

[Time: 03.00 Hrs]

[Marks:75]

Please check whether you have got the right question paper.

N.B:

1. Q.1 is compulsory and carries 20 Marks.
2. Q. 8 is compulsory and carries 15 Marks.
3. Attempt any four questions from Q.2, Q.3, Q.4, Q.5, Q6 and Q7. Each of these questions carry 10 Marks.
4. Figures to the right indicate full marks.

Q.1 (A) Select the correct options for following **(10)**

1. The exact triggers for change will depend on the context of an organization and its industry. Identify from the following that could act as change triggers:
 - A. Arrival of new entrants into the market, or mergers/acquisitions between existing competitors in the industry.
 - B. Changes in level or intensity of competition (prompting a need to gain or protect market share).
 - C. New laws or regulations affecting an industry; or changes in government legislation more generally.
 - D. All of the above
2. For an organization to respond to the need for change, it needs a way of planning for, and implementing changes. Organizations may need to make strategic changes for lots of different reasons. For example:
 - A. Dealing with changes in the global economy and global markets
 - B. Restructuring or reorganizing the business
 - C. Implementing new technologies and business processes
 - D. All of the above
3. Which of the following is a step decision maker go through?
 - 1) Examining options
 - 2) Predicting outcomes
 - 3) Taking in information
 - 4) All of the above
4. Which of the following is NOT a way for decision makers to deal with uncertainty?
 - 1) Make a guess
 - 2) Rely on their past experiences
 - 3) Use intuition
 - 4) Pass the decision-making burden to someone else

5. Which term is defined as the behavior that occurs among organizational groups when participants identify with one group and perceive that other groups may block their group's goal achievement or expectation?

- 1) Goal incompatibility
- 2) Intergroup conflict
- 3) Political conflict
- 4) Strategic contingencies

6. Which of the following is probably the greatest cause of intergroup conflict in organizations? A. Goal incompatibility

- B. Differentiation
- C. Task interdependence
- D. Limited resources

7. _____ refers to the degree and nature of interdependence between the power holder and others.

- 1) Substitutability
- 2) Centrality
- 3) Discretion
- 4) Visibility

8. _____ in trying to find a mutually beneficial solution for both parties through problem solving. An important feature of collaboration is information sharing so that both parties can identify common ground and potential solutions that satisfy both (or all) of them.

- A. Collaborating
- 2) Avoiding Competition
- 3) Competing
- 4) Accommodating

9. A person holds _____ power when he influences others by coercing, threatening, harming and irritating.

- 1) Reward
- 2) Coercive
- 3) Normative
- 4) Expert

10. Research and investigation can be examples of sources of _____ power.

- 1) Expert
- 2) Reward
- 3) Normative
- 4) Democratic

11. The form of negotiation in which the negotiation is facilitated by a neutral third party is _____.

- 1) Mediation
- 2) Agent or advocate-assisted negotiation
- 3) Nonbinding evaluation
- 4) Arbitration

12. Who is considered as the pioneer of the Hawthorne studies

1. Frederick Taylor
2. Elton Mayo
3. Peter Drucker
4. Robert Owen

13. What is the best business strategy to gain an edge in the marketplace?

1. To make products and services as distinctive
2. To sell less products
3. To merge with competitors
4. To wait for consumers to like the product

14. A virtual network structure extends the concept of

1. collaboration only within the organization
2. holding a meeting in person only
3. collaboration beyond the boundaries of the organization
4. holding a meeting with competitors

15. An external environment includes

1. only employees within the organization
2. services of the organization
3. competitors and the government
4. products of the organization

16. Which of the following is a stage of Life Cycle Development

1. Matrix stage
2. Hierarchy stage
3. Development stage
4. Formalization stage

17. Culture is the set of

1. values
2. preferences

- 3. products
- 4. services

18. Which of the following is an element to successful change?

- 1. Mission
- 2. Strategy
- 3. Action plan
- 4. Goal

19. A business strategy includes

- 1. Name of the product
- 2. Growth plans
- 3. documentation
- 4. taxations

20. Which of the following is an approach to decision making?

- 1. Easy Approach
- 2. Matrix Approach
- 3. Time Approach
- 4. Rational Approach

Q.2 Attempt any Two of the following: (10)

- (a) What is an Organization?
- (b) Explain Organizational politics.
- (c) What are the primary characteristics of the Contingency Approach?

Q.3 Attempt any Two of the following: (10)

- (a) Explain the structure of an Organization.
- (b) Explain Horizontal Information Sharing.
- (c) What are the elements of successful change?

Q.4 Attempt any Two of the following: (10)

- (a) What is strategy? Why is it important?
- (b) Write a note on The Six Systems of Organizational Effectiveness.
- (c) Explain the Balanced Scorecard Approach to Effectiveness.

Q.5 Attempt any Two of the following: (10)

- (a) What are the steps involved in managing change?
- (b) What are the conditions for a matrix structure?
- (c) Explain the stages of life cycle development

Q.6 Attempt any Two of the following: (10)

- (a) Porter's Competitive Forces and Strategies
- (b) What are the various types of conflicts?
- (c) What are the key conceptual dimensions of an Organization.

Q.7 Attempt any Two of the following: (10)

- (a) Write a short note on: The Digital Workplace
- (b) Write a short note on: Globalization
- (c) Write a short note on: Centralization & Decentralization

Q.8 Attempt any Three of the following: (15)

- (a) What is culture?
- (b) Explain the basic structure in an organization.
- (c) Describe the types of decisions.
- (d) What is functional structure, explain advantages and disadvantages?