. Individuals are carrying a lot of vital information in their memories. I think it is a dangerous situation, when a unit depends

very heavily on individuals rather than proper systems. Drawings, documents and files are not maintained properly and at times things come to a standstill if the person concerned with that required information is absent.

“In August 1985, the new General Manager, Mr. C.K. Srivastava, has taken over the management of the unit. He is a Mechanical Engineering Graduate from Roorkee and M.B.A. from IIM(A). The new General Manager’s predecessor Mr. G.K.Rungta was quite hardworking and his personal involvement was very high in the various matters of the unit.

“The new General Manager, Mr. Srivastava, has a different managerial philosophy and a different leadership style. He believes in delegating as much responsibility as possible to his subordinates so much, so that he never involves himself in any of the decision-making processes concerned with any department (i.e., Marketing, Production and Materials). This style of total delegation, though is highly desired at times, creates a feeling of being let down when executives approach him for his guidance and he invariably retorts, “Look, I leave it to you. You are the best judge of your problems”. It is obvious that he wants to keep himself totally aloof from decision-making processes. In fact, for most of the time the G.M. is away from the unit.

“However, when anything in any department goes wrong he never hesitates to give a piece of his mind to the executive concerned. Any attempt for explanation of the situation is greeted by the reply : “Look, I do not know, it was your decision and it backfired. You ought to be blamed for it”. I feel that he never appreciates

good or even excellent work done by any executive. "Well it was your job and you had to do it" is his comments whenever any executive expects a word of appreciation of any good work done by him.

"He started building enormous psychological pressure on executives without consulting them regarding the problems faced on infrastructure required by them. We all felt that he had no soft corner for any of the executives. I must add at this point that his intentions are absolutely clear, i.e., the company should do well and should come out of red as early as possible. We also feel that it is possible to come out of red. Though generating sets market is not a seller's market, but due to its positional advantage, New Generators India Limited should not only be able to break-even, it can easily generate profits to the tune of Rs. 4 lakhs without much effort. But somehow something is wrong somewhere. I think it is at the top.

"The G.M.'s behaviour towards executives is quite unreasonable, and at times humiliating in weekly production meetings. In these meetings, he always takes a very critical role. In one of the initial meetings, he made remarks like " You people are not earning your salaries" and "The breed of the executives working in New Generators India Limited itself is bad." By acting tough he could bring about good results in the months of October, November and December, 1985.

"Then suddenly there was a spurt of resignations in January and February, 1986. Five executives resigned : three from Marketing, one from Production and one from Accounts. There

was a sudden vacuum. This resulted in a very poor performance of the unit in the first seven months of the year, i.e., January to July 1986. Of course, another reason for the poor performance was labour unrest. But the miserable performance of the unit, to a large extent, could be attributed to the fact that key executives had resigned and the replacement were made quite late because of the very fact that right replacement were not so easily available. Further, the executives' resignations had a great impact on staff members and a massive turnover started taking place from staff cadre also. However, Mr. Srivastava remained unperturbed. He felt that this phase is only temporary and people leaving organisation would not make any difference. Once he remarked : "It is better that deadwoods are out."

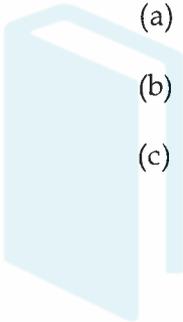
"I must say that another major factor of great concern is the working conditions. It is a major source of dissatisfaction and even elementary facilities like proper drinking water, toilet, canteens etc. are not available. Basic facilities like telephones are most of the time out of order.

"Due to non-clearly defined functional areas and duplication of responsibilities people get away with remarks like 'I do not know, I thought it was his duty.' Another reason for dissatisfaction and poor performance could be attributed to too many frequent structural changes. In a way it was inevitable as too many people resigned and replacements were not forthcoming. So the General Manager had no other options but to restructure the organisation with the existing executives. But it created heartburns, e.g., Mr. S.C.

Abrol's area of responsibility was changed for fourth time in a span of just ten months.

"Not only this, the executives are highly overworked. Look at the Materials Department. How do you expect a single executive to effectively handle more than 100 suppliers and 500 items ? There is frequent production stoppages and loss of orders due to want of materials. The general morale of the executives, staff and workers are very low due to poor performance, unclear targets and goals."

**Questions :**

- 
- (a) Critically analyse the situation as reported by Mr. Shammam.
  - (b) Evaluate the action of the G.M. and its pact on the organisational climate.
  - (c) What should be the consultant's methodology for collecting further data ? As an OD consultant, what should he do with the data ?
-

No. of Printed Pages : 6

MS-10

## MANAGEMENT PROGRAMME

Term-End Examination

December, 2014

00297

### MS-10 : ORGANISATIONAL DESIGN, DEVELOPMENT AND CHANGE

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) There are *two* Sections, A and B.  
(ii) Attempt *any three* questions from Section-A.  
(iii) All questions carry **20** marks.  
(iv) Section-B is **compulsory** and carries **40** marks.
- 

#### SECTION - A

1. Describe Time and Motion Study and their benefits and limitations in the organizational context.
2. Discuss any three typology of organisations and how do they address the challenges in the present-day context.
3. Briefly describe the approaches to job design and the impediments in job design.
4. Briefly describe "Force - field analysis" technique as a process of change. Cite suitable examples.
5. Write short notes on **any three** of the following :
  - (a) Interview as a diagnostic tool
  - (b) Organisational effectiveness
  - (c) MBO
  - (d) T - Group Training
  - (e) Role of a change Agent

## SECTION - B

**Please read the case carefully and answer the questions given at the end.**

Mysore Foods Limited produces and distributes packaged food products such as cereals, biscuits, spices, jams and jellies, syrups, etc. The company has a national market and also exports small quantities to neighbouring countries. It conducts a large national advertising campaign. It has 75 plants located all over the country and markets 70 different products, each under its own trade mark. Though its products are all food products, they are not otherwise closely related. They vary from long margin specialities with comparatively small volume to large-volume items with small profit margins. Different raw materials and other articles are used in their processing and packing. All products are, however, sold through the same channel, i.e., retail and provision stores. Gross sales are Rs. 25 crore and total assets exceed Rs. 12 crore.

The management of Mysore Foods Limited is centralised. The Chairman of the Board, the President and four Vice-Presidents who are responsible for sales, production, purchasing and law make up the top-most executive level of the company and operate as a committee on all general policy matters.

Sales, advertising and sales promotion come under the Sales Vice-President. All plant operations as well as the research and engineering department report to the Production Vice-President. Purchasing is the responsibility of its Vice-President who also governs traffic. Public

relations, law and corporate functions fall under the General Counsel. Financial responsibilities are handled by the President and employee relations are covered by each Vice - President in his own area of responsibility.

The company was set up by combining several food products organisations and it has acquired others since. One of the theories of the organisers was that there would be great advantage in wholesale distribution if one salesman could cover an entire line on one call as against a number of salesmen, each calling to sell a single line. Saving in time alone would be of great value to the distributor. This principle has been retained and has proved successful as the company has grown. One sales organisation handles all the products. Each product is given specific time and attention by the sales organisation in accordance with its demands.

The head of the field sales organisation reports to the Vice-President. The Advertising Manger and the Sales Promotion Manager take care of advertising and sales promotion for the entire line but each product has its own advertising campaign and appropriation. The Sales Promotion Manager is in-charge of the missionary salesman who contacts retailers.

