

National Testing Agency

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Organizational Design Creating Competitive Advantage

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Organizational Design Creating Competitive Advantage

Section Id : 709597367
Section Number : 1
Section type : Online
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Section Marks: 75
Display Number Panel: Yes
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Sub-Section Number: 1
Sub-Section Id: 709597464
Question Shuffling Allowed : Yes

Question Number : 1 Question Id : 70959726070 Question Type : MCQ Option Shuffling : No Display Question Number : Yes
Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

When a task is outsourced to a supplier, the most significant form of control is exercised through

- a. Direct supervision
- b. Rules and regulations
- c. Output control
- d. Culture control

Question Number : 2 Question Id : 70959726071 Question Type : MCQ Option Shuffling : No Display Question Number : Yes
Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

What impact does uncertainty in the business environment have on outsourcing contracts?

- a. It increases transaction costs, thereby favoring outsourcing decision
- b. It reduces transaction costs, thereby having a negative impact on outsourcing decision
- c. It increases transaction costs, thereby having a negative impact on outsourcing decision
- d. It reduces transaction costs, thereby favoring outsourcing decision

Question Number : 3 Question Id : 70959726072 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

The key reason why Bharti Airtel outsourced several of its core activities to organizations such as Ericson and IBM is

- a. It wanted to reduce cost of its operations
- b. The outsourced activities were no longer deemed to be important for its success
- c. It wanted to leverage specialization of its suppliers
- d. It was facing significant challenges in managing itself, because the organization had grown very large

Question Number : 4 Question Id : 70959726073 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

The reason(s) why Apple outsources manufacturing of its hardware devices is / are

- a. Apple is not good in manufacturing hardware devices
- b. Apple wants to focus on certain activities such as designing
- c. Apple's outsourcing partners are not good in branding and it's a complimentary relationship
- d. All of the above

Sub-Section Number: 2
Sub-Section Id: 709597465
Question Shuffling Allowed : Yes

Question Number : 5 Question Id : 70959726074 Question Type : MSQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

What did Alfred Sloan achieve through his manufacturing model at General Motors?

- a. Mass customization
- b. Greater variety by sacrificing some scale of operations
- c. He broke the variety versus scale tradeoff that Ford faced
- d. Greater scale of operations by introducing more variety

Sub-Section Number: 3
Sub-Section Id: 709597466
Question Shuffling Allowed : Yes

Question Number : 6 Question Id : 70959726075 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following creates challenges in having a matrix structure?

- a. It creates additional overheads for the organization
- b. It violates one of the fundamental principle of organizing – one person one boss
- c. It can create problems for an employee if his / her two bosses differ on an issue
- d. All of the above

Question Number : 7 Question Id : 70959726076 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following is true when there is 'Division of Labor':

- a. Employees focus on narrow piece of job
- b. There is an emphasis on efficiency
- c. The job might get boring and monotonous

- 1. Only a
- 2. Only a, b
- 3. Only b,c
- 4. All of the above

Question Number : 8 Question Id : 70959726077 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

"Like organizations countries are also found to specialize in certain value creating activities"

- a. True
- b. False

Question Number : 9 Question Id : 70959726078 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

"Matrix structure can create high administrative overheads for organizations"

- a. True
- b. False

Question Number : 10 Question Id : 70959726079 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

"In a functional structure, people are grouped together by the input skills or competencies that they bring to the organization."

- a. True
- b. False

Question Number : 11 Question Id : 70959726080 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following is usually true as an employee becomes senior in an organization

- a. Rule based control is replaced by culture and output based control
- b. Direct supervision is replaced by rules and output based control
- c. Culture control is replaced by rules and output based control
- d. Output based control is replaced by direct supervision and rule based control

Question Number : 12 Question Id : 70959726081 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

A key reason why engineering industries have a lot of outsourcing contracts is

- a. Engineering industries are impacted less from business uncertainties
- b. Engineering industries are not subjected to high degree of litigation
- c. Engineering tasks are relatively easy to modularize and standardize
- d. There are large number of suppliers available to manufacture engineering modules

Question Number : 13 Question Id : 70959726082 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

From a transaction costs perspective, which of the following makes market based arrangements (such as outsourcing) unfavorable?

