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**School for Continuing Education (NGA-SCE)**

**Course: Organisational Theory, Structure and Design**

**Internal Assignment Applicable for September 2020 Examination**

**1. Asha Foods is a company that is into operating restaurants in Mumbai. The owner of this company, Mr. Shetty, now wants to move into International waters by setting up a restaurant in Singapore. He plans to have his existing operations head move to Singapore and hire a few local employees to make up the team. He wants to ensure that with multiple geographies, his organization structure should not lose its effectiveness. What are the 7 Principles of effective organisation structure that Mr. Shetty should keep in mind while planning the structure?**

**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

**2. HozClean is a cleaning service, providing office cleaning and maintenance solutions for customers. It has a limited number of staff, divided into 6 teams. Each team consists of a supervisor with a crew of 8 members. Each team works an 8-hour shift, during which it gets two 15-minute paid rest breaks and one 30 minute lunch break. The breaks taken by the teams varies, primarily based on the level of strictness enforced by their team leaders – some are very strict and other are lax. The company has adopted the strategy of having a small workforce that performs high-quality work at a reasonably rapid pace. The teams are highly productive compared to their competitors and this productivity is the key to the company's success. Recently, there was an incident at one of the sites and the workers decided to go on strike. When the management team met the striking workers, several issues came up as reasons for conflict, but the majority of the complaints fell into these categories:**

**1) Differential treatment by team supervisors with respect to break times and lunch breaks**

**2) varying performance expectations, and**

**3) lack of growth opportunities**

**The company decided to follow the process of negotiation to resolve the conflict. What are the 4 sources of conflict, giving examples from the case? Also what is the process of Negotiation for conflict resolution?**

**Answer**: Organisational conflict is due to the actual or perceived differences in needs, interests, objectives and values of people working together. Conflicts in organisations occur between the following members:

* Individuals within the organisation.
* Individual and group(s) in the organisation.
* The staff and the organisation.

**Conflicts in organisations arise due to the following factors:**

* **Ideology**: The perceptions and beliefs of individuals in the conflict are different.
* **Objectives**: The

**3. Surya Enterprises is in the business of setting up Solar Power plants. Given that the solar sector is male dominated, the company has always hired young male engineers for entry-level roles in the company. To reduce the gender skew, the CEO and the Head HR decided to increase the gender diversity by hiring women engineers. This was met with stiff opposition from the department heads. Their concerns were that since the solar projects were in remote locations, safety and security of the women engineers could not be guaranteed at the project sites. The CEO assured them that he would invest in additional security to ensure the safety of the women engineers. At this point, some managers also voiced a view that women engineers would not have the physical strength to handle the rigorous field conditions or also the mental strength to be so far away from city life. The CEO then asked the Head HR why there was so much dissonance in his team. You are the Head HR for this company.**

**a. Give a detailed note on reasons why people oppose diversity in organisations, giving points from the case wherever applicable.**

**b. Share a detailed note on benefits of increasing organisation diversity to share with all the managers of the company.**

**Answer**: a) Workforce diversity refers to the heterogeneous mix of employees in terms of gender, race, ethnicity, religion, community, physically disadvantaged, elderly people etc. Managing this diversity is becoming a global and serious concern. Despite working in different cultural, demographic or political settings, employees wish to retain their individual and cultural identity, values, life styles, etc. Thus, the major challenge for organizations is to become more flexible in accommodating the diverse groups of people by looking after their personal, social and organizational desires.

**Reasons people oppose** Its sample only

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