To avoid neglect or error, single product or a group of products are assigned to one of the 20 Product Managers . Each Product Manager is responsible for seeing that his product receives due attention from the sales organisation, the production department, and the advertising and promotion departments. He specialises in the pricing and sales appeal questions of his product.

He reports, however, to the Sales Vice-President, who has the overall control. The Sales Vice-President can curtail any efforts of the Product Managers if he is using his sales force for special efforts on some other product or products. There is no institutional advertising. All advertising is coordinated and placed by the Advertising Manager while the final authority rests with Sales Vice-President.

Each plant is operated by a superintendent who is in-charge of wages, maintenance, cost, output, quality, hiring, inspection and other normal plant operation responsibilities. Superintendents report to eight Regional Production Managers who are responsible to the Production Vice - President. The volume of production in each plant is scheduled by the production control group reporting to the Operating Vice-President. Final schedules are set after consulting the Sales Vice-President.

The business has more than doubled in the past ten years and profits, both gross and net, have increased. The number of plants has also more than doubled. Purchases have increased proportionately. New taxes and new reports to the government have added to the complexity. The management feels that certain problems are potentially dangerous and should be solved before they become serious.

There have been periods in which a product has got into difficulty because of loss of favour with the public, bad management or even neglect. Attention of the Sales Vice-President to the problems of some products has caused him at times, to fail to recognise difficulties in other

products even though the Product Manager of such products had recognised them and brought them to his attention. The burden on the present officers is becoming too heavy to ensure proper attention to all their responsibilities. Employment of assistants erodes the personal touch of the top group that is necessary for successful management.

Opportunities for increasing product-lines and expanding the business are being lost because of lack of executives' time to study them or to manage new products. In any business where specialities are sold under trade marks and brands are the major business of a company, it is necessary for the company to continually bring out new products and to study old ones to determine the point of no return regarding promotion and advertising expenses.

Once the top executives group has approved the idea of a new product, it is put under one of the Vice - Presidents. He develops an organisation and brings it along. At first, the advertising appropriation for a new product is not the responsibility of the Sales Vice-President but of the Developing Vice-President. Eventually, if the product proves to be successful it is turned over to the regular line of organisation. With new products and growth in the old ones, the weight, complexity and number of decisions that have to be taken by the very few men at the top, mean a heavier burden for them.

The management feels that in addition to the lost opportunities, market potential and the need for development of present products are not being fully recognised. The business may have

grown too big for the form of management. Executives require more responsible attention for each product. At the same time they wish to retain the advantages of central management in purchasing, traffic institutional reputation and minimum sales approach and to maintain the high-calibre advice and experience now present in law, advertising, accounting and public relations.

**Questions :**

- (a) How far is the existing organisational structure effective in the changed conditions of the company ?
- (b) Analyse changes in the line authority, staff and functional authority or committees.
- (c) What policy and organisational structure changes do you recommend, and why ?

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No. of Printed Pages : 3

MS-10

## MANAGEMENT PROGRAMME

Term-End Examination

June, 2015

### MS-10 : ORGANISATIONAL DESIGN, DEVELOPMENT AND CHANGE

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) There are two Sections A and B.  
(ii) Attempt any three questions from Section-A.  
All questions carry 20 marks each.  
(iii) Section-B is compulsory and carries 40 marks.
- 

#### SECTION - A

1. Briefly discuss the basic purpose of organizational analysis, and discuss any two perspectives which could be used for analysing organizations.
2. What is T-Group training ? Explain the benefits of T-Group training at individual, group and organizational levels with suitable examples.
3. Describe various roles of a change agent and how they help in creating a desired change.
4. Discuss the various changes taking place in the present-day work environment due to Globalization. How does it affect the quality of work life of employees ?

5. Write short notes on **any three** of the following :
- (a) Task Force
  - (b) MC Kinsey 7S model
  - (c) Principles of Scientific Management
  - (d) Assessment Centres
  - (e) Bench-Marking

### SECTION - B

6. **Read the following case carefully and answer the questions given at the end :**

Three Star Polyplastics Manufacturing Co. Ltd., was founded in 1978 by Mr. Bishan Singh after retirement from his military service. In 1995, it was still family owned, had no union, and was conservatively and paternalistically managed. The company adapted to changes slowly, but it remained a profitable enterprise.

In 1982, the company sent five of its first line supervisors to a human relations training program, but the liberal ideas with which the supervisors were indoctrinated made a negative impression on the company's top management. As a result, all supervisory training was conducted in-house after that. In 1989, labour problems and conflicts between the supervisors and the human resource department led the management to enroll the company's 15 supervisors in a 5-day executive development program organised by a management consultancy firm. This change of policy was initiated by the new H.R.D. Manager, Mr. S.P.Jain. To avoid having too many supervisors away from the factory at once, three were sent to each monthly program.

Mr. Deepak, a young supervisor who had a production engineering background, returned from the executive development program excited about what he had learnt especially about delegation of authority, giving employees the opportunity to assume the maximum possible responsibility and establishing channels of open communication with employees. After the Friday afternoon session, Mr. Deepak discussed some of these ideas with his immediate superior, Mr. Naresh Kumar. Both seemed genuinely pleased to learn that Mr. Deepak felt he had benefited from the management development program.

When Mr. Deepak returned to work on Monday morning, he discovered that several quality control problems had to be dealt with, a report was due, and several employees needed to talk with him about work schedule problems. It was Friday afternoon before he realised that he had not yet been able to take any of the ideas about which he had become so enthusiastic. By this time, the frustrations of the week had taken the edge off his enthusiasm, and he became preoccupied with the pleasant thought of a relaxed weekend with his family. He felt that Monday morning would be a good time to begin the new ideas.

**Questions :**

- (a) What is the probability that the “outstanding” training program will change the behaviour of the concerned supervisors ?
- (b) What factors in this organisation function as deterrent to change ?
- (c) What steps do you recommend to stimulate lasting changes in supervisory behaviour ?

No. of Printed Pages : 4

MS-10

## MANAGEMENT PROGRAMME

Term-End Examination

December, 2015

### MS-10 : ORGANISATIONAL DESIGN, DEVELOPMENT AND CHANGE

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

- 
- Note :** (i) There are two Sections A and B.  
(ii) Attempt **any three** questions from Section-A.  
All questions carry 20 marks each.  
(iii) **Section-B** is compulsory and carries 40 marks.
- 

#### SECTION - A

1. What is Organizational Development (OD) ? Describe various stages of OD and their relevance.
2. Differentiating organization and institution, describe what characterizes an institution and factors influencing institution building.
3. Describe any two diagnostic tools and their advantages and disadvantages.
4. Distinguish between job, occupation, and career and discuss any two approaches of job design and their merits and demerits.

5. Write short notes on **any three** of the following :
- (a) Hybrid Structure
  - (b) Time and Motion Study
  - (c) Process Consultation
  - (d) Process of Change
  - (e) Organisations as Political Systems

### SECTION - B

6. Read the following case carefully and answer the questions given at the end :

Since 1994, Boeing began the process of remaking the company for the next round of aircraft purchases. Every part of the company is involved, from engineering to manufacturing. The focus of the change is that Boeing is a manufacturing company rather than an engineering and technology company. Due to changes in the air travel business, the major commercial airlines are demanding lower airplane prices and significantly lower operating costs. Airbus continues to be a fierce competitor, so Boeing must meet the competition early and on every front. (Boeing bought Mc Donnell Douglas in 1997.)

