

NMIMS Centre for Distance and Online Education (NCDOE)

Course: Organisational Theory, Structure and Design

Internal Assignment Applicable for Jun 2026 Examination

Assignment Marks: 30

Instructions

- *All Questions carry equal marks*
- *All Questions are compulsory*
- *All answers to be explained in not more than 1000 words for question 1 and 2 and for question 3 in not more than 500 words for each subsection. Use relevant examples, illustrations as far as possible*
- *All answers to be written individually. Discussion and group work is not advisable.*
- *Students are free to refer to any books/reference material/website/internet for attempting their assignments, but are not allowed to copy the matter as it is from the source of reference.*
- *Students should write the assignment in their own words. Copying of assignments from other students is not allowed*
- *Students should follow the following parameter for answering the assignment questions*

For Theoretical Answer	
Assessment Parameter	Weightage
Introduction	20%
Concepts and Application related to the question	60%
Conclusion	20%

For Numerical Answer	
Assessment Parameter	Weightage
Understanding and usage of the formula	20%
Procedure / Steps	60%
Correct Answer & Interpretation	20%

PLEASE NOTE: This assignment is application based, you have to apply what you have learnt in this subject into real life scenario. You will find most of the information through internet search and the remaining from your common sense. None of the answers appear directly in the textbook chapters but are based on the content in the chapter

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Q1 A mid-sized technology firm has recently experienced rapid growth, resulting in overlapping job roles and confusion among employees regarding their responsibilities. The company's decision-making process has slowed, and employee morale is declining due to a lack of clarity in the chain of command. The new CEO is tasked with redesigning the organisational structure to resolve these issues and align the workforce with the company's strategic objectives. Based on the scenario, how should the new CEO apply principles of organisational structure design to address the issues of unclear roles and slow decision-making, ensuring improved efficiency and employee morale?

(10 Marks)

Q2 A mid-sized manufacturing company has recently lost market share due to its inability to quickly adopt new production technologies. The current structure is highly centralised, with rigid hierarchies and little room for employee input. The COO proposes redesigning the structure to allow for more flexible work arrangements and decentralized decision-making. The leadership team is divided, with some fearing a loss of control and others advocating for increased adaptability. Evaluate the impact of introducing greater flexibility into the organisational structure of a mid-sized manufacturing firm that has struggled to adapt to rapid technological changes. Assess the trade-offs between maintaining control and enabling adaptability, and recommend how the firm should balance these priorities to remain competitive.

(10 Marks)

Q3 (A) A national retail chain with a highly centralised organisational structure is facing increasing competition from agile online retailers. The current structure has resulted in slow response times to market trends and customer demands. Develop a strategic plan for transitioning a centralised retail organisation to a more flexible and decentralised structure.

(5 Marks)

Q3 (B) A multinational corporation operating in pharmaceuticals has adopted a matrix organisational structure to manage its diverse product lines and geographic regions.



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However, employees are facing confusion due to dual reporting lines, delayed decisions, and coordination issues between functional and project managers. Explain how will you address the inherent challenges of dual reporting relationships.

(5 Marks)
