



GENERAL INSTRUCTIONS TO THE CANDIDATES

1. Candidates are instructed to answer the questions as per Bloom's Taxonomy knowledge level (K₁ to K₆)
2. Candidates are strictly instructed not to write anything in the question paper other than their roll number.
3. Candidates should search their pockets, desks and benches and handover to the Hall Superintendent/ Invigilator if any paper, book or note which they may find therein as soon as they enter the examination hall.
4. Candidates are not permitted to bring electronic watches with memory, laptop computers, personal systems, walkie-talkie sets, paging devices, mobile phones, cameras, recording systems or any other gadget / device /object that would be of unfair assistance to him / her.
5. Corrective measures as per KCT examination policies will be imposed for malpractice in the hall like copying from any papers, books or notes and attempting to elicit the answer from neighbours.

MBA DEGREE EXAMINATIONS:DEC 2014

(Regulation 2014)

First Semester

MASTER OF BUSINESS ADMINISTRATION

MBA616: Managing Organizations

Time: Three Hours

Maximum Marks: 100

Case Study:-

PART A (1 x 20 = 20 Marks)

1. A lot of mergers lead to culture clashes and, ultimately, failure. So in 2005 when banking giant Bank of America (BOA) announced its \$35 billion acquisition of credit card giant MBNA, many thought that in a few years this merger would join the heap of those done in by cultural differences.

MBNA's culture was characterized by a free-wheeling, entrepreneurial spirit that was also quite secretive. MBNA employees also were accustomed to the high life. Their corporate headquarters in Wilmington, Delaware, could be described as lavish, and employees throughout the company enjoyed high salaries and generous perks—from the private golf course at its headquarters to its fleet of corporate jets and private yachts.

Bank of America, in contrast, grew by thrift. It was a low-cost, no-nonsense operation. Unlike MBNA, it believed that size and smarts were more important than speed. It was an acquisition machine that some likened to *Star Trek*'s relentless Borg collective.

In short, the cultures in the two companies were very, very different.

Although these cultural differences seemed a recipe for disaster, it appears, judging from the reactions of BOA and MBNA employees, that the merger has worked. How can this be?

BOA had the foresight to know which MBNA practices to attempt to change and which to keep in place. Especially critical was BOA's appreciation and respect for MBNA's culture. "On Day 1, I was directed that this was not like the ones you are used to," said Clifford Skelton, who had helped manage BOA's acquisition of FleetBoston Financial before moving on to MBNA.

To try to manage the cultural transition, executives of both companies began by comparing thousands of practices covering everything from hiring to call-center operations. In many cases, BOA chose to keep MBNA's cultural practices in place.

In other cases, BOA did impose its will on MBNA. For example, because MBNA's pay rates were well above market, many MBNA managers were forced to swallow a steep pay cut. Some MBNA employees left, but most remained. In other cases, the cultures co-adapted. For example, MBNA's dress code was much more formal than BOA's business-casual approach. In the end, a hybrid code was adopted, where business suits were expected in the credit card division's corporate offices and in front of clients, but business casual was the norm otherwise.

While most believe the merger has been successful, there are tensions. Some BOA managers see MBNA managers as arrogant and autocratic. Some MBNA managers see their BOA counterparts as bureaucratic.

What about those famous MBNA perks? As you might have guessed, most have disappeared. All but one of the corporate jets is gone. The golf course was donated to the state of Delaware. Gone, too, are most of the works of art that hung in MBNA's corporate offices.

Of course, BOA made another, more recent and much larger acquisition: Merrill Lynch. Whether the BOA–Merrill merger proves a success is still too early to tell.

Answer all the Questions

- a. In what ways were the cultures of Bank of America and MBNA incompatible? K₁
- b. Why do you think their cultures appeared to mesh rather than clash? K₁
- c. Do you think culture is important to the success of a merger/acquisition? Why or why not? K₁
- d. How much of the smooth transition, if any, do you think comes from both companies glossing over real differences in an effort to make the merger work? K₁

Answer all the Questions:-

PART B (10 x 2 = 20 Marks)

- 2. Define Management K₁
- 3. What are the essential skills required for a Managers? K₁
- 4. What is Information System?- K₁
- 5. Explain the concept of DBMS. K₅
- 6. Is Job Involvement an Attitude? Why? K₁
- 7. Define motivation. What are the key elements of motivation? K₁
- 8. What is perception? Why is this important to the study of OB? K₁
- 9. What is conflict? K₁
- 10. What are the causes and consequences of political behavior? K₁
- 11. How is culture transmitted to employees? K₁

PART C (4 x 15 = 60 Marks)

- 12. a) Discuss the relevance of scientific management theory to the modern day workplace K₆
- (OR)
- b) Explain the following types of business organizations with examples K₂
 - a) Public Limited Company
 - b) Partnership firm
 - c) Not for Profit Organizations
 - d) Cooperative Societies

13. a) Illustrate the difference between E commerce and E Business with suitable examples K₂
(OR)
b) How does enterprise software enable a business to use industry-proven best practices K₁
14. a) Managing individuals has become a challenge in today's organization –Elucidate with K₄
examples.
(OR)
b) Define personality? How do we typically measure it? What factors determine K₁
personality?
15. a) Discuss the different types of motivational theories how are they linked to motivation. K₆
(OR)
b) “If change is permanent”, what are the ways to adopt and practice the change in an K₁
organization.