It is not as if the company is in financial trouble. Its new model 777 is generating lots of orders. Plans are in the works for a new supersonic and another jumbo jet for commercial sales, and several new project possibilities exist for the defence division. The new 777 was designed completely on the computer so that designs went straight from the designer's computers to the machine tools for manufacturing. It can carry as many as four hundred passengers, fifty more than the

comparable Airbus 33 t. It is 15 per cent more fuel efficient, and can fly over eight thousand miles non-stop. Orders are coming in faster than for any other new plane, although its price is pretty steep : \$12 - \$15 million, depending on interior layout.

Boeing's new CEO, Philip Condit, must continue the reductions in cycle time and cost cutting, started by his predecessor, Frank Shrontz, because airlines are making their purchase decisions differently than in the past, even choosing in some cases to refurbish older planes rather than buy expensive new ones. The changes started with Condit and his team of presidents of the divisions of commercial planes, defence and space, and computer services. This group differs notably from its predecessors in that they have met together for several years to discuss the good and bad things about each other's divisions and the future of the company. They all embrace the new togetherness theme as the primary means through which the company will be able to reduce cycle times, improve delivery times, cut product development time, and reduce total costs.

In the former structure the design and manufacturing groups were separate. Design and engineering groups would design the planes and then give the plans to manufacturing to build. When problems existed in the design, they would be sent through the hierarchy back to engineering for correction. Under the new structure, comprehensive design-and-build teams include members of all groups involved. Therefore, planes are originally designed to meet customer's needs,

are easier to build, and corrections are made faster. For example, previously, when tool builder Tony Russell had a problem with an engineering design or specification, he would have to go to his supervisor and the problem would be shuffled through to engineering. Now he goes directly to the engineering and design group, gets the problem solved, and gets back to work with the correct design. This type of revision in the process has helped reduce the product delivery time from eighteen to ten months. The team approach and working-together ideas were used extensively on the 777. Some teams included tool makers, designers, manufacturing workers, suppliers, and even customer representatives. Contrary to past procedures, workers on the line were allowed to change how planes were built, which has significantly decreased costs. Condit has instituted 360 degree performance reviews in which managers are evaluated by their subordinates, their peers, and their own supervisors to improve understanding of how they are doing from all perspectives. Employee empowerment is increasing at all levels. Condit and his team are having quite an impact throughout the company.

**Questions :**

- (a) The new way of organizing at Boeing most resembles which of the classical types of organizing ? Justify.
  - (b) How have responsibility and authority been altered under Condit's new approach ?
  - (c) Describe the new ways of organizing at Boeing in terms of the configurational and operational aspects of structure.
-

No. of Printed Pages : 4

MS-010

## MANAGEMENT PROGRAMME

Term-End Examination

December, 2016

### MS-010 : ORGANISATIONAL DESIGN, DEVELOPMENT AND CHANGE

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

- Note :**
- (i) There are two Sections A and B.
  - (ii) Attempt any three questions from Section-A. All questions carry 20 marks each.
  - (iii) Section-B is compulsory and carries 40 marks.

#### SECTION - A

1. Briefly describe the concept "Organisation as a system". Briefly explain the basic features and dimensions of an organisation, as defined by Max Weber.
2. What is the contribution of Time and Motion Study to Organizational design ? Discuss.
3. Enumerate various Organisational Analysis perspectives. Discuss with suitable examples.
4. Discuss various types of changes in an Organisational set up. Identify the significant drivers of change in Organisation.

5. Write short notes on any three of the following :
- Change Agents
  - Task Forces and Internal Teams.
  - Action research
  - Mechanistic and Organic structures.
  - Mc Kinsey 7S model.

### SECTION - B

6. Read the following case carefully and answer the Questions given at the end :

Sunrise Industries wasn't always a big industrial giant. In fact, it had a very humble beginning. Kamaldeep, an electrical engineer, set up a small scale industrial unit in 1975. To start with, he undertook assembly and sale of sewing machines under the name 'Sunrise' and gradually started manufacture of certain spare parts. Because of better quality, greater selling skills and lower profit margin, his sales turnover touched the figure of ₹ 100 crore during 1999 - 2000. The products included sewing machines, irons, fans, geysers, etc.

In 1991, Kamaldeep entered into a partnership with Ankit, an M.B.A., who contributed a lot of capital into the business. The firm acquired a big industrial plot in the New Industrial Area of Ludhiana and converted their business into a company known as Sunrise Industries Ltd. in 1992. The brand name 'Sunrise' was also registered in the name of the company. The company started the commercial production of single tub washing machines and instant geysers in 1993. Kamaldeep looked after production and Ankit took care of marketing and finance. They never looked back as they had a motivated work force of 40 workers and 5 foremen who worked like a big family.

It was during 1995 that the company shifted its head office to New Delhi and entered into a technical collaboration agreement with a foreign company. As a result, new generation twin tub semi - automatic washing machines and vacuum cleaners were launched in 1996 and the products were well received in the market because of latest technology and expanding market for electrical gadgets. The sales turnover increased tremendously every year.

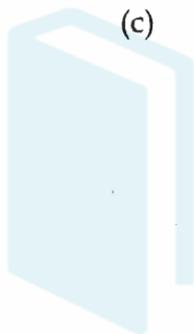
During the first few years, the management and employees of Sunrise Industries were nothing more than a group of friends and relatives. There were no job descriptions, no formalized procedures and not much division of labour. All the people worked together and shared the problems of each other. The decision - making was participative in the sense everyone was free to give his opinion whenever any problem arose. Thus, there were cordial relations between the management and the employees. But after the collaboration agreement in 1995, the organisation structure of the company started changing dramatically. Because of massive expansion, a large number of workers, foremen, executives and professionals were recruited and separate departments were created for the production of sewing machines, irons, fans, geysers, washing machines and vacuum cleaners. Formalization got momentum further with the creation of separate Finance, Marketing and Human Resource divisions. Now all the jobs in the company are standardized, there are job descriptions, manuals, many rules and procedures and also an elaborate management information system. All the important decisions are taken at

the top and there are many layers between the top management and the workers because of vertical differentiation that has taken place during the past five years.

The quarterly reports of the last year reveal that percentage of customer complaints is on the rise, the morale of the workers is going down and commitment of the workers to the organisation is on the decline.

**Questions :**

- (a) Identify the significant issues in the case.
- (b) What kind of structure the organization has ?
- (c) Which is the most suitable approach to handle the issues.



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No. of Printed Pages : 3

**MS-010**

00105

## MANAGEMENT PROGRAMME

Term-End Examination

June, 2017

### MS-010 : ORGANISATIONAL DESIGN, DEVELOPMENT AND CHANGE

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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*Note : This paper consists of two Sections A and B. Answer any three questions from Section A. All questions in this section carry 20 marks each. Section B is compulsory and carries 40 marks.*

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#### SECTION - A

1. Enumerate various approaches to understanding organisation. Briefly describe any two of them, with suitable examples.
2. Briefly describe Horizontal, Boundaryless, and Virtual Organisation Structures. Critically evaluate their suitability in the present day business scenario. Explain with examples.
3. What are various Organisational Analysis Perspectives ? Briefly describe Professional Management, and Applied Behavioural Science Perspectives, with suitable examples.

