23BAT313 – Organizational Theory, Design and Development

Puzzles

1. **The Identity Puzzle**:

   o **Puzzle**: Imagine an organization where employees from different departments struggle to understand the company's mission. How would you define the meaning of the organization to unify its employees?

   o **Solution Approach**: Focus on clearly articulating the organization's purpose, mission, and values. Create a shared understanding through communication and alignment activities.

2. **The Structure Dilemma**:

   o **Puzzle**: An organization is facing confusion due to a lack of clear roles and responsibilities. What organizational structure would you propose to clarify roles and improve efficiency?

   o **Solution Approach**: Consider defining a clear hierarchical structure, or implementing a matrix structure, depending on the organization's needs.

Puzzles on Need for Existence

3. **The Survival Question**:

   o **Puzzle**: A company in a competitive market struggles to justify its continued existence. What strategies can it employ to demonstrate its unique value and ensure its survival?

   o **Solution Approach**: Analyze and emphasize unique selling propositions, adapt to market changes, innovate products/services, and strengthen customer relationships.

4. **The Purpose Dilemma**:

   o **Puzzle**: An organization is experiencing low employee morale because the purpose of the company is not clear to its staff. How would you redefine the organization's purpose to boost morale and productivity?

   o **Solution Approach**: Engage employees in redefining the company's mission, making it relevant to current market needs and aligning it with employees' values.

Puzzles on Organizational Effectiveness

5. **The Efficiency Challenge**:

   o **Puzzle**: A company is highly productive, but its employees feel overworked and the quality of output is declining. How can the organization improve effectiveness without compromising employee well-being?

   o **Solution Approach**: Implement work-life balance initiatives, focus on quality over quantity, and optimize processes to eliminate unnecessary workload.

6. **The Goal Alignment Puzzle**:

   o **Puzzle**: Different departments within an organization are pursuing their own goals, leading to a lack of cohesion. How would you align these goals to improve overall organizational effectiveness?

   o **Solution Approach**: Establish clear organizational goals and ensure that departmental objectives are aligned through regular communication and performance reviews.

Puzzles on Creation of Value

7. **The Value Proposition Conundrum**:

   o **Puzzle**: A company is struggling to create a compelling value proposition that resonates with customers. What steps would you take to develop a value proposition that differentiates the company from its competitors?

   o **Solution Approach**: Conduct market research to understand customer needs, identify gaps in the market, and develop a value proposition that addresses these gaps uniquely.

8. **The Innovation Dilemma**:

   o **Puzzle**: An organization wants to create value through innovation but is unsure where to focus its efforts. How would you identify the areas where innovation could provide the most value?

   o **Solution Approach**: Analyze market trends, customer feedback, and internal capabilities to identify opportunities for innovation that align with the organization's strengths.

Puzzles on Measuring Organizational Effectiveness

9. **The Metrics Challenge**:

- **Puzzle**: An organization is unsure how to measure its effectiveness. What key performance indicators (KPIs) would you recommend, and why?

- **Solution Approach**: Suggest KPIs like customer satisfaction, employee engagement, financial performance, and operational efficiency, tailored to the organization's goals.

10. **The Balanced Scorecard Puzzle**:

- **Puzzle**: A company is considering implementing the Balanced Scorecard to measure organizational effectiveness but is uncertain about which perspectives to focus on. How would you tailor the Balanced Scorecard to this organization?

- **Solution Approach**: Identify critical success factors in areas such as financial performance, customer satisfaction, internal processes, and learning and growth, and align the scorecard to these areas.