**Organisational Theory, Structure and Design**

**Jun 2025 Examination**

**Ans 1.**

**Introduction**

Organisational theory, structure, and design help us understand how companies are created, grow, and operate within different environments. One of the most prominent distinctions in organisational studies is between large-scale organisations and startups. Both play significant roles in driving innovation, employment, and economic development, but their characteristics, operational models, and management approaches differ considerably. Large-scale organisations are typically well-established with structured processes, while startups are young, dynamic, and often operate under uncertainty. Understanding their structural and operational features provides insights into how organisations evolve, adapt, and respond to

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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 (10 Marks)**

**Ans 2.**

**Introduction**

In a competitive and rapidly evolving industry like media and news broadcasting, maintaining market share requires continuous internal evaluation and strategic alignment. News Network, facing a decline in market presence in India, must address not just external factors but also internal organisational inefficiencies. McKinsey’s 7-S Framework serves as a comprehensive diagnostic tool for assessing internal elements that contribute to organisational success. It emphasizes the interdependence of seven key components: Strategy, Structure, Systems, Shared Values, Skills, Style, and Staff. These elements collectively influence performance, culture, and adaptability. By analyzing these dimensions, News Network can identify internal

**Q3A. 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 (5 Marks)**

**Ans 3a.**

**Introduction**

Organisational effectiveness refers to the extent to which a company achieves its objectives efficiently while adapting to changing environments. For a web service company like Amex Web Services, driven by technology, innovation, and customer-centricity, effectiveness relies heavily on internal parameters that align with performance goals. Vishal’s introduction of a new organisational culture marks a strategic step in this direction. Enhancing effectiveness requires a multidimensional approach that incorporates structural, human, strategic, and

**Q3B. 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 (5 Marks)**

**Ans 3b.**

**Introduction**

The Goal Approach is one of the most widely used models to measure organisational effectiveness. It focuses on the extent to which an organisation achieves its stated objectives. In the case of Amex Web Services, CEO Vishal’s push for a new culture to improve effectiveness can be evaluated using this approach. The theory assumes that setting clear, measurable goals and evaluating outcomes based on their achievement is a reliable way to