- a. Potential of opportunistic behavior by the supplier
- b. Potential of opportunistic behavior by employees of organization
- c. Tendency of suppliers to charge high profits
- d. Lack of long term orientation from the suppliers

Question Number : 14 Question Id : 70959726083 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

What impact does adequate information about a potential supplier have on outsourcing contracts?

- a. It increases transaction costs, thereby favoring outsourcing decision
- b. It reduces transaction costs, thereby having a negative impact on outsourcing decision
- c. It increases transaction costs, thereby having a negative impact on outsourcing decision
- d. It reduces transaction costs, thereby favoring outsourcing decision

Question Number : 15 Question Id : 70959726084 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Risk diversification in the context of outsourcing refers to

- a. Having a balanced portfolio of activities
- b. Identifying suppliers whose business have low risks of failure
- c. Passing some of the organization's business risks to suppliers through contracts
- d. Choosing to do only those activities that have low business risks

Question Number : 16 Question Id : 70959726085 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Alfred Sloan felt the need to decentralize General Motors' organization structure because

- a. He wanted to create the role of general managers
- b. He wanted to cater to needs of different customers
- c. A decentralized structure could deliver greater efficiency
- d. A decentralized structure was better suited to handle variety of operations

Question Number : 17 Question Id : 70959726086 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Fast food restaurants like McDonalds can provide food at lower price compared to gourmet restaurants because

- a. Gourmet restaurants offer a lot more variety to customers
- b. Fast food restaurants do not want to make high profits
- c. Employees at fast food restaurants are more competent
- d. Fast food restaurants offer greater customization

Question Number : 18 Question Id : 70959726087 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

One of the disadvantages of a "flat" organization is

- a. It has narrow spans of control
- b. It slows down decision making
- c. Employees may not receive enough attention from their superiors
- d. It provides lot of opportunities for promotion

Question Number : 19 Question Id : 70959726088 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

A typical structure for an entrepreneurial organization is

- a. Functional structure with high degree of specialization
- b. Divisional structure with focus on customer responsiveness
- c. Hybrid structure that has elements of both input and output based groupings
- d. Structure is likely to be undefined with lack of specialization

Question Number : 20 Question Id : 70959726089 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following is not considered among the disadvantages of a functional structure?

- a. Development of functional silos
- b. Slow in responding to market needs
- c. Poor utilization of resources
- d. Collaboration across functions

Question Number : 21 Question Id : 70959726090 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

A multinational enterprise with an international division as part of its home country structure is

- a. Likely to be in its early stage of internationalization
- b. Likely to be exporting standardized products manufactured in home country
- c. Both options "a" and "b"
- d. Option "b" but not option "a"

Question Number : 22 Question Id : 70959726091 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

A multinational enterprise that has a global product structure is

- a. Likely to have product heads who are more powerful than country heads
- b. Likely to follow a centralized system of decision making
- c. Likely to derive significant global economies of scale and scope
- d. All of the above

Question Number : 23 Question Id : 70959726092 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

A suitable control system that the Dean of a business school can employ over Professors primarily involved in guiding PhD (doctoral) students is

- a. Rules and regulations
- b. Financial incentives linked to publications achieved by the PhD students
- c. Supervision by peer group of senior Professors
- d. Culture and norms of the business school

Question Number : 24 Question Id : 70959726093 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following was not cited as an advantage of the outsourcing arrangement between Unilever India and Accenture India?

- a. Outsourcing enabled Accenture to focus its human resources better
- b. Accenture being an aggregator could gain economies of scale
- c. Outsourcing enabled Unilever to focus its own human resources better
- d. Accenture was a specialist in handling such transaction intensive activities

Question Number : 25 Question Id : 70959726094 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following is not a strength of an unit that is designed organically?

