

programme. Last OD programme was conducted by Mr. Bakshi and team. The company was satisfied with the performance of Mr. Bakshi. This time also company wanted to give job of OD programme to Mr. Bakshi only. As Mr. Bakshi was having health problem other OD consultant Mr. Roy was appointed. Mr. Bakshi and Mr. Roy are competitors and work in the same area.

Mr. Roy started his work but his work was very slow and could not show acceptable result within six months. In monthly review meeting he was bringing forward the short falls made by previous consultant Mr. Bakshi. He was pointing that Mr. Bakshi has not done good work because of which the company could not perform better. First I will have to rectify the mistakes made by Mr. Bakshi and then only I can move forward. Mr. Roy was doing this because of rivalry with Mr. Bakshi. Mr. Roy wanted to defame Mr. Bakshi so that in future he should get the job. He also brought to the notice of management that the delay in the work is not because of him but it is because of Mr. Bakshi. He was unnecessarily making delay in the work so that he can get more fees.

Questions :

- (1) Analyse the case. 5
- (2) Is Mr. Roy ethically right ? Evaluate the case keeping in mind the professional ethics of consultant. 9

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M.B.A. Semester—IV (New Course) Examination

ORGANIZATIONAL DEVELOPMENT AND INTERVENTION STRATEGIES

Paper—MBA/4302/OB

Time : Three Hours]

[Maximum Marks : 70

Note :—(1) Attempt **ALL** questions.

(2) Figures to the right indicate marks.

SECTION—A

1. (a) Explain various approaches/models of problem diagnosis with reference to organisation development. 14

OR

- (b) 'OD is about how organisation and people function and how to get them function better !' Discuss. 14

SECTION—B

2. (a) Discuss the general OD competencies that OD professionals should have. 7
- (b) Rahul Marbles is planning to increase their production by 25 %. To meet this requirement company will have to arrange various resources. As an OD expert, what steps do you suggest for OD programme ? 7

OR

- (c) Discuss different OD skills. 7
- (d) Reva Steels is in the business of fabrication of steel. Company wishes to start soap manufacturing. But management has no idea of this business. You are appointed as OD consultant, how will you help the company to establish this new business ? 7
3. (a) What do you mean by change agent ? Explain the golden rules for change agent. 7
- (b) A public sector company was taken over by a private company under the disinvestment policy of government. New CEO of a company observed that the payment against overtime is in lacs of rupees. So he took the decision to stop the overtime. Other managers tried to convince him that the overtime should be reduced slowly otherwise there will be production loss. But CEO did not agree. As OD expert, in your view the decision taken by CEO was correct ? Justify. 7

OR

- (c) Name different models of change and explain any one model of change. 7
- (d) Bajaj Group has started car manufacturing. As you know that car industry is very much competitive, so company will have to be very efficient. The company wishes to have a good name in the market as well as fast growth. As an

OD expert, which change strategies do you suggest to Bajaj Group to achieve their objectives ? Justify your answer. 7

4. (a) Discuss the concept of organisational interventions. 7
- (b) Gayatri Electronics is facing a problem of growth. New President of a company conducted a study and found that the slow growth is because of dissatisfaction of the employees. Employees are working for individual objectives and not for company's objectives. As OD consultant, which OD intervention will you suggest in this situation ? 7

OR

- (c) Discuss any one major intervention technique. 7
- (d) Ram Gears is a fast developing company. As the company is growing and expanding fast, the recruitment is a regular activity. At the same time, the employees turnover problem is there. As OD expert, which type of intervention will you suggest to solve problem of turnover ? 7

SECTION—C

5. Excell Paper Industry is a fast expanding industry. The company is frequently running OD programmes. As the company is not having the people with required skills, an OD consultant is appointed to carry out OD