

UNIVERSITY OF COLOMBO, SRI LANKA
FACULTY OF MANAGEMENT AND FINANCE

Bachelor of Business Administration Level II - Semester VI
Final Examination - December 2017

MOS 2304 Organization Structure and Design

Three (03) Hours

Answer Any Five (05) Questions.

1. i. Select any organization type of your choice and analyze any four (04) structural dimensions of the selected organization.

(10 Marks)

- ii. Compare and contrast traditional (efficient performance) and learning organizations based on any four (04) aspects.

(10 Marks)

(Total 20 marks)

2. Weitzel and Jonsson's *Model of Organizational Decline* suggests that if the decline is not managed properly, the organization can move through five stages resulting in organizational dissolution (Daft, 2010).

Illustrate each stage of organizational decline with appropriate examples and explain the solutions for the respective stages.

(Total 20 marks)

3. Michael Porter explains that based on the competitive edge, an organization can adopt its own strategy.

- i. Briefly explain the **Four (04) Competitive Strategies** proposed by Michael Porter, with relevant examples.

(10 Marks)

- ii. Select an organization of your choice and conduct **Porter's Five Forces Analysis**.

(10 Marks)

(Total 20 marks)

4. Critically assess **any four (04)** organizational structures by highlighting their strengths and weaknesses. (All four structures carry equal marks).

(Total 20 marks)

5. i. Organizational effectiveness can be measured through several methods and one such is traditional approach. Discuss the **three (03) approaches** in the traditional approach with appropriate indicators.

(6 Marks)

- ii. Briefly describe the Strategy Typology of Miles and Snow with relevant examples.

(6 Marks)

- iii. Analyze how each strategy affects the organizational design.

(8 Marks)

(Total 20 marks)

6. i. "If an organization has the right system, it does not need extraordinary talent to achieve extraordinary performance."

Comment on the above statement based on the insights gained from Harvard Business Review case study *Mumbai's Models of Service Excellence* (Stefan Thomke, 2012), which is about the services provided by Dabbawalas of Mumbai.

(10 Marks)

- ii. Differentiate between the product process matrix and service process matrix using appropriate examples.

(10 Marks)

(Total 20 marks)

7. i. The organizational culture could be assessed based on the two dimensions namely, Strategic Focus and Needs of the Environment. Explain the **four (04) categories** of organization culture with examples.

(12 Marks)

- ii. Compare and contrast ethical values and corporate social responsibility.

(8 Marks)

(Total 20 marks)