- a. Ability to solve innovative problems
- b. Efficient utilization of resources
- c. Being flexible to customer needs
- d. Dealing with high degree of uncertainty

Question Number : 26 Question Id : 70959726095 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Extent of centralization in an organization is difficult to understand because

- a. It is an internal process of the organization that is rarely documented
- b. Decision making has multiple stages with varying degrees of centralization
- c. Centralization may vary across the different levels of hierarchy
- d. All of the above

Question Number : 27 Question Id : 70959726096 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following is an advantage of centralization?

- a. It facilitates rapid action during crisis
- b. It leverages the collective mind leading to better quality decisions
- c. It makes it easier to implement decisions
- d. It creates greater opportunities for developing leaders

Question Number : 28 Question Id : 70959726097 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

As an entrepreneurial organization involved in oncology research grows in size, which of the following is likely to happen?

- a. Formalization increases while complexity and centralization reduces
- b. Centralization increases while complexity and formalization reduces
- c. Complexity, centralization and formalization reduces
- d. Complexity increases while centralization and formalization reduces

Question Number : 29 Question Id : 70959726098 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which among the following is not a good reason for input based grouping in a hybrid structure? Assume a multi-product organization

- a. Sharing a scarce resource across different product divisions
- b. Responding to varying market needs of different products
- c. Standardizing certain policies (e.g., recruitment) across product divisions
- d. Getting scale economies across product divisions in certain functions such as purchasing

Question Number : 30 Question Id : 70959726099 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

For a multi-business enterprise with unrelated businesses in its portfolio

- a. The respective business heads will have little or no authority in deciding the strategy of their businesses
- b. The respective business heads will have significant authority in deciding the strategy of their businesses
- c. It will be easy for the corporate head office to create strategy for the different businesses
- d. The corporate head office needs to ensure that there is high degree of standardization across all businesses

Question Number : 31 Question Id : 70959726100 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

In the case Joy of Running, one of the key concerns with splitting up the organization within Bangalore

- a. Identifying assistant coaches who can head the different units
- b. Ability to attract more runners
- c. Maintaining the one- community feeling in Joy of Running
- d. Setting common standards across the units

Question Number : 32 Question Id : 70959726101 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

An important leadership competence necessary for an organization that is operating out of multiple cities in a diverse country, as discussed in the lecture, is

- a. Addressing different needs of customers in various geographical locations
- b. How to have adequate control over the operations that are geographically distant
- c. Providing enough autonomy to leaders managing the different units
- d. Getting adequate resources for growth and expansion

Question Number : 33 Question Id : 70959726102 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

In the case Joy of Running, a key organizational challenge with the option of forward integration, as discussed, is

- a. Controlling city traffic during the organized races
- b. Transiting an entrepreneurial organization to one that is professionally managed
- c. Getting land and infrastructure for setting up an office
- d. Sharing of values with full time coaches

Question Number : 34 Question Id : 70959726103 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

What is the importance of organization's purpose in decisions pertaining to organization growth?

- a. Organization growth dilutes the organization purpose
- b. Organization purpose should not change unconsciously because of growth
- c. Organization purpose should not change because of growth
- d. Purpose gives organizations the competitive edge

Question Number : 35 Question Id : 70959726104 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which among the following is most important for an organization to be consciously aware of in competitive scenarios

- a. What kind of organization structure it should have
- b. What is its core competence
- c. What is the leadership pipeline that it can build during the growth phase
- d. What is the advantage it has when compared to its competitors

Question Number : 36 Question Id : 70959726105 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

The Principal-Agent problem in organizations refers to

- a. Dissatisfaction among the employees about working conditions in the organization
- b. The owner and the employees of the organization not having similar goals
- c. The employees of the organization unhappy about their compensation
- d. Inadequate effort put in by employees of the organization

Question Number : 37 Question Id : 70959726106 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following is true in the context of overcoming the Principal-Agent problem in organizations?

