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MBAH 551

IV Semester M.B.A. Degree Examination, May/June 2019

BUSINESS ADMINISTRATION

Strategic Management

Time : 3 Hours]

[Max. Marks : 70

SECTION - A

(Compulsory)

Answer to the question should not exceed 6 pages. **(1 × 15 = 15)**

1. "The attainment of an appropriate fit between an organisation's environment and its strategy, structure and processes has positive effects on the organisation's performance". Critically analyse.

SECTION - B

Answer **any five**, each question carries **8** marks. Answer to each question should not exceed 5 pages. **(5 × 8 = 40)**

2. How does strategic management typically evolve in a corporation?
3. According to Porter, what determines the level of competitive intensity in an industry?
4. What is the relevance of the resource based view of the firm to strategic management in a global environment?
5. Explain Porter's Generic Competitive Strategies with suitable examples.
6. What are the trade-offs between an internal and an external growth strategy? Which approach is best and why?
7. Compare and contrast SWOT analysis with Portfolio analysis.
8. How is the cellular organization different from the network structure? Explain.
9. Explain the strategic evaluation and control technique.

**SECTION - C****(Compulsory)**Answer to the question should not exceed 6 pages. **(1 × 15 = 15)****10. Case analysis :**

In 1994, Nokia entered the Indian market. Nokia India operated as a Subsidiary of Nokia Corporation. In 1995, the first mobile phone call in India was made through the Nokia network and on a Nokia handset. In order to have a better understanding of the Indian market, the R & D Centre was established in 2001. Nokia ruled the roots in the Indian mobile handset market. It launched several products specifically for the Indian market. One such highly popular product was the Nokia 1100, which had a flashlight built in, considering the erratic power supply situation in the country. Nokia also developed a wide distribution network, which helped it reach every nook and corner of the country.

Though Nokia was doing well, the early signs of the competition catching up emerged in 2004 when the company reported that though it was the largest mobile handset manufacturer in the world, its share was going down. By 2007, US-based Apple launched its first generation iPhone. The iPhone marked a breakthrough in smartphones and the iOS, a full touch screen app-based operating system, changed the way phones were being used.

Even when it decided to do away with Symbian in 2011, Nokia opted to go with Microsoft's operating system Windows Phone 7 OS for smartphones. Incidentally, that was the time when other handset manufacturers like HTC were shifting from Windows to the Android platform. Many observers believed that this was a defining moment for Nokia and resulted in its subsequent fall.

Nokia's global saga impacted its Indian operations too. Though it had launched several products particularly for the Indian market, it ignored several emerging trends in the market like dual SIM phones, and continued to launch phones with a single SIM. In 2008, Micromax, a local company, launched its dual SIM phones in the market, and these grew highly popular.



In 2013, Nokia launched an Android powered N1 Tablet, the manufacturing of which was licensed to a Chinese manufacturer, Foxconn. At that time, a Nokia spokesperson said that if the right partner was available, it would venture into smartphones, but it would happen only after 2016, after the agreement with Microsoft, which restricted it from entering the mobile phone business, came to an end. Again, in June 2015, the CEO of Nokia, Rajeev Suri, announced that Nokia was planning to return to mobile phones.

With HMD setting its sights on making Nokia a prominent player in the global mobile handset market once again, it started looking at India, once its key market, with renewed interest. Within a few months of the announcement of the launch of Nokia, HMD announced that 37% of registrations for Nokia phones and 30% of all the traffic on its global website were from India. HMD found that there was 95% awareness about Nokia in India and that smartphone users were willing to give Nokia another chance.

Soon after its launch, Nokia 3 became highly popular in India. It was launched a month before the other Nokia's smartphones and received good reviews from customers. Due to high demand, its production had to be increased. The subsequent phones also received positive feedback.

Nokia faced several challenges too. On the distribution front it needed to ensure availability through both online and offline channels. Over the years, e-commerce had become a channel of preference, especially for smartphone buyers, in the Tier I and Tier II cities, where needed to create a presence.

Questions :

- (a) What are the main reasons for the fall of mighty corporations and the stages a company goes through before failure?
- (b) Analyse how companies can be brought back from failure.
- (c) Examine the strategies that MNCs can follow in emerging markets.
- (d) What are the challenges faced by companies re-entering a market from which they made an exit?

