**NMIMS**

**Organization theory**

**Internal Assignment for June 2020 Examination**

**1. Surya Enterprises is in the business of setting up Solar Power plants, which converts energy from the sun into electricity using Solar Panels. This is a young company that has been in existence for 4 years and has a seen rapid growth from being a 25 people start-up to a 1000 people strong company. The company’s founders have laid a special emphasis on sustainable and ethical business practices, (including abiding by labour laws) and due to this, as well as being in green energy space, the company is well regarded by everyone in the industry. However, this sector is highly cost sensitive and the company faces stiff competition from other local vendors who operate on lesser margins by adopting less ethical practices. Another factor affecting margins, is that 70% of the cost of the project is the cost of the Solar Panel itself. These panels are imported from China and thus the profitability is closely linked to the cost at which the panels are procured. With the Indian government coming down heavily against dumping by Chinese companies, as well as a surge in demand for panels in China, the cost of solar panels has increased. The government is encouraging the spread of solar energy based plants through special schemes to encourage the generation of clean energy. However, new plants that are coming up, the system of allocation is through open bidding and goes to the lowest tariff offered, and the tariff has been going down steeply. This has further impacted the profitability of these ventures. On the positive side, technology is changing rapidly and discovery of cheaper and better materials is making the panels smaller and cheaper. Given the above scenario, the company is now planning to evaluate whether the business is sustainable or not. Surya enterprises has hired you to do an organisational analysis using the PESTLE method**

**Q. Define the elements of PESTLE and using the information given in the case above, wherever possible list out the various aspects of the PESTLE relevant to the case**.

**Answer**: The environment consists of various forces that affect the company’s ability to deliver products and services to its customers. The environment can affect a company in many ways. A company can have the best technologies, employees, and the best of suppliers but it can fail miserably if any of the factors like exchange rate, policies of the host government, changing needs of customers, etc. start to act against it. On the other hand, a mediocre company can be spectacularly successful if the factors in the external environment start favouring its strategies and policies. It is imperative that companies keep a close watch on the environment factors that may affect them, and prepare themselves adequately to face the emerging challenges.

Environmental analysis is the assessment of environmental factors which affect marketing activities. An examination is made of both positive and negative affect for adjusting marketing activities in order to survive is known as environmental analysis. Marketing environmental analysis helps a business understand internal, micro and macro environmental forces that can affect it. The environment, or external forces, are often factors that a business cannot control, yet it is important to be aware of environmental concerns when preparing a marketing plan or introducing a new product to the market. The most common method for preparing a marketing environmental analysis is to conduct a PESTLE analysis, which covers most areas affecting

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**2. Pradeep Foods was started by Pradeep Panigrahi, to provide wholesome and reasonably priced food options to young professionals working in business parks. The primary goal of Pradeep Foods was to deliver piping hot food, prepared with minimal quantities of oil and spices, using only fresh seasonal produce. The company started its operations in Mumbai and very quickly moved to all the major cities in India. Initially, when each branch was being set up, Pradeep would stay there for 2-3 months to start the office and train the teams. He would personally supervise the menu, and based on customer feedback tweak the menu to satisfy his customers. The food services were well appreciated and their customer base grew at an exponential rate. Pradeep bumped into you in a conference and shared his concern that his organisation is becoming too big to manage. He is has heard of a functional structure and a divisional style structure and asks you to recommend which structure is better in his case.**

**Q. Detail out what a divisional structure and functional structure are, listing out benefits and disadvantages of each as per the case given above**.

**Answer**: Structure of an organization defines the levels and roles of management in a hierarchical way. One can also say that an organizational structure spells out the way tasks, functions and responsibilities are allocated for implementing a policy or strategy. Organizational structure involves arrangement of activities and assignment of personnel to these activities in order to achieve the organizational goals in an efficient manner. It is a way by which various parts of an organization are tied together in a coordinated manner and it illustrates the various relationships among various levels of hierarchy within the organization as well as horizontal relationships among various functions of the organizational operations. A well planned organizational structure results in better utilisation of resources. In general, “organizational structure” refers to the way individuals and groups are arranged with respect to the tasks they perform, and ‘organizational design’ refers to the process of coordinating these structural elements in the most effective manner.

**3. Kapoor & Co is a family run business, which has been in existence for many years. The MD, Mr. Kapoor, knew each and every employee in his company and ran the company like his extended family. He was personally involved in every performance and increment discussion and would take the final decision for each employee. The employees were quite happy in this set-up. After a few decades, Mr. Kapoor decided to retire from the company and put in place a professional management team to run the company. The new management team has been hired from other companies and has been given a free hand to run the company. The first step they took was to put in place a structured performance appraisal process, to assess and evaluate the employees. The employees became very agitated at the introduction of the new process and the feedback reached Mr. Kapoor. You are the CEO of this company and Mr. Kapoor wants to meet you to understand what is happening. You see that this is a classic case of the company following Greiner’s Life Cycle model.**

**a. Describe the 5 stages of Greiner’s Life Cycle model giving the context from the case**

**b. Describe the need for change management as well as the approach you intend to follow using Lewins 3 step model**

**Answer**: a) An organization’s ability to adapt itself to the changes in the environment indicates its growth. In accordance, the two significant factors that need to be considered are capacity and capability for arranging the necessary resources for the organization’s utilization. It is to be noted that the capacity and capability change according to the circumstances while participating in the process of resource mobilization to attain the goals of the organization. According to L. Greiner, the growth of an organisation takes place in five different phases. These phases begin with evolution and end with revolution/crisis.

**Greiner’s life cycle model**

**Phase 1:** A novel organisation focuses on selling its products in the market. There is absence of any formal system in such organisation, which can lead to problems at all levels. Consequently, managerial problems may arise because of the absence of sound leadership. Therefore, an organisation needs a more structured form of management. In our case, Kapoor & Co is a family run business,and

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