- a. There should always be complete convergence between the goals of principal and agents
- b. In commercial organizations it is never possible to get convergence of purpose
- c. In social organizations there is complete convergence between goals of principal and agents
- d. It is possible to get work done in organizations even if there is partial or no convergence

Question Number : 38 Question Id : 70959726107 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Under which of the following conditions, convergence of purpose is most difficult to achieve?

- a. When work is means to an end for the employee
- b. When work is intellectually stimulating
- c. When work is not financially rewarding
- d. When work is physically demanding

Question Number : 39 Question Id : 70959726108 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following is true for "direct supervision" as means of control?

- a. It is the most common form of control in factory shop floor environment
- b. It is expensive to implement
- c. It is suitable to bring about high degree of goal convergence
- d. It is not an appropriate control system to be used in modern organizations

Question Number : 40 Question Id : 70959726109 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

In which of the following is "rule based control" most appropriate?

- a. When the work is innovative
- b. When the work involves considerable degree of expertise
- c. When there is one best way of doing the work
- d. When it is difficult to figure out the best way of doing the work

Question Number : 41 Question Id : 70959726110 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Production target as means of controlling individual behaviour is suitable when

- a. Production is an outcome of team based activity
- b. Production is interdependent on success of preceding / upstream activities
- c. Production can be meaningfully measured at very long time intervals
- d. Production is a clear function of individual effort

Question Number : 42 Question Id : 70959726111 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Output based control is most effective when

- a. The process is uncertain but the output can be measured within a reasonable time interval
- b. The process is certain but the output cannot be measured within a reasonable time interval
- c. The process is uncertain and the output cannot be measured within a reasonable time interval
- d. The process is certain but the output is significantly influenced by external factors

Question Number : 43 Question Id : 70959726112 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Output control cannot be effectively applied in research and development because

- a. Research and Development does not produce measurable output
- b. The output may not be observable
- c. Research and Development cannot be made rule bound
- d. The frequency of output is unpredictable

Question Number : 44 Question Id : 70959726113 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following is not true about culture control?

- a. It is meant to bring about convergence of organization's purpose with that of the employee
- b. It is easier to implement than process based control
- c. It is most difficult to implement among all four means of control
- d. If culture control is effective, you may not need other forms of control

Question Number : 45 Question Id : 70959726114 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following is not a key lever of culture control?

- a. Inspirational leadership
- b. Well-designed socialization process
- c. Well-defined job roles and responsibilities
- d. Highly motivated peer group

Question Number : 46 Question Id : 70959726115 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

When a task is outsourced to a supplier, the most significant form of control is exercised through

- a. Direct supervision
- b. Rules and regulations
- c. Output control
- d. Culture control

Question Number : 47 Question Id : 70959726116 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

A key reason why engineering industries have a lot of outsourcing contracts is

- a. Engineering industries are impacted less from business uncertainties
- b. Engineering industries are not subjected to high degree of litigation
- c. Engineering tasks are relatively easy to modularize and standardize
- d. There are large number of suppliers available to manufacture engineering modules

Question Number : 48 Question Id : 70959726117 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following characteristics make tasks suitable for outsourcing to a third party aggregator?

- a. If the task is not transaction intensive and does not have significant confidential information
- b. If the task is transaction intensive and does not have significant confidential information
- c. If the task is not transaction intensive and has significant confidential information
- d. If the task is transaction intensive and has significant confidential information

Question Number : 49 Question Id : 70959726118 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

From a transaction costs perspective, which of the following makes market based arrangements (such as outsourcing) unfavourable?

- a. Potential of opportunistic behaviour by the supplier
- b. Potential of opportunistic behaviour by employees of organization
- c. Tendency of suppliers to charge high profits
- d. Lack of long term orientation from the suppliers

Question Number : 50 Question Id : 70959726119 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Outsourcing deals have become increasingly popular during the last few decades because

- a. Multinational enterprises are able to take advantage of economies of scale and scope at a global scale
- b. Business environment has become more uncertain and intensely competitive
- c. Progress in information and communication technology has reduced transaction costs
- d. Progress in information and communication technology has increased transaction costs

Question Number : 51 Question Id : 70959726120 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following is not true about a supplier that aggregates volumes?

