

INDIAN INSTITUTE OF TECHNOLOGY KHARAGPUR
End-Autumn Semester 2018-19
Department: Humanities and Social Sciences

Subject No.: HS 60035

**Subject: Organizational Structure
and Dynamics**

Marks: 50

Times: 3 Hours

Instructions: Attempt all questions. Be brief, to the point and specific in your answers. Marks are indicated against each question.

1. a. What causes dependence on another organization for a specific resource?
b. What strategies are adopted to bring outsiders to inside the organization?
c. What are the strategies to manage competitive resource interdependence? 3+3+3 =9 marks
2. What are the primary differences between a traditional organization designed for efficiency and a more contemporary organization designed for learning? 8 marks
3. Is changing the organization's domain a feasible strategy for coping with a threatening environment? Explain. Can you think of an organization that has changed its domain? 8 marks
4. Why do companies using a horizontal structure have cultures that emphasize openness, employee empowerment, and responsibility? What do you think a manager's job would be like in a horizontally organized company? 8 marks
5. a. What relationships did Woodward discover between supervisor span of control and technological complexity? 4 marks
b. Are different types of service technologies likely to be associated with different structures? Explain. 4 marks
6. Why does the application of advanced IT typically lead to greater decentralization? Could it also be used for greater centralization in some organizations? Explain. 8 marks
7. Why do you think organizations feel pressure to grow? Describe the three bases of authority. Is it possible for each of these types of authority to function at the same time within an organization? Discuss. 8 marks
8. Many of the companies on Fortune magazine's list of most admired companies are also on its list of most profitable ones. Some people say this proves that high social capital translates into profits. Other people suggest that high profitability is the primary reason the companies have a good culture and are admired in the first place. Discuss your thinking about these two differing interpretations. 9 marks