

28 MCqs

4 short questions

1. Describe Characteristics of small organization?

Small organizations are generally informal and have little division of labor, few rules and regulations, and ad hoc budgeting and performance systems. Small organization has a flat structure and an organic, free-flowing management style that encourages entrepreneurship and innovation.

Small organizations:

1. responsive, flexible
2. Regional reach
3. Flat structure, organic
4. Simple
5. Niche market
6. Entrepreneurs

2. discuss concepts of variety and Analyzability?

1. Variety:

– Task variety, frequency of unexpected and novel events that occur in the conversion process, if they are high Variety is high

2. Analyzability:

– When the process is analyzable, the work can be reduced to mechanical steps and participants can follow a set pattern to solve problems.

– The reference for solutions is SOPs, manuals, text books, etc.

– Not so if the problem has low analyzability

– Here the reference for solution is much less explicit and lies in implicit or tacit transfer of knowledge which is built through accumulated experiences.

3. what is bureaucracy? describe its features?

It is the ability to ensure more efficient functioning of organization in both business and government settings. Weber identified a set of organizational characteristics, listed below, that could be found in successful bureaucratic organization.

• Weber's dimensions of Bureaucracy are:

1. Rules and procedures
2. Specialization and division of labor
3. Hierarchy of authority
4. Technically qualified personnel
5. Written communication and records
6. centralization

4. how does environment influence organic and mechanistic structure?

Organic and Mechanistic Design:

• Stalker's study: "When the external environment was stable, the internal organization was characterized by rules, procedures, and a clear hierarchy of authority....in a rapidly changing environment the internal organization was much loose, free-flowing, and adaptive."

22 MCQs

1. what is this organizational structure? (3marks)

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Definition

1. Organization structure designates formal reporting relationships, including the number of levels in the hierarchy and the span of control of managers and supervisors
2. Organization structure identifies the grouping together of individuals into departments and of departments into the total organization
3. Organization structure includes the design of systems to ensure effective communication, coordination, and integration of effort across departments

These 3 elements of structure pertain to both vertical and horizontal aspects of organizing.

- The first two elements are the structural *framework*, which is the vertical hierarchy.
- The 3rd element pertains to the pattern of *interaction* among employees.

2.in what ways service design is differ from product design? why? (3marks)

Designing Service Organizations

Structure	Service	Product
Boundary spanners	Few	Many
Decision making	Decentralized	Centralized
Formalization	Lower	Higher
Employee skills	High	Lower
Skill emphasis	Inter personal	Technical

Differences Between Service & Manufacturing Technologies

Manufacturing	Service
Tangible product	Intangible
Inventory	No inventory
Capital asset intense	Lab/Knowledge intense
Little direct customer involvement	Much more
HR less important	Most important
Quality measured directly	Perceived
Long response time	Short
Site mod important	Site extremely important

5. What is clan of control? It is used in which organization?(5marks)

3. Clan Control:

- Tradition, shared values, trust

q1: see this organization chart and identify the type of structure? 3 marks

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q3: Discuss collectivity stage during organizational life cycle? 3 marks

Collectivity Stage: If the leadership crisis is resolved, strong leadership is obtained and the organization begins to develop clear goals and direction. Departments are established along with a hierarchy of authority, job assignments, and a beginning division of labor; Employees identify with the mission of the organization and spend long hours helping the organization succeed. Members feel part of a collective, and communication and control are mostly informal although a few formal systems begin to appear.

How IT can be used as strategic weapon

Using information technology as a strategic weapon is the highest level of application information technology can help build and enhance strategy by providing better data and information within the organization (internal application) as well as help the organization redefine and support relationship with customers, suppliers and other organization (external application). Internal applications include networking, intranet, and enterprises resource planning (ERP) systems. Extranets, e-commerce, and network structures are external application.

Functional divisional strz..where functional

Functional Structure

- Activities are grouped together by common function from the bottom to the top of the organization (Engineering, Marketing, R&D, etc.)

Divisional Structure

- Also called Product structure or SBU
- With this structure, divisions can be organized according to individual products, services, product groups, businesses
- Distinctive feature of this structure is that grouping is based on organizational outputs

Define Implicit & Explicit knowledge.

Explicit knowledge is formal, systematic knowledge that can be codified, written down, and passed on to others in documents or general instructions.

Tacit knowledge is based on personal experience, rules of thumb, intuition, and judgment. It includes professional know-how and expertise, individual insight and experience, and creative solutions that are often difficult to communicate and pass on to others.

4. What are the features of learning organizations? (5 Marks)

Learning organizations effectively acquire, create, and transfer knowledge across the company and modify their activities to reflect new knowledge and insight. In learning organizations, everyone throughout the company is wired into the computer network and has complete information about all aspects of the business, enabling them to fully participate in solving problems, making decision, and moving the organization forward.

What is an organic organization? (3 Marks)

The flexibility of an organic organization is attributed to people's freedom to create and introduce new ideas. Organic organization encourages a bottom – up innovation process. Ideas bubble up from middle - and lower-level employees because they have the freedom to propose ideas and to experiment.

Organic Form

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- Employees contribute to the common tasks of the department
- Tasks are adjusted and redefined through teamwork
- There's less hierarchy of authority and control, a few rules
- Knowledge and control of tasks are located anywhere in the organization
- Communication is horizontal

q4: why is knowledge management particularly important to a company that wants to learn and change continuously rather than operate at a stable state. 5 marks

q5: name some factors causing environmental complexity for an organization of your choice. how might this environmental complexity lead to organizational complexity? explain.

3. Is it feasible for an organization to change its domain? Can you think of any organization that changed its environmental domain recently? (5 Marks)

1. Difference b/w small and large organizations. 3 m
2. About internal and external environment 3 m
3. Are the service technologies different? explain 5 m
4. Research required tacit or explicit knowledge/ explain 5 m
5. conceptual but about flows of information in the organization 5 m

Read more at

<http://vustudents.ning.com/group/mgt504organizationtheorydesign/forum/topics/mgt504-current-mid-term-papers-spring-2014-past-mid-term-papers-a#Y2tQchWSTHKFfDPT.99>

1. Information technology how much important for you being a student in your routine life? What will be effect it if it is not available? 5 marks
2. Is the design of service provider organization associated with different factors? Discuss it 5 marks.
3. There are three types of dynamic control systems; Bureaucratic control, Market control, Clan control. What do you think when bureaucratic type should be used in the organization? 3 marks
4. How can you identify if a company has mechanistic structure? 3 marks
5. How environment can weak the structure design of the organization? 3 marks

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