



MB 117 C (R)

III Semester M.B.A. Examination, July 2010
MANAGEMENT
Elective – C : Human Resource (Repeater)
Course – 17 C : (Organisational Development)

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any five** of the following sub-questions. **Each** sub-question carries **two** marks. **(5×2=10)**
- a) What do you mean by first order change ?
 - b) List Structural intervention techniques.
 - c) What do you understand by planned change ?
 - d) What are Quality Circles ?
 - e) What are the sources of power ?
 - f) What do you understand by OCTAPACE ?
 - g) What are Cross-functional teams ?

SECTION – B

- Answer **any four** of the following. **Each** question carries **five** marks. **(4×5=20)**
- 2. Discuss the conditions for optimal success of OD in organisations.
 - 3. What are the features and controversies associated with the technique of sensitivity training ?
 - 4. What is Third Party Peace making ?
 - 5. Explain any one model of planned change.
 - 6. What are the reasons for resistance to change efforts ?
 - 7. What are parallel learning structures ?

P.T.O.



SECTION – C

Answer **any three** of the following. **Each** question carries **ten** marks. **(3×10=30)**

8. Explain the process of Action Research.
9. Discuss the phases of OD programs as a component of program management.
10. Explain the six critical areas to be reviewed in diagnosing organisational problem.
11. Discuss the issues in consultant client relationship.
12. Examine the problems involved in research on OD.

SECTION – D

13. Case (**compulsory**)**15**

The chairmen of Exxon Corporation and Mobil Corporation agreed that combining the two huge operations would be a success because their assets - refineries, gas stations, oilfields all over the world – were a good fit. The deal promised to yield \$2.8 million in savings. The real question, however, is not the fit of assets but the fit between the two corporate cultures.

Even though they are in the same industry, Exxon's and Mobil's cultures are as different as night and day, and their corporate symbols reflect the differences. Exxon's stalking tiger has become an icon for the company, representing power. The tiger also represents Exxon's huge size, tight lipped business approach, and conservative style. Mobil's flying horse, a more whimsical mascot, is more open to the public and to new ideas.

Exxon, well known for its Valdez oil spill in 1989, is publicity shy. Its chairman says a good day is when Exxon stays out of the news. Mobil, however, wears its image on its sleeve, and has no qualms about being outspoken. The company went to battle with the media in the 1970s over the media's (in Mobil's view) biased coverage of the oil embargoes. Mobil was also the first oil company to push energy conservation in the U.S.



Exxon is slow and deliberate in its decision making. Its culture involves lots of reviews and lots of steps before decisions are made. The mix of its oil assets is conservative, and its production strategy is focused on the North Sea and North America. Mobil, in contrast, has always taken risks, venturing into natural gas in the 1980s before it became the thing to do among oil companies. It also moved boldly into Central Asia, taking advantage of the dissolution of the Soviet Union. Not all of Mobil's risk taking has worked, which may be one reason the company is joining Exxon.

Mobil's top management will be working for Exxon's leadership. Will Exxon's corporate culture effectively use the risk-taking talent of Mobil ? Will Mobil's corporate culture and identity survive ? Only time will tell.

Answer **all** the questions.

- 1) Identify the issues involved in the case.
- 2) What are some actions Exxon and Mobil can take to avoid Culture conflict ?
