ASSIGNMENT

Course Code	**:**	**MMPH-001**
Course Title	**:**	**Organisational Theory and Design**
Assignment Code	**:**	**MMPH-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 2026and for January 2027 Semester is 30th April 2027.

1. Define the concept of 'Organisational Effectiveness'. Discuss how it differs from organisational efficiency and explain any two major approaches/models used by managers to evaluate the overall effectiveness of a modern organisation.

2. What do you understand by 'Organisational Restructuring'? Discuss the primary reasons why established organisations choose to restructure their designs and outline the key steps involved in the restructuring process.

3. What is the difference between a Functional Organisation Structure and a Matrix Organisation Structure? Discuss the unique advantages and operational challenges an organisation faces when implementing a Matrix structure.

4. You have recently joined ABC Ltd. as the Senior HR Manager. The company has been facing high employee turnover and a severe drop in motivation levels within the operational teams. An internal audit reveals that the underlying issue is poor Quality of Work Life (QWL) caused by highly repetitive, monotonous and rigidly designed clerical and technical jobs. As the HR Manager, prepare an action plan for the Board of Directors to redesign these roles.
   a) Clearly identify the core purpose of introducing a new job design at ABC Ltd.
   b) Propose how you will practically implement Job Enrichment and Job Rotation to eliminate monotony and boost employee morale.

5. “Moderate organisational conflict can be constructive and can stimulate growth, whereas extreme conflict is dysfunctional.” In light of this statement, explain the Inverted U-shaped relationship between conflict and performance, and describe three conflict resolution techniques available to managers.

1. Define the concept of 'Organisational Effectiveness'. Discuss how it differs from organisational efficiency and explain any two major approaches/models used by managers to evaluate the overall effectiveness of a modern organisation.

Answer

Organisational effectiveness refers to the extent to which an organisation is able to achieve its intended objectives while responding properly to the demands of its environment. It is broader than simply making a profit or meeting one production target. An effective organisation is able to produce the results for which it exists, maintain the support of important stakeholders, use its capabilities in a sustainable manner and continue to function under changing conditions. In a business organisation, effectiveness may therefore be reflected in market performance, customer satisfaction, innovation, employee commitment, quality, adaptability and long-term survival. Because organisations have several goals and several interested groups, effectiveness is a multidimensional idea rather than a single number.

Organisational effectiveness and organisational efficiency

Effectiveness and efficiency are closely related but they answer different questions. Effectiveness is mainly concerned with whether the right objectives are being achieved. Efficiency is concerned with how economically the available resources are being used while carrying out activities. In simple terms, effectiveness is about doing the right things, whereas efficiency is about doing things in the right manner with minimum waste. A sales unit that reaches the correct target market and meets its sales objective is effective. If it does so with a sensible level of selling cost, time and manpower, it is also efficient.

The distinction becomes important because an organisation can be efficient without being fully effective. For example, a factory may reduce unit cost through strict standardisation and high machine utilisation, yet it may continue producing a product for which customer demand is falling. Its operations may be efficient, but the organisation is not effective in responding to the market. The opposite is also possible. A company may achieve rapid growth and satisfy customers but use excessive overtime, duplicate work or very high promotional expenditure. It may be effective in reaching its immediate goal but inefficient in its use of resources. Good management therefore tries to combine both. Efficiency supports effectiveness, but it cannot replace correct goals, adaptation and stakeholder acceptance.