- a. It cannot innovate because it is always focused on reducing costs
- b. It delivers value by doing certain specific tasks better than its customers
- c. It specializes by focusing its resources on specific activities
- d. It reduces cost by gaining economies of scale

Question Number : 52 Question Id : 70959726121 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

An organization might go to the market (outsource) to acquire a specific knowledge from a consulting organization, even if that is expensive because

- a. Outsourcing can enable faster-time-to-market
- b. The organization does not have the resources to develop that competence in-house
- c. Developing the competence in-house will be very expensive
- d. That specific competency is not deemed core to its operations

Question Number : 53 Question Id : 70959726122 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

An organization might go to the market (outsource) to acquire a specific knowledge from a consulting organization, even if that is expensive because

- a. Outsourcing can enable faster-time-to-market
- b. The organization does not have the resources to develop that competence in-house
- c. Developing the competence in-house will be very expensive
- d. That specific competency is not deemed core to its operations

Question Number : 54 Question Id : 70959726123 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following characteristics make tasks suitable for outsourcing to a third party aggregator?

- a. If the task is not transaction intensive and does not have significant confidential information
- b. If the task is transaction intensive and does not have significant confidential information
- c. If the task is not transaction intensive and has significant confidential information
- d. If the task is transaction intensive and has significant confidential information

Question Number : 55 Question Id : 70959726124 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following was not within the scope of Adam Smith's discourse on specialization?

- a. Specialization of individuals
- b. The disadvantages when individuals tend to be generalists
- c. Need for individuals to focus on specific activities
- d. Specialization of organizations

Question Number : 56 Question Id : 70959726125 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

By standardizing the design and manufacturing process of cars, Henry Ford was able to

- a. Make the manufacturing process very simple and easy to replicate
- b. Produce cars that were easy to drive
- c. Reduce the bargaining power of labour
- d. Show limitations of Fredrick Taylor's model of scientific analysis

Question Number : 57 Question Id : 70959726126 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Outsourcing deals have become increasingly popular during the last few decades because

- a. Multinational enterprises are able to take advantage of economies of scale and scope at a global scale
- b. Business environment has become more uncertain and intensely competitive
- c. Progress in information and communication technology has reduced transaction costs
- d. Progress in information and communication technology has increased transaction costs

Question Number : 58 Question Id : 70959726127 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following is not true about a supplier that aggregates volumes?

- a. It cannot innovate because it is always focused on reducing costs
- b. It delivers value by doing certain specific tasks better than its customers
- c. It specializes by focusing its resources on specific activities
- d. It reduces cost by gaining economies of scale

Question Number : 59 Question Id : 70959726128 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

An organization might go to the market (outsource) to acquire a specific knowledge from a consulting organization, even if that is expensive because

- a. Outsourcing can enable faster-time-to-market
- b. The organization does not have the resources to develop that competence in-house
- c. Developing the competence in-house will be very expensive
- d. That specific competency is not deemed core to its operations

Question Number : 60 Question Id : 70959726129 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

An organization that makes a strategic choice to be a "cost leader"

- a. Needs to have a diverse product portfolio to meet customer needs
- b. Will eventually lose out to competitors who deliver premium products
- c. Often focusses on delivering basic functionality, reliably and consistently
- d. Often focusses on innovation and rapid introduction of product variants

Question Number : 61 Question Id : 70959726130 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

An organization might not outsource an activity even if it makes economic or financial sense because

- a. There may be risks associated with leakage of confidential information
- b. The core identity of the organization is tied to the activity
- c. The organization may want to develop the competence for that activity for strategic reasons
- d. Any or all of the above

Question Number : 62 Question Id : 70959726131 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

The craft mode of manufacturing, as discussed in the historical context of Ford Motor Company, produced cars that were

- a. Highly customized and expensive
- b. Expensive and very similar to one another
- c. Standardized and low priced
- d. Highly customized and low priced

Question Number : 63 Question Id : 70959726132 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