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MBAS 553

IV Semester M.B.A. Degree Examination, May/June 2019

BUSINESS ADMINISTRATION

Financial Services

Time : 3 Hours]

[Max. Marks : 70

SECTION – A

(Compulsory)

Answer **any two** questions. Answer to the questions should not exceed 6 pages. **(2 × 10 = 20)**

1. Explain the drawbacks of the depository system and suggest measures to make it an efficient system.
2. Write a short note on the following :
 - (a) Treasury bills
 - (b) Commercial bills
3. What are the SEBI guidelines to primary issue and secondary issue?

SECTION – B

Answer **any three** questions. Answer to each question should not exceed 6 pages. **(3 × 12 = 36)**

4. Explain the new financial instruments with examples.
5. Explain the process and functions of credit rating agencies.
6. Elaborate the Nationalisation of banks in India.
7. ABC Finance Ltd. is a hire purchase and leasing company. It has been approached by a small Business firm interested in acquiring a machine through leasing. The quoted price of the machine is Rs. 5,00,000, 10% sale tax is extra. The lease will be for a primary lease period of 5 years. The finance company wants 8% post-tax return on the outlay. Its effective tax rate is 35%. The income tax rate of depreciation on the machine is 25% (WDV). Lease rents are payable in arrear at the end of each year. Calculate the annual rent to be charged by ABC Finance Ltd.
8. Explain the duties and responsibilities of merchant banker.



SECTION - C

(Compulsory)

Answer to the question should not exceed **6** pages. **(1 × 14 = 14)**

9. For the ABC Ltd has an investment plan amounting to Rs. 150 lakhs. The tax relevant rate of depreciation of ABC is 25 percent, marginal cost of capital and marginal cost of debt are 14 percent and 22 percent respectively. It is in 35 percent tax bracket. It is examining financial alternatives for its capital expenditure. A proposal from HML with the following features are under its active consideration.

- (a) Hire purchase plan : a flat rate of interest charge HML is 14 percent, the repayment of the amount is made in 48 equated monthly instalments. The hire is require to make down payment of 20 percent.
- (b) The lease rentals are payable at Rs. 48 per thousand per month, the primary lease period can be assumed to be 4 years. Assume SOYD method is used to allocate the total charge for credit under the hire purchase plan. The net salvage value of the asset after 4 years can be assumed to 30 lakhs.

Which alternative, leasing or hire purchase should the ABC use.

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MBAS 554

IV Semester M.B.A. Degree Examination, May/June 2019

BUSINESS ADMINISTRATION

International Financial Management

Time : 3 Hours]

[Max. Marks : 70

Instructions : Answer all sections. Marks are indicated against each section.

SECTION – A

Answer **any two** questions. Each question carries **10** marks. Answer to each question should not exceed **5** pages. **(2 × 10 = 20)**

1. Elucidate the evolution of international monetary system from the days of Bimetallism to recent times.
2. Explain each of the major types of international financial market instruments, noting their distinguishing characteristics and advantages.
3. Write a note on :
 - (a) International Working Capital Management and
 - (b) International Transfer Pricing.

SECTION – B

Answer **any three** questions. Each question carries **12** marks. Answer to each question should not exceed **6** pages. **(3 × 12 = 36)**

4. Explain the various methods of foreign currency translation. Discuss the determinants of operating exposure.
5. Describe the significance of country risk analysis. Explain the different techniques to assess country risk.
6. Write short notes on :
 - (a) International Investment Decisions
 - (b) International Fisher effect, and
 - (c) Eurobonds



7. TEK has imported components from its Joint venture in Japan, Sony-TEK, with payment of ¥ 8 million due in 6 months. City Bank has offered TEK the following Quotes :

Spot rate	
Six-month forward rate	¥ 108.20/\$
Six-month yen deposit rate	¥ 106.20/\$
Six-month dollar interest rate	1.250 per year
Six-month call option on yen at a strike price of ¥ 108/\$	2.5%
TEK's weighted average cost of capital	9.80%

Required :

- (a) What are the costs of each alternative?
 - (b) What are the risks of each alternative?
 - (c) Which alternative should TEK choose if it is willing to take a reasonable risk and has a directional view that yen may be depreciating versus the dollar during the next six months?
8. (a) Describe the concepts of cross hedging and currency diversification.
- (b) Assume that inter-affiliate cash flows are uncorrelated with one another. Calculate the standard deviation of the portfolio of cash held by the centralized depository for the following affiliate members.