4. Define and describe Organisational Development. What are the essential conditions for the success of organisational development. Discuss briefly with examples.
5. Write short notes on any three of the following :
  - (a) Theories of Organisation Design
  - (b) Impact of I.T. on organising work
  - (c) Quality of Work life
  - (d) Forms of Interviews
  - (e) Team Building

### SECTION - B

6. Read the following case carefully and answer the questions given at the end.

Mr. Anand occupies No. 2 position in the Corporate Planning Department of multi-product company having a turnover of more than ₹ 900 crores and operating in a high technology (hi-tech) industry. For the last five years, Anand has been associated with strategic planning of the company and recently he has been deputed to a task force to reorganise the company to cope up with the changing technology and environment.

At the last meeting of the Board of Directors of the company, the members expressed their concern about the falling competitive position of the company in the industry. The main reason cited by the Chief Executive was the outdated organisation structure which has not undergone any change for the last 10 years though the size, technology and environment of the company have changed tremendously. It was on the advice of the Chief Executive that the Board of Directors decided to set up a task force for the company's reorganisation.

At the first meeting of the task force, Anand, who is an expert in planning, convinced the other members to adopt the following procedure :

- (a) Determine exactly what type of structure the company has at present.
- (b) Determine the type of environment the company faces now and the weaknesses of the present structure.
- (c) Forecast the environmental changes in the future and the type of technology to be used by the company.
- (d) Design the organisation structure to meet the future challenges.

It was discovered that the company is currently structured along classical lines and the company is operating in a highly dynamic environment. The environment in future is likely to be more uncertain because of fast changes in technology and requirement of customers and competition by MNCs. The task force came to the conclusion that the structural design must be responsive to change and if this is not done, the company's survival in the market would be made more difficult.

**Questions :**

- (i) Identify the salient issues adopted of the case.
  - (ii) Which is the most suitable approach that can contribute to the analysis of this case.
  - (iii) What type of organisation design should the task force recommend ?
-

No. of Printed Pages : 6

MS-010

## MANAGEMENT PROGRAMME

Term-End Examination

December, 2017

00571

### MS-010 : ORGANISATIONAL DESIGN, DEVELOPMENT AND CHANGE

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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**Note :** This paper consists of two Sections A and B. Answer any three questions from Section-A. All questions in this section carry 20 marks each. Section-B is compulsory and carries 40 marks.

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#### SECTION - A

1. What are the principles of good Organisational Design ? What are other than key factors which affect organisation Design ?
2. Enumerate different approaches to organising and analysing work ? Briefly describe the Objectives, Principles, and Constraints of the Scientific Management Approach.
3. Why is Questionnaire believed to be an important tool for analysing an organisation ? Briefly discuss, with examples, the dimensions which could be diagnosed through Questionnaire.

4. Define and describe the concept of change. Briefly discuss the phases of planned change, with examples.
  
5. Write short notes on **any three** of the following :
  - (a) Meaning and Characteristics of Organisation.
  - (b) Evolutionary process of Organisation Design.
  - (c) Centralisation and Decentralisation
  - (d) Management Assessment Centres
  - (e) Competencies of Change Agents

#### SECTION - B

6. Read the following case and answer the questions given at the end.

The Pennathur Tyre Company (PTC), was set up in 1986 to fill, what its partner Mr. Mani, called a void that existed in the southern parts of India. According to Mr. Mani, who had worked for a foreign tyre company for nearly 15 years, there was no tyre company that had its major aim as producing tyres at the lowest cost and selling them to customers for a reasonable price. "The four-wheel vehicle owners pay through their nose for tyres, petrol and repairs. Anybody who owns a car spends at least 35 to 40 percent of his salary on maintaining the vehicle and that is not how it

should be !”, Mani was often heard to say. Mr. Mani started the PTC in partnership with two of his close friends who also had extensive experience in the tyre business working for others. Mr. Mani was very actively involved with the business and was at work every day at the crack of dawn and never left the place before 8.00 p.m. Sometimes when work was heavy, Mani would stay as late as 10.00 p.m. at the shop. One of the other two partners owned another business and was, for all practical purposes, a sleeping partner in this firm, while the third partner was much less involved in the day to day operations of the company than Mr. Mani.

PTC, though a small partnership firm, had enormous backing from the business community because of their appreciation for the goals of the company, the extreme dedication of Mr. Mani, and the excellent abilities of the three partners. Thus, PTC was off to a good start. Being very cost conscious, PTC set up a small Cost Analysis Department As business began to expand, more customer services were added on and the company was known for its excellent wheel balancing services. Because of its reputation, the company was given sole dealership in helmets as well. In 1988, just after two years of the initial start, the company had to expand its premises, operations, and personnel. With the expansion came the growing pains and Mr. Mani and the two partners had to encounter many small hurdles. Even as they were trying to solve one problem, several others seemed to crop up. Mr. Mani highlighted some of the more serious ones and described them to me as follows.

Dr. Sekaran, sometimes I wish we had never expanded our business. When we were merely selling tyres, we could easily handle the operations and the workmen and we, the partners were all happy. At first, it was exciting to expand the operations and provide more services to our customers. The smile on the customers' faces as they drive their cars away is still very gratifying. But with our recruiting more and more people, we are beginning to lose control. Often, the customers are not served as effectively as they could be. The personalised touch that we used to give seems to be slowly slipping away. I have been telling the employees that they should be more customer-oriented, but they seem to be more concerned about their own inter-departmental problems and fights. For instance, last week, while a customer was patiently waiting, the mechanic who was to have changed the oil, was arguing for more than half an hour with the purchase clerk about some trivial matter. I almost lost my patience, and was about to give the mechanic a good yelling, when my partner took the mechanic aside and talked to him. The fact that customers are not serviced without delays, bothers me. I wonder if it bugs my partners as well ! I have not discussed these kinds of issues with them since I don't want them to think that I am getting unduly worried about small matters.

Another potential problem lies in the way some of the employees come across to the others in the company.

For instance, we have a rather brash young engineer. He is thoroughly knowledgeable about his work and is extremely productive. However, he is always very serious and talks in a very abrupt, and sometimes, abrasive manner. Some of his mechanics have come and told me that they are scared of him. I have a set of capable workmen and don't want to lose any of them. I am at a loss to know how to handle this particular situation. I guess if I were this engineer's subordinate, I would be scared of him too; but the engineer is really a nice person, you know. The only problem is that he is too intense and comes across to others as a "grouch." We have a few others who are just the opposite; these guys are laughing and joking all the time and I sometimes wonder if their workers take them seriously at all !

Something else is also engaging my thoughts. Ultimately, I would like to make each of the service departments, profit centres and share the additional profits with the workers. That, of course, is down the road; perhaps three to five years from now. I am thinking that if the employees have a stake in the profits they will work hard and I will not have to put in so much time in supervising them. But then, these guys should all learn to work well together so that there is more collaboration and joint problem solving rather than competition and dysfunctional conflicts. I would like them all to see themselves as one big family where everybody has to work together harmoniously to reap the full benefits. If, somehow, we can develop that spirit of friendliness and cooperation from now on, it would be great !

May be, I am rambling too much, but these and other issues keep engaging my thoughts and I am wondering if you have any advice for me on how I should be handling some of these issues.

**Questions :**

- (a) Identify the problems in the case.
- (b) Recommend appropriate OD intervention strategies to resolve each of the issues.
- (c) Explain in detail why you make the particular recommendation and how it will resolve the problem.