By standardizing the design and manufacturing process of cars, Henry Ford was able to

- a. Make the manufacturing process very simple and easy to replicate
- b. Produce cars that were easy to drive
- c. Reduce the bargaining power of labour
- d. Show limitations of Fredrick Taylor's model of scientific analysis

Question Number : 64 Question Id : 70959726133 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Mass manufacturing reduces cost of manufacturing through

- a. Increase in efficiency
- b. Reduction in variety
- c. Introduction of high degree of customization
- d. Options "a" and "b" above but not "c"

Question Number : 65 Question Id : 70959726134 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following best captures the trade-off involved with "work-from-home"?

- a. Employee satisfaction versus customer satisfaction
- b. Employee convenience versus need for controlling employee behaviour
- c. Employee satisfaction versus projecting a consistent image of the organization to the customer
- d. Employee convenience versus need for physical presence for collaboration and communication

Question Number : 66 Question Id : 70959726135 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Dotted line reporting in matrix structures indicates

- a. Directions of coordination that employees need to do vertically in the hierarchy
- b. Directions of coordination that employees need to do horizontally in the hierarchy
- c. Bosses who are primarily responsible for the employee's performance evaluation
- d. Bosses who are primarily responsible for development of the employee

Question Number : 67 Question Id : 70959726136 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which among the following is most important for an organization to be consciously aware of in competitive scenarios

- a. What kind of organization structure it should have?
- b. What is the advantage it has when compared to its competitors?
- c. What is its core competence?
- d. What is the leadership pipeline that it can build during the growth phase?

Question Number : 68 Question Id : 70959726137 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Organizations that provide customized products and services would typically

- a. Have highly centralized operations
- b. Provide greater flexibility and discretion to its employees
- c. Focus on efficiency as a primary goal
- d. Provide lesser flexibility and discretion to its employees

Question Number : 69 Question Id : 70959726138 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

An organization that makes a strategic choice to be a "cost leader"

- a. Needs to have a diverse product portfolio to meet customer needs
- b. Will eventually lose out to competitors who deliver premium products
- c. Often focusses on delivering basic functionality, reliably and consistently
- d. Often focusses on innovation and rapid introduction of product variants

Question Number : 70 Question Id : 70959726139 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following is a disadvantage of decentralization, especially for non-routine decisions?

- a. It consumes more time and resources
- b. It leads to poor quality decisions
- c. It makes employees less accountable to the decision
- d. It creates lesser opportunities for developing leaders

Question Number : 71 Question Id : 70959726140 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Whenever an organization structure is differentiated, there is need for integration because

- a. Integration leads to better quality of innovation
- b. Customers and markets demand integrated product or service
- c. Employees work better when there is an integrated environment
- d. Integration enables better utilization of resources

Question Number : 72 Question Id : 70959726141 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following is not achieved through formalization?

- a. Integration among the different organizational units
- b. Leveraging diversity of skills and experiences
- c. Coordination among different organizational units
- d. Predictability and consistency

Question Number : 73 Question Id : 70959726142 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following is a disadvantage of a "tall" organization?

- a. It takes lesser time for information to flow from the bottom to the top
- b. It takes greater time for the vision to be shared across the organization
- c. It reduces the average span of control
- d. Options "a" and "c" but not "b"

Question Number : 74 Question Id : 70959726143 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

One of the disadvantages of a "flat" organization is

- a. It has narrow spans of control
- b. It slows down decision making
- c. Employees may not receive enough attention from their superiors
- d. It provides lot of opportunities for promotion

Question Number : 75 Question Id : 70959726144 Question Type : MCQ Option Shuffling : No Display Question Number : Yes Single Line Question Option : No Option Orientation : Vertical

Correct Marks : 1 Wrong Marks : 0

Which of the following is likely to have narrow span of control?

- a. The research department of an organization employing senior scientists
- b. The research department of an organization employing junior scientists
- c. The mechanical engineering department of a reputed Engineering College
- d. Factory shop floor of a manufacturing organization