Affiliate	Expected transactions (in \$)	Standard deviation (in \$)
USA	100,000	40,000
Canada	150,000	60,000
Mexico	175,000	30,000
Chile	200,000	70,000

SECTION - C

This section is Compulsory. It carries **14** marks. Answer to the question should not exceed **6** pages. **(1 × 14 = 14)**

9. Suppose that you are a U.S. based importer of goods from the United Kingdom. You expect the value of the pound to increase against the U.S. dollar (USD) over the next 30 days. You will be making payment on



a shipment of imported goods in 30 days and want to hedge your currency exposure. The U.S. risk-free rate is 5.5% and risk-free rate in U.K. is 4.5%. These rates are expected to remain unchanged over the next month. The current spot rate is \$ 1.5.

- (a) Indicate whether you should use a long or short forward contract to hedge the currency risk.
- (b) Calculate the no-arbitrage price at which you could enter into a forward contract that expires in 30 days.
- (c) Move forward 10 days. The spot rate is \$ 1.53. Interest rates are unchanged. Calculate the value of your forward position.

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MBAS 555

IV Semester M.B.A. Degree Examination, May/June 2019

BUSINESS ADMINISTRATION

Corporate Financial Restructuring

Time : 3 Hours]

[Max. Marks : 70

SECTION – A

Answer **any two** questions. Each question carries **10** marks. Answer to each question should not exceed **5** pages. **(2 × 10 = 20)**

1. Describe the scope and modes of corporate restructuring.
2. Elucidate the reasons for mergers and acquisition.
3. Discuss the problems of sick industries in India.

SECTION – B

Answer **any three** questions. Each question carries **12** marks. Answer to each question should not exceed **6** pages. **(3 × 12 = 36)**

4. Describe the procedure and practice for Buyback of Shares.
5. Explain the SWOT analysis of reverse merger.
6. Describe the factors to be consider in post-merger reorganization.
7. Elucidate different takeover defences used by corporate organizations.
8. A Co plans to acquire B Co. Before merger financial data are as follows :
A Co : MPS Rs. 100, No of shares 500000
B Co : MPS Rs. 50, No of shares 300000
The merger is expected to bring gains which have present value of Rs. 5 million. A Co offers 1.25 share in exchange of every two shares in B Co.
 - (a) What is the cost of merger to B Co?
 - (b) What is NPV to A Co?
 - (c) What is NPV to B Co?

**SECTION - C****(Compulsory)**Answer to this question should not exceed **6** pages. **(1 × 14 = 14)**

9. Small company is being acquired by large company on a share exchange basis. Their selected data are as follows :

Details	Large Co.	Small Co.
PAT (Rs. in lakhs)	56	20
Number of shares (lakh)	10	8
EPS (Rs.)	5.6	2.5
Price-earnings Ratio	12.5	7.5

Determine :

- (a) Pre-merger market value per share and the maximum exchange ratio large Co should offer without the dilution of EPS.
- (b) Post-merger price earnings ratio.

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MBAS 556

IV Semester M.B.A. Degree Examination, May/June 2019

BUSINESS ADMINISTRATION

International Marketing Management

Time : 3 Hours]

[Max. Marks : 70

SECTION - A

(Compulsory)

Answer to the question should not exceed **6** pages. **(1 × 15 = 15)**

1. Discuss the factors considered for targeting international markets.

SECTION - B

Answer **any five** of the following questions. Each question carries **8** marks. Answer to each question should not exceed **5** pages.

(5 × 8 = 40)

2. Explain the trends in foreign exchange control.
3. Explain the essential documents for claiming export assistance.
4. Describe strategies of product adaption in export product planning.
5. Explain the significance of pricing policies adopted by international marketers.
6. Analyze the impact of distributive logistics in International market.
7. Explain the different forms of direct exporting.
8. Examine the role of export processing zones in export promotion.
9. Explain the role of commercial banks in export financing.

**SECTION – C**

(Compulsory)

Answer to the question should not exceed **6** pages. **(1 × 15 = 15)**

10. The public sector Indian Oil Corporation (IOC), the major oil refining and marketing company which was also the canalizing agency for oil imports and the only Indian company in the Fortune 500, in terms of sales, planned to make a foray into the foreign market by acquiring a substantial stake in the Balal Oil field in Iran of the Premier Oil. The project was estimated to have recoverable oil reserves of about 11 million tones and IOC was supposed to get nearly four million tones.

