**Organisational Theory, Structure and Design**

**December 2023 Examination**

**1. Henri Fayol, the father of the classical approach was the first to present his observations on organisational management. What according to you are the 4 major principles driving this approach that are still relevant in today’s organisations? Give suitable examples. (10 Marks)**

**Ans 1.**

**Introduction**

Henri Fayol, often heralded as the pioneer of classical management theory, introduced a systematic approach to organizational management in the early 20th century. His principles, derived from his experiences as a mining engineer and executive, laid the foundation for modern management practices. While the business landscape has evolved dramatically since Fayol's time, many of his principles remain relevant and are still applied in contemporary organizations. These principles, which were originally intended to improve efficiency and effectiveness in businesses, have transcended time and technological advancements. Today,

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**2. LookBook is launching its new mobile application. It is facing many internal management problems. According to Greiner’s Organisational Growth Model, explain the different phases of crisis that the company may go through. Highlight with examples. (10 Marks)**

**Ans 2.**

**Introduction**

In the dynamic world of business, organizations often undergo various phases of growth, each accompanied by its unique set of challenges. As companies expand and evolve, they are likely to encounter specific crises that can act as both barriers and catalysts for further development. LookBook, with its recent venture into launching a new mobile application, is no exception to this rule. While the excitement of a new product launch can be exhilarating, it can also bring to light underlying internal management issues that need addressing. Greiner's Organisational Growth Model, developed by Larry E. Greiner in 1972, provides a

**3. Ashish and Avanti are planning to enhance the organisational effectiveness of their e-commerce start-up business. Keeping the above scenario in mind,**

**a. How do you think they will measure the organisational effectiveness of their business? Add examples (5 Marks)**

**Ans 3a.**

**Introduction**

In the rapidly evolving digital landscape, e-commerce start-ups face a plethora of challenges, from intense competition to ever-changing consumer preferences. For Ashish and Avanti, ensuring the organizational effectiveness of their e-commerce start-up is paramount to its success. Organizational effectiveness refers to the extent to which an organization achieves

**b. They are in favor of the systems approach. Explain this and state what the benefits of it, with examples. (5 Marks)**

**Ans 3b.**

**Introduction**

In the realm of organizational management, various approaches can be employed to understand and enhance the functioning of a business. One such approach that Ashish and Avanti favor is the systems approach. Rooted in the belief that an organization is akin to a system composed of interrelated parts, this approach emphasizes the interconnectedness of various organizational components. By viewing their e-commerce start-up through the lens of