



University of Kelaniya - Sri Lanka

Centre for Distance and Continuing Education

Faculty of Commerce & Management Studies

Bachelor of Business Management (General) Degree Second Examination (External) – 2014

September - 2017

BMGT E2065 – Organization Theory & Design

No of questions – Eight (08)

Time: 03 Hours

Answer question Number one (01) and any other four (04) questions.

Question No. 01

Raj Television Company Limited

Raj Television company is one of the firm established under the Raj Group of companies in 1980. Raj Group of companies operating primarily in the fields of manufacturing, finance, insurance etc. formed Raj Television Company with the aim of telecasting television programs among the public based on the local culture. At the beginning, it started the telecasting in two main cities of the country and it was based on the main language of the country. Raj Television Company was able to become a one of the leading television service in the two cities within a shorter period of time due to its program prepared based on the local culture.

At the initial stage, Mr. Ravi Raj , one of the family member of the Mohan Raj family was the managing director of the company and four other managers namely, programs producer, programs promoter, finance and human resource manager worked with him. There were about 100 employees engaged in various tasks of the company working under these managers. The company grew gradually in the industry with its operations based on formalization and centralization.

The company took a significant strategic decision in 2000. That was to expand its television service to the other parts of the country. Accordingly, it identified 10 such areas and it diversified its service with ten more local channels in these identified areas. However, it was taken a policy decision to manage and direct the activities of the ten local channels through the management of the main company i.e. Raj Television Company.

When it came to 2005, the operations of both Raj Television Company and the local television channels grew and expanded considerably. As a result, ten regional managers were recruited for local programs and employees were also recruited for the regional offices. The regional television services contributed more to the overall growth of the Raj Television Company and these regional television services were able to become the main profit centers of the Raj Television Company.

Though Raj Television Company operates successfully at present, a crisis has emerged in its structure and design. Regional managers always highlight that they don't have autonomy to work independently in their activities in the company. Especially, they indicated that getting the approval always from the mother company has become a problem for them. Further, interference of managers of the mother company for their decision was a barrier for producing and telecasting programs tailored for regional requirements. On the other hand, they expressed the dissatisfaction over the claims by the managers of the mother company over the success of the regional programs designed by the regional managers.

Further, it was noted that working with the existing structure of the company has reduced the organization's effectiveness with the growth and the complexity of the activities of the company. Especially, it was noted that the degree of formalization and standardizations are gradually decreasing and there is a delay in decision making and implementation.

In face of this situation, the top management of the company is in view of restructuring the all activities of the company. Accordingly, Raj Television Company is considering the options for restructuring the activities of the company at present.

This is an imaginary case

- (a) Explain, what the structural problems are the Raj Television Company has faced at present with the theoretical knowledge of Organization Theory and Design.
(14 Marks)
- (b) Propose the suggestions for the restructuring with justifications for the resolving the structural problem faced by the Raj Television Company.
(14 Marks)
- (Total 28 Marks)**

Question No. 02

- (a) Stating the basic perspectives on Organizations, for studying them, briefly explain one of the perspective
(08 Marks)
- (b) Evaluate the main contributions of social perspective in Evolution of organization theory and design.
(10 Marks)
- (Total 18 Marks)**

Question No. 03

- (a) Explain the environment classification presented by Emmary and Trist (1965) for analyzing the organizational environment.
(08 Marks)
- (b) Define the meaning of formalization as a dimension of organizational structure, and explain its managerial implications.
(10 Marks)
- (Total 18 Marks)**

Question No. 04

- (a) Explain the core parties of organizations (according to Henry Mintzberg), important for determining the nature of organizational structure with examples.
(08 Marks)

- (b) Describe the "Divisional Structure" and explain instances where it can be used with practical examples.

(10 Marks)

(Total 18 Marks)

Question No. 05

- (a) What is knowledge base technology? Explain how it affects on organization structure.

(08 Marks)

- (b) Explain the relationship between organizational strategies and organization structure with examples .

(10 Marks)

(Total 18 Marks)

Question No. 06

- (a) Describe what "Global Standardization" and "Local Responsiveness" are in relation to the structure of international organization.

(08 Marks)

- (b) What are the major structural strategies to adjust the organizational structure of an organization.

(10 Marks)

(Total 18 Marks)

Question No. 07

- (a) Defining "Organizational Effectiveness", describe a basic approach for assessing it.

(08 Marks)

- (b) Discuss the relationship between organizational size and organizational structure with appropriate examples.

(10 Marks)

(Total 18 Marks)

Question No. 08

Write short notes on three topics of the followings.

- (a) Organizational change and structure
- (b) Organizational cultural and structure
- (c) Organizational conflict and organizational design
- (d) Coordinating strategies for international organizational

(06 Marks for each)

(Total 18 Marks)