When IOC started talking to the Iranian company for the acquisition in October 1998, oil prices were at rock bottom (\$ 11 per barrel) and most refining companies were closing shop due to falling margins. Indeed, a number of good oil properties in the Middle East were up for sale. Using this opportunity, several developing countries “made a killing by acquiring oil equities abroad”.

IOC needed Government’s permission to invest abroad. Application by Indian company for investing abroad is to be scrutinized by a special committee represented by the Reserve Bank of India and the finance and commerce ministries. By the time the government gave the clearance for the acquisition in December 1999 (i.e. more than a year after the application was made), the prices had bounced back to \$ 24 per barrel. And the EII of France had virtually took away the deal from under IOC’s nose by acquiring the Premier Oil.

The RBI, which gave IOC the approval for \$ 15 million investment, took more than a year for clearing the deal because the structure for such investments were not in place, it was reported.

Questions :

- (a) Discuss internal, domestic and global environments of business revealed by this case.
- (b) Discuss whether it is the domestic or global environment that hinders the globalisation of Indian business.
- (c) Even if Elf had not acquired Premier Oil, what would have been the impact of the delay in the clearance on IOC?
- (d) What would have been the significance of the foreign acquisition to IOC?
- (e) What are the lessons of this case?

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MBAS 557

IV Semester M.B.A. Degree Examination, May/June 2019

BUSINESS ADMINISTRATION

Service Marketing

Time : 3 Hours]

[Max. Marks : 70

SECTION – A

(Compulsory)

This question carries **15** marks. Answer to the question should not exceed **6** pages. **(1 × 15 = 15)**

1. Service sector has contributed to the growth of economies in the twenty-first century. Do you agree? Discuss the factors that have stimulated the growth of service sector in India.

SECTION – B

Answer **any five** of the following questions. Each question carries **8** marks. Answer to each question should not exceed **5** pages. **(5 × 8 = 40)**

2. Explain the meaning and unique characteristics of services. What implications do unique characteristics of services have for service marketers?
3. Explain with suitable examples the marketing mix of services. How does it differ from the marketing mix of goods?
4. What are Information and Mental stimulus processing services? What different challenges do they pose to the service marketers? Illustrate your answer.
5. What are service encounters? Taking the example of a people processing service, explain the critical incidents in service encounters that are satisfying and dissatisfying.
6. What is service expectations? What factors influence service expectations? Illustrate.



7. What is perceived risk? Discuss the different types of perceived risks in purchasing and using services.
8. What is positioning map? Discuss how positioning maps help service marketers.
9. What is 'Servicescape'? Explain its role in the development of marketing communication strategy for services.

SECTION – C

(Compulsory)

This question carries **15** marks. Answer to the question should not exceed **6** pages. **(1 × 15 = 15)**

10. Select a people processing service of your choice. With the help GAP model, enlist the seven service quality shortfalls. Analyse the specific causes of each GAP and suggest strategies to bridge them.

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MBAS 558

IV Semester M.B.A. Degree Examination, May/June 2019

BUSINESS ADMINISTRATION

Rural Marketing

Time : 3 Hours]

[Max. Marks : 70

SECTION - A

(Compulsory)

Answer to the question should not exceed **6** pages. **(1 × 15 = 15)**

1. What are the environmental factors affecting rural marketing? Give suitable examples.

SECTION - B

Answer **any five** questions from the following. Each question carries **8** marks. Answer to each question should not exceed **5** pages.

(5 × 8 = 40)

2. Examine the challenges of rural marketing mix.
3. Quoting suitable examples, explain how social factor influence rural consumer behaviour.
4. With a suitable example, explain the role of opinion leader in the decision making process of rural consumers.
5. What kind of integrated marketing communication would you design to promote your products in rural market? Explain with suitable examples.
6. What is segmentation? What are the pre-requisites for effective segmentation?
7. Explain the strategies available for rural marketers to handle the issue of fake products in rural markets.



8. Examine the modern distribution models used to serve rural markets.
9. Apply the rural marketing research process to conduct a research for rural households, to understand the market for perfumed hair oil.

