

**MBA DEGREE EXAMINATIONS: JUNE/JULY 2013**

Third Semester

**MASTER OF BUSINESS ADMINISTRATION**

MBA593: Organisational Development and Transformations

**Time: Three Hours**

**Maximum Marks: 100**

**Case Study:-**

**PART A (1 x 20 = 20 Marks)**

1. The cultures of Google and Procter & Gamble (P&G) could not be more different. P&G is notoriously controlled, disciplined, scalable, and rigid—so much so that employees call themselves "Proctoids." Google is just as famous for its laid-back, unstandardized, free-flowing culture.

So what would cause these two large, successful examples of strong—yet dissimilar—corporate culture decide to socialize one another's employees? One reason clearly is marketing: P&G sees more of its future marketing efforts occurring online, and Google, of course, is an ideal fit for that strategy. Google, for its part, sees P&G as the ultimate "heavy hitter" buyer for its ad space (P&G is the biggest advertiser in the world).

However, it also seems clear this is about more than marketing. After all, P&G and Google do business with plenty of organizations with which they don't swap employees. Both companies believe that by exposing key managers to a culture that emphasizes innovation, but in a wholly different way, they can push their own innovation even further.

Sometimes we learn the most from the ways in which we are different, and that's certainly the case here. In one of the early employee swaps, Denise Chudy, a Google sales team leader, stunned P&G managers with recent data indicating online search for the word coupons was up 50 percent in the past year. P&G staffers see themselves as members of one of the world's most innovative and data driven organizations, famous for tracking consumer preferences, product use, and buying behavior. They are not easily stunned. To enter Google's own universe was a humbling, and challenging, learning experience.

**Questions**

1. Do you think the employee swap between Google and P&G is a good idea for all companies? Why or why not? Why do so few companies do this?
2. One of the reasons P&G and Google agreed to the swap was to transmit the best aspects of the other company's culture to their own. Drawing from this chapter, describe how culture might be transmitted in such swaps

**Answer all the Questions:-**

**PART B (10 x 2 = 20 Marks)**

2. What is Organizational Development?
3. Action research is used frequently in OD. Why?
4. What is Kurt Lewin's model of change?
5. What is the system theory perspective of OD?
6. For a OD intervention that targets the total organisation, what diagnostic method will you use?
7. What are parallel leaning structures?
8. What are the skills that are required for a consultant who works in a political environment?
9. What is glass ceiling?
10. What are career anchors?
11. What are the values of OD? Are they Universal?

**PART C (4 x 15 = 60 Marks)**

12. a) Discuss in detail the foundations on which OD is built.  
(OR)  
b) Details the challenges that OD practioner faces in client organizations.
13. a) Explain the phases of OD program  
(OR)  
b) Discuss the factors that influence quality of work life and how should organizations respond to them?
14. a) With changing scenario in business, how do you think OD will change in the future?  
(OR)  
b) Discuss the model of power and influence in an organization.
15. a) Discuss the role of management & employee in the career development  
(OR)  
b) What are the dimensions of organizational effectiveness? How can they be measured.

\*\*\*\*\*