**Organisational Theory, Structure and Design**

**NMIMS Centre for Distance and Online Education (NCDOE)**

**Internal Assignment Applicable for June 2025 Examination**

**Q1. Examine the important features of a large-scale organisation vs a start-up company. Add suitable examples.**

**Answer:**

**Introduction:**

Businesses come in all shapes and sizes, but the most prominent difference lies between large-scale organisations and start-up companies. Both contribute significantly to the economy, yet they operate in fundamentally different ways. A large-scale organisation is typically an established business entity with a wide presence, substantial market share, structured departments, and formalised systems. In contrast, a start-up is a young business, often driven by innovation and risk-taking, working towards scaling up and stabilising its operations.

Large organisations such as Infosys, Reliance Industries, or Tata Group have decades of market experience, access to vast resources, and a stable workforce. They have standard operating procedures, corporate governance, and large customer bases. On the other hand, start-ups like Ola Cabs in its initial phase or Zomato when it was launched, focus on innovation, fast adaptation, and disruption in existing markets. They usually operate in dynamic environments and often rely on external funding for growth.

Understanding the features of these two types of businesses is crucial for entrepreneurs, investors, and policy-makers. It helps in decision-making related to investment, management, hiring, and overall strategic planning.

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**Q2. News Network has a declining market share in India. Examine the McKinsey’s 7-S Framework for identifying the different internally focussed organisational aspects for securing the firm’s market position. Give suitable examples.**

**Answer:**

**Introduction:**

In today’s competitive media landscape, News Network, once a trusted source of news in India, is witnessing a steady decline in its market share. With growing digital alternatives, evolving viewer preferences, and an increase in user-generated content, traditional news outlets face major challenges in staying relevant. To overcome such setbacks, companies must not only focus on external strategies like marketing and partnerships but also look inward to strengthen their organisational foundation.

This is where ***McKinsey’s 7-S Framework*** becomes valuable. Developed by McKinsey & Company, this model helps businesses analyse seven key internal elements that determine organisational effectiveness. These seven elements are: Strategy, Structure, Systems, Shared Values, Skills, Style, and Staff. By examining how these elements interact, News Network can identify weaknesses, align internal processes, and implement effective changes.

For example, if outdated technology or a rigid leadership style is slowing innovation, the framework can bring this to light. Similarly, if there’s a misalignment between the company’s core values and current practices, it could explain the fall in viewer trust. This holistic approach helps not just in identifying issues, but also in developing a coordinated plan for regaining market relevance and enhancing overall performance.

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**Q3 (A) Vishal, the CEO of Amex web services company has introduced a new organisation culture for improving Organisational Effectiveness. In this context, answer the following with examples:**

**Examine different organisational parameters for improving a web service company’s Effectiveness.**

**Answer:**

**Introduction:**

Vishal, the CEO of Amex Web Services, is working to improve the organisational effectiveness by introducing a new culture within the company. In the fast-paced world of web services, staying competitive and efficient requires a focus on both internal structures and employee engagement. Organisational effectiveness hinges on various parameters that work together to ensure streamlined operations, innovation, and high employee morale. We will explore here the key organisational parameters, such as leadership, communication, technological infrastructure, and decision-making processes, and how they can be enhanced to improve overall effectiveness in a web services company like Amex.

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**Q3 (B) Vishal, the CEO of Amex web services company has introduced a new organisation culture for improving Organisational Effectiveness. In this context, answer the following with examples:**

**Evaluate the Goal Approach theory highlighting its merits and demerits.**

**Answer:**

**Introduction:**

The Goal Approach theory is a significant framework in understanding organisational effectiveness. It focuses on the idea that a company’s success is measured by how well it achieves its established goals. For Vishal, the CEO of Amex Web Services, applying this theory can help the company stay focused and improve its performance. The goal-based framework is simple yet powerful in guiding organisational strategies and aligning efforts towards common objectives. However, like any theory, it comes with both advantages and challenges that need to be considered for it to be effective in improving Amex Web Services' organisational culture.

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