SECTION – C

(Compulsory)

Answer to the question should not exceed **6** pages. **(1 × 15 = 15)**

10. In its ongoing race with Flipkart and Amazon India for a e-commerce supremacy, Snapdeal is set to tap into the rural areas in India. In partnership with FINO Pay Tech, Snapdeal will reach out to people living in slums like Dharavi in Mumbai and villages in Rajasthan and Haryana, among many others, as Times of India reports.

The e-commerce company plans to set up as many as 5,000 e-commerce kiosks across 70,000 rural areas in India. These kiosks will include PCs and tablets for people to go online and shop, and will also act as collection points for packages. A FINO agent at the kiosk will login and help people shop for products across a wide range of categories including speakers, juicers, solar lanterns, diner sets, cameras, and mobile phones among others. Snapdeal's Kunal Bahl believes that by tapping into the rural market, the company will be able to reach around 5-10 crore new customers in the next three years.

Snapdeal isn't the only company looking to tap into the Indian rural market. Amazon India is reported to be in talks with the government to improve the Indian postal service, and also use to ramp up its delivery mechanism to within 24 hours anywhere within the country. Flipkart's, Sachin Bansal too was recently quoted as saying that the company was in talks with the government to roll out better connectivity in rural areas, which would boost e-commerce in these areas.

Questions :

- (a) According to you, what has prompted e-commerce companies to go rural?
- (b) What could be the role of government in promoting e-commerce in rural India? Which government policy could have prompted e-commerce in rural India?
- (c) What would be the success and failure factors for an e-commerce company operating in rural India?

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MBAS 559

IV Semester M.B.A. Degree Examination, May/June 2019

BUSINESS ADMINISTRATION

Global Human Resource Management

Time : 3 Hours]

[Max. Marks : 70

SECTION – A

(Compulsory)

Answer to the question should not exceed **6** pages. **(1 × 15 = 15)**

1. Give explanatory note on global compensation practices adopted by the MNCs.

SECTION – B

Answer **any five** questions. Each question carries **8** marks. Answer to each question should not exceed **5** pages. **(5 × 8 = 40)**

2. Discuss the impact of national culture on HRM and employee management issues.
3. Write a note on HRM in Cross-Border Mergers and Acquisitions.
4. Discuss the selection process in GHRM.
5. Explain the various policies and practices of International staffing.
6. Discuss the steps in designing of repatriation programme.
7. Write a note on ethical practices in GHRM.
8. Explain the significance of participative management in the light of Global Industrial unrest.
9. Discuss the HRM Practices in developed countries like USA and compare with the practices in India.

**SECTION – C****(Compulsory)**Answer to the question should not exceed **6** pages. **(1 × 15 = 15)**

10. Watson Public Ltd., is well known for its welfare activities and employee oriented schemes in manufacturing industry from more than ten decades. The company employs more than 800 workers and 150 administrative staff and 80 management level employees. The top level management views all the employees at same level. This can be clearly understood by seeing the uniform of the company which is same for all starting from MD to floor level workers. The company has two different cafeterias at different places one near the plant for workers and other near the administration building. Though the place is different the amenities, infrastructure and the food provided are of same quality. In short, the company stands by the rule 'Employee Equality'.

The company has one registered trade union and the relationship between the union and the management is very cordial. The company has not lost a single man day due to strike. The company is not a pay master in the industry. The compensation policy of that company when compare to other similar companies, is very less till the employees don't have many grievances due to the other benefits provided by the company. But the company is facing countable number of problems in supplying the materials in recent past days. Problems like quality issues, mismatch in packing materials (placing material A in box of material B), in correct labelling of material, not dispatching the materials on time etc.,

The management views the case as there are loop holes in the system of various departments and handover the responsibility to HR department to solve the issue. Then the HR manger goes through the issues he realized that the issues are not relating to system but it relates to the employees. When investigated he came to know that the reason beyond the causal approach by employees in work is ;

- The company hired new employees for higher level post without considering the potential internal candidates.
- The newly hired employees are placed with higher packages then that of existing employees in the same cadre.