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No. of Printed Pages : 3

MS-010

00580

## MANAGEMENT PROGRAMME

Term-End Examination

June, 2018

### MS-010 : ORGANISATIONAL DESIGN, DEVELOPMENT AND CHANGE

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

- 
- Note :**
- (i) There are two Sections A and B.
  - (ii) Attempt any three questions from Section-A. All questions carry 20 marks each.
  - (iii) Section-B is compulsory and carries 40 marks.
- 

#### SECTION - A

1. List the Principles of good organizational design and briefly discuss the factors affecting organizational design.
2. Describe different approaches to organizing and analyzing work and their limitations with examples.
3. Briefly discuss T-Group training and its implications.
4. What are the competencies required for a change agent ? Discuss with examples.

5. Write short notes on **any three** of the following :
- (a) Organisation vs Institution
  - (b) Survey feedback
  - (c) Matrix organization
  - (d) Job enlargement
  - (e) Business Process Reengineering

### SECTION - B

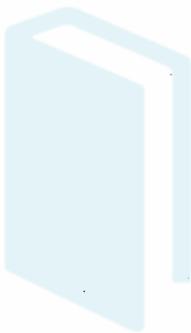
6. Read the following case and answer the questions given at the end.

The middle managers of a large firm were told by the corporate human resources office that a group of consultants would be calling on them later in the week. The purpose of the consultant's visit would be to analyze cross-functional relations throughout the firm. The consultants had been very effective in using an OD intervention called team building. Their particular approach used six steps. When their approach was explained to the managers, a great deal of tension was relieved. They had initially thought that team building was a lot of hocus-pocus, like sensitivity training, where people attack each other and let out their aggressions by heaping abuse on those they dislike. By the same token, these managers generally felt that perhaps the consultants were not needed. One of them put it this way : "Now that we understand what is involved in team building, we can go ahead and conduct the sessions ourselves. All we have to do is to choose a manager who is liked by everyone and put him or her in the role of the change agent/consultant. After all, you really don't need a high priced consultant to do this team-building stuff. You just have to have a good feel for human nature." The other managers generally

agreed. However, the corporate human resources director turned down their suggestion. He hired the OD consultants to do the team building.

**Questions :**

- (a) Bring out the main features of this case.
- (b) What is a team building approach to organization development? Do you think the managers had an accurate view of this OD technique?
- (c) What will be your plan of action in the situation? And why?



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No. of Printed Pages : 5

MS-010

## MANAGEMENT PROGRAMME

Term-End Examination

December, 2018

02443

### MS-010 : ORGANISATIONAL DESIGN, DEVELOPMENT AND CHANGE

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :
- (i) There are Two Sections-A and B.
  - (ii) Attempt any three questions from Section-A. All questions carry 20 marks each.
  - (iii) Section-B is compulsory and carries 40 marks.
- 

#### SECTION - A

1. With the pressure of competitiveness due to globalization and privatization how are the companies designing their work systems? Briefly describe the emerging trends in work organization.
2. Describe the stages of organizational development and the essential factors for success of organization development.
3. Briefly describe interventions of managing change in an organization with relevant examples.
4. Describe any two approaches to Job design and their merits and demerits.

5. Write short notes on any three of the following :
- (a) Mechanistic Vs Organic Organization
  - (b) Restructuring Strategies
  - (c) Time and Motion Study
  - (d) Quality of Worklife
  - (e) Workshop Methodology

### SECTION - B

6. Read the following case and answer the questions given at the end.

Tidewater Manufacturing Company is a medium-size producer of machine gaskets operating in the south-eastern part of Bombay. Until about two years ago, the company's financial outlook was very strong. Recently, however, it has been facing much stiffer competition from foreign producers and a variety of internal problems have also begun to surface. Top management believes that they know how to deal with the external issues. But nothing they do will be successful- until the existing problems with employees have been addressed. Unfortunately, there is no clear consensus among the top management about the real nature or extent of employee concerns. Tandon, the firm's President, has decided that a management committee should be formed to look into the increasing absenteeism and turnover rates, grievances, and generally weak morale. Turnover, for example, has been running at a rate of 72 per cent for the past year, grievances are up by about 25 per cent, and two recent attitude survey showed that in some departments employee morale is, in fact, down. Tandon

considers the firm to be an enlightened employer that cares about its employees. The committee he has appointed includes himself, Rajesh, Head of Marketing, Umesh, Plant Manager in-charge of production, and Deepak, personnel Director. The committee is now meeting in formal session.

**Tandon :** I appreciate your talking time to be here today. As you know, several employee related issues have been slowing us down of late, and given the stiff competition we are getting. I believe it is high time we find out what is going on. Rajesh, how about if you lead off ?

**Rajesh :** As I see it, we have not been able to make the production changes we talked about last year because of all this hassling with employees. I have been giving the problem some thought and I believe that we need to light a fire under those people down the line. My sales people are out there beating the bushes, but they cannot sell a product that just does not measure up. Last week, one of my people lost a major sale to that new West German firm.

**Umesh :** I agree with some of what you are saying Rajesh, but I would not lay all the blame on the production crew. After all, we have been losing a lot of good people lately and it takes time to train the new hands. Besides that, I cannot seem to get anybody to come to work on Friday. If I make any moves, the union representative hits me with a pile of grievances for unnecessary harassment. If you have some answers, I am sure we can make the modifications you were just talking about.

**Tandon :** I guess we know where you two stand, but I would still like another opinion. Deepak, how do you see things ?

**Deepak :** My reaction is that we probably cannot deal with issues internally. I would suggest that we bring someone in from the outside to diagnose the situation. I have been doing some study and I think that some of the problems of turnover and absenteeism plus the poor showing in the recent attitude survey my office administered, might be due to discontent with our production line approach. Some of those people have been doing the same thing, day in and day out, for years. They are probably bored stiff. May be it is time for us to consider something like job redesign.

**Tandon :** Okay, but all I remember about job redesign was something about job enrichment ten years ago in one of my MBA courses. Frankly, I have not kept up and I would not even know where to begin.

**Rajesh :** Would we not be better off if we just started a new incentive programme ?

**Umesh :** Incentives could work, but I would like to follow up on Deepak's idea. By the way where does the union fit into all of this ?

**Deepak :** Let me do some checking and see if I can get a line on a good consultant. It should take me about ten days to put together the information we need.

**Tandon :** Well, let us leave it at that and plan to meet again a week from Thursday. At that point, the meeting adjourned with the understanding that the firm would consider some form of job redesign.

**Questions :**

- (a) You are a consultant called into this situation. How would you proceed ?
- (b) What alternative approaches to job redesign might this firm consider ?
- (c) Should the top management involve the union at this stage ?



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No. of Printed Page : 7

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**MS-010**

**MANAGEMENT PROGRAMME**

**Term-End Examination, 2019**

**MS-010 : ORGANISATIONAL DESIGN,  
DEVELOPMENT AND CHANGE**

**Time : 3 Hours]**

**[Maximum Marks : 100**

**(Weightage 70%)**

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**Note :** Answer any three question from **Section-A**. Each question carries **20** marks. **Section-B** is compulsory and carries **40** marks.

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**SECTION-A**

1. Describe the evolutionary process of organisation design and briefly discuss the universal perspectives of organisation design.
2. Briefly describe different approaches to organising and analyzing work and their relevance in the present day context.
3. What are the objectives of quality of work life and describe the techniques to improve quality of work life with examples.

