ASSIGNMENT

Course Code	**:**	**MMPC-001**
Course Title	**:**	**Management Functions and Organisational Processes**
Assignment Code	**:**	**MMPC-001/TMA/JULY/2026**
Coverage	**:**	**All Blocks**

Note: Attempt all the questions and submit this assignment to the Coordinator of your study centre. Last date of submission for July 2026 Semester is 31st October 2026 and for January 2027 Semester is 30th April 2027.

Q1. Critically evaluate the relevance of classical, behavioural, systems, and contingency approaches to management in contemporary digital organisations. Design an integrated managerial framework suitable for managing hybrid and AI-enabled workplaces in the 21st century.

Q2. A multinational organisation is facing declining employee productivity, role ambiguity, and coordination failures across geographically dispersed teams. As a management consultant, develop a comprehensive managerial action plan incorporating planning, organising, staffing, and directing functions to restore organisational effectiveness. Justify your recommendations with suitable management theories and practices.

Q3. "Traditional leadership models are becoming inadequate in managing uncertainty, workforce diversity, and technological disruptions." Critically examine this statement. Construct a contemporary leadership and motivation model for knowledge-driven organisations that integrates emotional intelligence, participative decision making, and employee empowerment.

Q4. Evaluate how organisational structure, communication systems, and organisational culture collectively influence innovation and organisational sustainability. Create a strategic organisational design for a rapidly growing start-up transitioning into a global enterprise. Explain how your proposed design will address communication barriers, cultural integration, and strategic flexibility.

Q5. An organisation operating in the manufacturing sector is undergoing digital transformation while simultaneously facing criticism regarding labour practices, environmental sustainability, and ethical governance. Develop a transformative organisational strategy that integrates change management, ethical leadership, and corporate social responsibility. Critically assess the challenges involved in implementing such a strategy in emerging economies like India.

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Answer

Management thought has developed through different approaches because no single theory can explain every organisational problem. This is especially true in digital organisations, where managers deal with automation, data, remote work, platform-based coordination and employees who expect greater autonomy. The classical, behavioural, systems and contingency approaches are therefore not competing ideas that must be chosen one at a time. Each explains an important part of management, but each also has limitations when used alone.

Classical approach: order, efficiency and clarity

The classical approach, associated with scientific management, administrative principles and bureaucracy, still has practical value. Taylor's emphasis on analysing work and removing waste can be seen today in process mapping, workflow automation and productivity analytics. Fayol's ideas about planning, organising, coordinating and controlling remain basic managerial responsibilities. Weber's concern for clear authority, rules and documented procedures is also important in digital firms because data security, access rights, compliance and accountability cannot be left vague. Standard operating procedures are especially useful where tasks are repetitive, safety-critical or highly regulated.

However, classical thinking can become too rigid if managers treat people like parts of a machine. Excessive monitoring of online activity, tightly controlled approval chains and algorithmic targets may increase short-term output but reduce trust and creativity. Hybrid knowledge work often depends on judgement, experimentation and collaboration. Therefore, classical principles are useful for role clarity and process discipline, but they should not become a system of constant control.