Questions :

- (a) Narrate the case with suitable title for the case. Justify your title.
 - (b) The points raised by the HR manager as reason for the latest issue in the organization is justifiable or not. Support your answer with human resources related concepts.
 - (c) Help the organization to come out from this critical issue, if you are in the role of HR manager.
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MBAS 560

IV Semester M.B.A. Degree Examination, May/June 2019

BUSINESS ADMINISTRATION

Compensation Management

Time: 3 Hours]

[Max. Marks : 70

SECTION – A

(Compulsory)

Answer to the question should not exceed **6** pages. **(1 × 15 = 15)**

1. Discuss the tax implication of employee compensation package to the employer.

SECTION – B

Answer **any five** questions. Each question carries **8** marks. Answer to each question should not exceed **5** pages. **(5 × 8 = 40)**

2. Discuss the various dimensions of compensation program.
3. What are the motivational issues in compensation management? Explain.
4. Explain how the compensation acts as retention strategy.
5. Elucidate the significance of performance appraisal system.
6. Critically examine the theories of wages.
7. What are the legally required benefits of employees? Discuss.
8. What are the fringe benefits available to employees? Explain.
9. Explain the various types of incentives to employees in an organization.



SECTION – C

(Compulsory)

Answer to the question should not exceed **6** pages. **(1 × 15 = 15)**

10. The ABC company has used the EVA model for employee compensation. With the implementation of Economic Value Added (EVA)-based compensation, the salary of employees comprised of two parts – fixed and variable. The variable part of the salary was arrived after considering business unit EVA, corporate EVA, and also individual performance EVA. During the fourth quarter of the financial year (FY) 2007-2008, ABC announced its plans to slash 1.5 percent of the variable component of employee salaries since its EVA targets for the third quarter of FY 2007-2008 were not met. The company came in for severe criticism and it was accused of not being transparent with respect to EVA calculation. However, some analysts felt that the pay cuts were a result of the macroeconomic challenges that the Indian companies were facing.

Questions :

- (a) What do you think how the situation could have been managed better if you have been the HR manager in the ABC company during this time?
 - (b) Whether decision of the company to slash salary by 1.5 per cent is correct?
 - (c) What are the macro economic challenges that Indian companies were facing?
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MBAS 561

IV Semester M.B.A. Degree Examination, May/June 2019

BUSINESS ADMINISTRATION

Performance Management

Time : 3 Hours]

[Max. Marks : 70

SECTION – A

(Compulsory)

Answer to this question should not exceed **6** pages. **(1 × 15 = 15)**

1. Explain the process of Building and Leading High Performance Teams.

SECTION – B

Answer **any five** questions. Answer to each question should not exceed **5** pages. **(5 × 8 = 40)**

2. Discuss the concerns and scope of performance management.
3. How are performance standards defined and capability requirements identified?
4. Discuss the MBO process of setting mutual expectations and performance criteria.
5. Explain the ways of measuring performance.
6. What are the merits and constraints 360 degree feedback?
7. Give a brief account of Behavioural Anchored Rating Scales (BARS) as a method of performance appraisal.
8. Draw the similarities and differences in the concepts of performance appraisal and potential appraisal.
9. Explain the process of operationalizing change through performance management.



SECTION – C

(Compulsory)

Answer to the question should not exceed **6** pages. **(1 × 15 = 15)**

10. Mallory Murray had not had much experience working as part of a team. What little exposure she had to teams was in her organizational behavior, marketing research, and strategy formulation courses. When she interviewed with ThinkLink she did not give much thought to the extensive use of cross-functional teams. She did tell them she worked well with people and thought that she could be an effective team player.

Mallory joined ThinkLink as an assistant marketing manager for software programs designed to help students learn algebra and geometry. Mallory's boss is Lin Chen (marketing manager). Other members of the team she is currently working with include Todd Schlotsky (senior programmer), Laura Willow (advertising), Sean Traynor (vice president for strategic marketing), Joyce Rothman (co-founder to ThinkLink, who now works only part-time in the company; formerly a high-school math teacher; the formal leader of this project), and Harlow Gray (educational consultant).

After her first week on the job, Mallory was seriously thinking about quitting. Every decision seems to be a power contest. What makes her job particularly difficult is that she does not have any specific job responsibilities. Mallory's project team has a deadline only six weeks away, and they are at least two weeks behind schedule. Everyone is aware that there's a problem but no one seems to be able to solve it. Neither Lin Chen nor Joyce Rothman is showing any leadership.

Questions :

- (a) Discuss cross-functional teams in terms of their propensity to create conflict.
- (b) How do team interventions help in reducing conflict?
- (c) If you were Mallory, what OD interventions would you apply to lessen the conflict on the core project? Elaborate.