4. Briefly discuss resistance to change and overcoming it. Give example.
5. Write short notes on **any three** of the following :
  - (a) Survey Feedback
  - (b) Institution Building
  - (c) Phases of Planned Change
  - (d) T-Group Training
  - (e) Assessment Centres

**SECTION-B**

6. Read the following case carefully and answer the questions given at the end :

Leadership development is essential for any young third - world company aspiring to globalise its operations. Dr. Reddy's Laboratories (DRL), an avant - grade, research and development powered pharmaceuticals company based in Hyderabad, India, is one such company that has launched an ambitious program of leadership development (Chakraborty & Sengar, 2005). This

company, with half-a-billion dollars a year sales, has the vision of becoming a discovery-led global pharmaceutical company and has evolved a roadmap to move up the pharmaceutical value chain. The company is attempting to become a global specialities business based on its innovations of new molecules, expansion into foreign markets, and so forth. In 2004, nearly two-thirds of its sales came from some 40 foreign markets. This 20-year-old company's strategic priorities are geographic expansion, globalisation of key businesses, and transition to a discovery-led global company.

Dr. Reddy's Laboratories leadership development has proceeded in two waves. In wave 1, the focus was on defining 23 generic competencies, and the company launched a leadership development program that focused on the top 50 leadership position-holders. These 50 position-holders were given inputs on the company's business strategy and performance ethic. They were subjected to the so-called 360° appraisal, and the inputs from the multiple assessors became the basis for designing person - specific development plans within the framework of the 23 generic competencies. Also, talent was identified at the middle and junior management levels

through assessment centres. More than 250 employees were covered, and more than 50 were identified as potential leaders. These 50 were given customised training, increased responsibilities and development-oriented assignments as part of the management development program.

A detailed study on future leadership development was undertaken in preparation for wave 2. Benchmarking vis-a-vis leadership development was done with global companies, and McKinsey's Global Champions Initiative was carefully studied. A subcommittee of the corporate Management Council was formed to work on a leadership model. This subcommittee considered the company's vision and core values, its growth strategy, the company's aspirations, critical success factors, and so on, and evolved the DRL leadership model, which was widely communicated and discussed within the company. A leader of DRL was expected to drive organisation building and development for the future as well as entrepreneurship and innovation, and to lead from the front in accepting and delivering 'stretch' goals.

A competency map was created for these three

leadership drivers. Each competency was assessed in terms of five anchor points. For instance, vis-a-vis organisation building, one competency ranged from 'seldom attempts to understand implications of strategy and its impact on one's own operations' to 'sets out an inspiring vision in one's own area of operation, and aligns with broader strategy'. Vis-a-vis entrepreneurship and innovation, a competency that ranged from 'needs support to understand current business processes' to 'envisages major opportunities not obvious to others and acts decisively to turn them into real business, redefines the way internal and external customer needs are understood and met'. Vis-a-vis leading by personal example, a competency that ranged from 'often seems unconcerned about missing deadlines or failing to meet business objectives' to 'looks out for sweeping improvements rather than incremental changes; defies conventional wisdom and obstacles to achieve major growth; showing deep desire to excel by delivering on the commitments'. In all, 22 competencies were mapped, nine under organisation building, seven under entrepreneurship and innovation, and six under leadership by example.

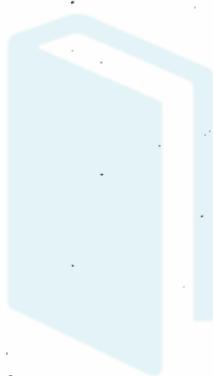
The leadership model has been implemented through a number of steps. Threshold criteria have been established with people being checked against these. For this purpose, their performance history, learning ability, functional expertise and compatibility with corporate values have been utilised. Those passing are subjected to a 360° leadership talent survey. A board consisting of business managers has been formed, called the talent management board (TMB), to discuss each case in detail and to finalise leadership competency ratings. Development and deployment plans for each assessee are worked out, keeping in mind the gaps between competency assessment and expected leadership standards. Critical positions have been identified, and the TMB identifies potential successors for these critical positions. This way, leadership development is coupled with career management, and these in turn are coupled with strategic management and culture-building.

Focus questions :

- (a) Explain the significance of DRL conducting its leadership development in two waves.

- (b) How are the developmental needs of the target groups different in the two waves ?
- (c) How does the company ensure legitimacy for the competencies and developmental activities identified in the programme ?

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No. of Printed Pages : 10

MS-010

**MANAGEMENT PROGRAMME**

**Term-End Examination, 2019**

**MS-010 : ORGANISATIONAL DESIGN,  
DEVELOPMENT AND CHANGE**

**Time : 3 Hours**

**Maximum Marks : 100**

**(Weightage : 70%)**

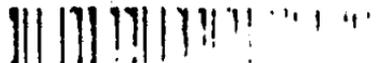
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**Note : Attempt any three questions from Section A. Each question carries 20 marks. Section B is compulsory and carries 40 marks.**

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**SECTION - A**

1. Describe different stages of Organisation Development and explain the essentials for success of Organisation Development.
2. Explain the purpose of Job Design. Describe the contemporary approaches to Job Design and their relevance in the present day context.



3. Describe Survey Feedback technique and it's merits and demerits.
4. Describe and discuss different approaches to understand an organisation. Briefly discuss key factors affecting organisation design.
5. Write short notes on **any three** of the following :
  - (a) Task-Force
  - (b) Institution Building
  - (c) Phases of Planned Change
  - (d) T-Group Training
  - (e) Assessment Centres

### SECTION - B

6. Please read the following case carefully and answer the questions given at the end.

New Generators India Limited, a wholly owned unit of M/s. Eswave Good World Limited, is in the business of manufacturing Generating Sets, Dynamos and Solid

State Regulators. The unit employs approximately 80 persons including executive staff and workers. The turnover of the company has been close to Rs. 1 crore in the previous years.

Presently there are ten executives working in New Generators India Limited, who are employees of the parent company, i.e, Eswave Good World Limited. These include-General Manager 1, Manager 1, Assistant Manager 1, Senior officers 5, Junior Executives 2. This organisation was established in October 1974, and is running in loss since then. The cumulative losses till December 1985 were approximately Rs. 11.5 lakhs which by the end of October 1986, has shot up to Rs. 13.1 lakhs.

The company is selling its products to private customers and DGS&D. Of late, the sales to DGS&D has reduced due to placement of low orders. Dynamos and Regulators are manufactured and sold to the parent company for captive consumption and hence, no marketing effort is required for disposing of these

products. The rest of the products are sold door to door to the consumers rather than through any dealer network.

The company has got the design of Flywheel Mounted Alternator which, if introduced in the market, can create a big share because of its low cost and operational efficiency. The company has also been approved for foreign collaboration for the manufacture of Auto Electrical Products such as Auto alternator, Self-starter, etc. The company also has the advantage of support of the parent company in terms of technological information, finance and other facilities.

Since the plant has not been able to come out of red for a long time, a consultant was appointed by the parent company (with the approval of the GM ) to look into the matter. The consultant, Professor Moitra, held an informal in-camera interview with one Senior Officer from the Materials Department, Mr. Shammam. The problems perceived by Mr. Shammam are given below :

"I joined this organisation on 18<sup>th</sup> May, 1984 from Philips India Limited. I have observed noticeable

differences since I changed my job. No proper systems and documentation procedures exist in this organisation. Individuals are carrying a lot of vital information in their memories. I think it is a dangerous situation, when a unit depends very heavily on individuals rather than proper systems. Drawings, documents and files are not maintained properly and at times things come to a standstill if the person concerned with that required information is absent.

