

MNG2602 STUDY GUIDE SOLUTION

LEARNING UNIT 1 – FEATURES OF CONTEMPORARY ORGANISATIONS AND NEW MANAGEMENT CHALLENGES

MULTIPLE-CHOICE QUESTIONS

1. 4
2. 3
3. 3
4. 2
5. 3
6. 4
7. 3
8. 2

CASE STUDY QUESTIONS

1. **Is Siemens a global or international organisation? Substantiate your answer with evidence from the case study.**

A **global organisation** operates in many countries as an integrated unit.

“Siemens AG is a global electrical and electronics business with a turnover of 53 billion Euro. The – organisation employs over 450,000 people worldwide and is based in Munich, Germany. From there, executives oversee work carried out in the name of Siemens all over the world.”

2. **Providing evidence from the case study, would you classify Siemens as a “new” organisation?**

Yes, Siemens can be classified as a new organisation as it exhibits numerous features of a new organisation, namely:

- **Global:** *“Using its worldwide presence, Siemens aims to meet the needs of a range of global markets. All its companies report to the German parent company.”*
- **Internally Networked:** *“Siemens works within a new global strategy, 'Siemens One'. In all its activities, customers can call upon the potential of other Siemens groups Siemens groups use a team approach where the philosophy is that if one does not possess a skill, another will. If a particular part of the business requires something offered by another elsewhere, then that product or service is supplied.”*
- **Externally Networked:** *“Through buying other businesses and strategic alliances with suppliers has grown to acquire different skill, to become a household name in electronics.”*
- **Flat structure and Flexibility:** *“Siemens is proud of its flat structure and flexibility as this allows the company to better meet local needs”.*
- **Workforce diversity:** *“Siemens AG is a global electrical and electronics business with a turnover of 53 billion Euro. The – organisation employs over 450,000 people worldwide and is based in Munich, Germany. From there, executives oversee work carried out in the name of Siemens all over the world.”*

3. Identify two change stimuli present in the case study.

Globalisation, technological advances are apparent in the case. However did you notice increased customer power?

“Siemens continually acquires new businesses to offer what its customers need, which is increasingly end-to-end integrated solutions that allow them to concentrate on their core business. Siemens both in the UK and globally is a dynamic and responsive business.”