"In August 1985, the new General Manager, Mr. C.K. Srivastava, has taken over the management of the unit. He is a Mechanical Engineering Graduate from Roorkee and M.B.A. from IIM(A). The new General Manager's predecessor Mr. G.K. Rungta was quite hardworking and his personal involvement was very high in the various matters of the unit.

"The new General Manager, Mr. Srivastava, has a different managerial philosophy and a different leadership style. He believes in delegating as much responsibility as possible to his subordinates so much,

so that he never involves himself in any of the decision-making processes concerned with any department (i.e., Marketing, Production and Materials). This style of total delegation, though is highly desired at times, creates a feeling of being let down when executives approach him for his guidance and he invariably retorts, "Look, I leave it to you. You are the best judge of your problems". It is obvious that he wants to keep himself totally aloof from decision-making processes. In fact, for most of the time the G.M. is away from the unit.

"However, when anything in any department goes wrong he never hesitates to give a piece of his mind to the executive concerned. Any attempt for explanation of the situation is greeted by the reply: "Look, I do not know, it was your decision and it backfired. You ought to be blamed for it". I feel that he never appreciates good or even excellent work done by any executive. "Well it was your job and you had to do it" is his comments whenever any executive expects a word of appreciation of any good work done by him.

"He started building enormous psychological pressure on executives without consulting them regarding the problems faced on infrastructure required by them. We all felt that he had no soft corner for any of the executives. I must add at this point that his intentions are absolutely clear, i.e., the company should do well and should come out of red as early as possible. We also feel that it is possible to come out of red. Though generating sets market is not a seller's market, but due to its positional advantage, New Generators India Limited should not only be able to break-even, it can easily generate profits to the tune of Rs. 4 lakhs without much effort. But somehow something is wrong somewhere. I think it is at the top.

"The G.M's behaviour towards executives is quite unreasonable, and at times humiliating in weekly production meetings. In these meetings, he always takes a very critical role. In one of the initial meetings, he made remarks like "You people are not earning your salaries" and "The breed of the executives working in New Generators India Limited itself is bad." By acting tough

he could bring about good results in the months of October, November and December, 1985.

"Then suddenly there was a spurt of resignations in January and February, 1986. Five executives resigned : three from Marketing, one from Production and one from Accounts. There was a sudden vacuum. This resulted in a very poor performance of the unit in the first seven months of the year, i.e., January to July 1986. Of course, another reason for the poor performance was labour unrest. But the miserable performance of the unit, to a large extent, could be attributed to the fact that key executives had resigned and the replacement were made quite late because of the very fact that right replacement were not so easily available. Further, the executives resignations had a great impact on staff members and a massive turnover started taking place from staff cadre also. However, Mr. Srivastava remained unperturbed. He felt that this phase is only temporary and people leaving organisation would not make any difference. Once he remarked : "It is better that deadwoods are out".

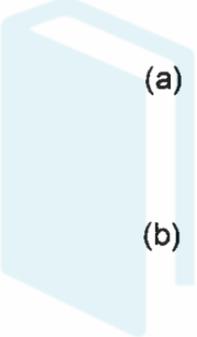
"I must say that another major factor of great concern is the working conditions. It is a major source of dissatisfaction and even elementary facilities like proper drinking water, toilet, canteens etc. are not available. Basic facilities like telephones are most of the time out of order.

"Due to non-clearly defined functional areas and duplication of responsibilities people get away with remarks like 'I do not know. I thought it was his duty. Another reason for dissatisfaction and poor performance could be attributed to too many frequent structural changes. In a way it was inevitable as too many people resigned and replacements were not forthcoming. So the General Manager had no other options but to restructure the organisation with the existing executives. But it created heartburns, e.g., Mr. S.C. Abrol's area of responsibility was changed for fourth time in a span of just ten months.

"Not only this, the executives are highly overworked. Look at the Materials Department. How do you expect a single executive to effectively handle more

than 100 suppliers and 500 items ? There is frequent production stoppages and loss of orders due to want of materials. The general morale of the executives, staff and workers are very low due to poor performance, unclear targets and goals".

**Questions :**

- 
- (a) Critically analyse the situation as reported by Mr. Shammam.
- (b) Evaluate the action of the G.M. and its pact on the organisational climate.
- 
- (c) What should be the consultant's methodology for collecting further data ? As an OD consultant, what should he do with the data ?

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No. of Printed Pages : 6

**MS-010**

## MANAGEMENT PROGRAMME

Term-End Examination

### MS-010 : ORGANISATIONAL DESIGN, DEVELOPMENT AND CHANGE

*Time : 3 Hours*

*[Maximum Marks : 100*

*Weightage : 70%*

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- Note:** (i) There are two Sections, A and B.  
(ii) Attempt any three questions from Section-A.  
(iii) All questions carry 20 marks.  
(iv) Section-B is compulsory and carries 40 marks.
- 

#### Section-A

1. Briefly describe the meaning and concept of Quality of Working Life. Discuss the emerging trends in work organisation and how they contribute towards Quality of Working Life.
2. Discuss the purpose of Organisational Analysis and briefly describe different perspectives of Organisational Analysis with relevant examples.
3. Briefly discuss the concept and purpose of organisational diagnosis. Discuss any two methods of Organisational Analysis and their advantages and limitations with relevant examples.



4. What is an Organisation Development Intervention? Explain its purpose. Briefly discuss advantages and disadvantages of any two types of interventions. Give examples.
5. Write short notes on any three of the following:
  - (a) Resistance to change
  - (b) Task Force
  - (c) Purpose of Job Design
  - (d) Scientific Management
  - (e) Bench Marking

### Section-B

6. Read the following case carefully and answer the questions given at the end :

#### **Margadarsi Savings Association**

Margadarsi Savings Association is one of the oldest financial institutions in its region. It is located in a trade area of approximately 25 lakhs population and has total deposits approaching Rs. 50 crores. The association's management has always attempted to develop and maintain a progressive institution.

An outstanding feature of the association is that it seldom loses an employee to another financial institution. Checks made periodically with other institutions always indicate that its salary scale is one of the highest in the area. The association also has what the management considers to be a good program of fringe benefits, including hospitalization and life insurance, a retirement plan, paid vacations, sick leave, and

lunchroom concessions. The entire cost of these benefits is borne by the association.

The association runs its operations on a decentralized basis. The top management has always maintained that decentralization is the best method of developing qualified managers and, in view of the organization's rapid growth during the last few years, the best way of solving the important problem of executive development.

The book-keeping function has likewise been decentralized; each branch keeps its own books, and the auditor of the association periodically inspects them.

One day the auditor and the controller of the association decided that the current book-keeping system needed to be revised. They had been giving attention to this area because the examiners had trouble finding records. It had been suggested that the method of book-keeping between the home office and the four branches could be improved.

With the above facts in mind, the two men held a conference with the officers of the association in an attempt to point out to them the action that needed to be taken.

After hearing the arguments posed by the auditor and the controller, the officers still felt the action was unnecessary. They said that the project would be too time-consuming and costly.

Two weeks later, however, the executive vice president of the association talked to the controller and admitted to him that the idea of revising the system was sound and that he and the rest of the officers were authorizing him to take control and to initiate the project.

The controller started on the task of centralizing the book-keeping operations. For the first week he didn't know where to begin. He discovered that operational controls had been allowed to run down so long that now his problem appeared to be almost insurmountable.

When the executive vice president asked the controller about his progress, he was given a negative answer. The vice president was disturbed with this reaction and was determined to settle the problem once and for all. He called an executive meeting that included the controller and the auditor. At the meeting, the possibility of centralizing some of the operations of the branches in order to afford better administrative control was discussed. Someone suggested the possibility of buying some National Cash Register posting machines to help solve some of the operating difficulties.

After a lengthy discussion it was decided that these machines were the key to the elimination of many of the association's reporting problems. The controller admitted that they would make it easier to control operations, and the assistant vice

president felt that their acquisition would add greatly to the customer service capacities of the association.

Three new machines were installed the following month. After closing hours each teller was instructed in the proper techniques of operating them. The management felt that they had made a sound investment, and their only worry was over the ability of the tellers to learn how to operator the new equipment. Most of the tellers were older women and seemed to be slow and reticent to learn the new process.

One month after the practice machines had been placed in the association, these shortcomings became so acute that immediate action had to be taken. The management realized that the morale of the teller staff was depressed and that the smoothness of operations at the home office had been completely disrupted. The personnel manager suggested that some type of formal training program should be developed and that the management should explain to the members of the workforce their personal roles in the anticipated progress of the association.

The personnel manager has not found a method of eliminating the discontent, nor has he been able to give an adequate reason for it to the rest of the officers. Finally one officer stated in a committee meeting that he felt the workforce had been "over human-related". He suggested that

in many instances negative leadership was far superior to positive leadership. He stated in forceful language that he would inform those tellers who were complaining and failing to learn the process either to learn it quickly or be fired. Another officer felt that since some of them were employees who had been with the association for many years and whose work had always been satisfactory, some alternative must be found.

**Questions :**

- (a) Identify core issues requiring change?
- (b) Why did the introduction of the new machines create problems?
- (c) What triggered the resistance to change?
- (d) How might this change have been better managed?

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No. of Printed Pages : 7

**MS-10**

**MANAGEMENT PROGRAMME (MP)**  
**Term-End Examination**  
**December, 2020**

**MS-10 : ORGANISATIONAL DESIGN,  
DEVELOPMENT AND CHANGE**

*Time : 3 Hours*

*Maximum Marks : 100*

*(Weightage : 70%)*

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**Note :** (i) *There are two Sections A and B.*

(ii) *Attempt any **three** questions from Section A.*

(iii) *Each question carries 20 marks.*

(iv) *Section B is compulsory and carries 40 marks.*

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**Section—A**

1. Explain the meaning and purpose of Job Design. Briefly discuss the Contemporary Approaches to Job Design and their advantages and disadvantages.

[ 2 ]

MS-10

2. Describe different stages of Organisational Development and discuss the factors contributing to the success of Organisational Development. Give examples.
3. “Organisation that do not change or keep pace with the changing environment suffer from entropy and soon become defunct.” Substantiate and briefly describe the competencies of change agents.
4. Describe the techniques of Improving Quality of Work Life and the factors which help in judging the quality of work life. Give examples.

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5. Write short notes on any *three* of the following :
  - (i) Restructuring Strategies
  - (ii) Time and Motion Study
  - (iii) Questionnaire as a diagnostic tool
  - (iv) Process Consultancy
  - (v) Kurt Lewin’s model

**Section—B**

6. Read the following cases and answer the questions given at the end :

The Roopchand Departmental Stores, New Delhi, has a separate section to sell winter garments. This section consists of two groups : permanent clerks and temporary clerks appointed during winter season. Unfortunately, this section has always witnessed a tug-of-war situation between permanent and temporary clerks. The story begins thus.

The permanent clerks, by virtue of their long and fruitful association in the Departmental Stores, had developed intimate social relations among themselves. Usually, they take their lunch and tea together. They worked, like a well-knit group, in close proximity and not surprisingly, developed close relations even after the work is over. The slack period starting from April to September every year had given

them wonderful opportunity to sit together, discuss about matters of common interest, peep into each other's minds and, if possible, solve their problems to mutual advantage. Presently all of them are unmarried with the exception of two.

The temporary clerks were school girls who are normally appointed before the commencement of winter. Often, they have complained about their work in the Winter Garments Section and two of the clerks even desired transfer to some other section after a short stay. The reasons are quite obvious : The permanent clerks bothered little about helping the newcomers. If the newcomer is not able to strike a deal with a customer, often, the permanent clerks joined hands in making uncharitable criticism before the Section-in-charge. Being small in number, the temporary clerks could not resist the frequent onslaughts, which are at times irritating and insinuating. The temporary

clerks had very little scope to blow off their “steam”.

In this heated atmosphere, the determination of commission on sales remained a contentious issue. The permanent clerks had, through an informal understanding, agreed not to boost up sales. They feared, inherently, that fluctuations in sales would lead to fluctuation in employment. At the same time, they could not tolerate the sight of a temporary salesperson pocketing a fair-share of commission. They always felt that the temporary ones do not deserve any commission, because they have not contributed anything on a continual basis for the development of the Department. Suffering from an inflated ego, they also believed that they had the right temperament and skill to boost up sales. Thus, in every way, the temporary sales clerks are inferior to them. Recently an unhappy situation has developed when one of the temporary clerks is able to

make a substantial sale to one of her acquaintances. Now, the permanent clerks began to make a hue and cry regarding the commission payment. The poor sales clerk came to the Assistant Sales Manager with tears after having been scolded bitterly by the permanent clerks for having sold a few sweaters in their absence.

The temporary clerks were always anxious to show good performance so as to earn a position in the department. To prevent this, the permanent clerks used to furnish false information about garments' quality, negotiable price etc. Whenever the temporary clerk sought the help of a senior in selling the garments to the customer, the latter would take over and claim the commission on sale herself. The temporary clerks were often assigned to insignificant tasks like arranging displays, rearranging garments, bringing garments from stores, etc., and were prevented from striking it

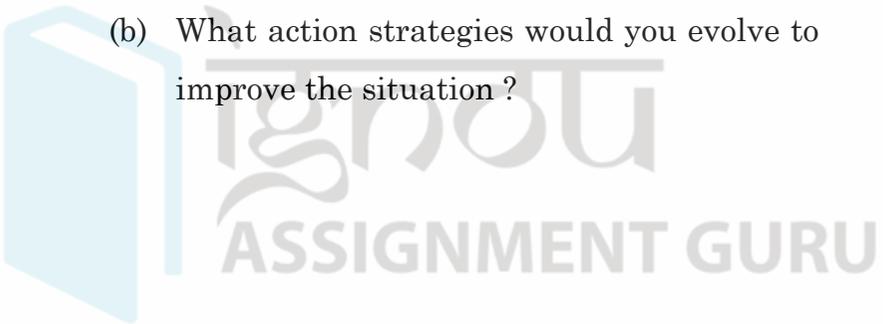
[ 7 ]

MS-10

rich with customers. At every stage the temporary ones are taken for a ride by the permanent clerks.

*Questions :*

- (a) Explain the behaviour of permanent clerks in the Winter Garments Section from group point of view.
- (b) What action strategies would you evolve to improve the situation ?



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