Indian Institute Of **Technology** Delhi **Presents** Under the auspices of **National Program on Technology Enhanced Learning NPTEL** (An MHRD initiative) **TECHNOVISION Educational Technology Services Centre** IIT DELHI **PRESENTS A Video Course** On **Management Science** BY Prof. Anuradha Sharma Department of Humanities and Social Sciences, IIT DELHI

Lecture # 35 Organizational Development

Today we are discussing organizational development. (Refer Slide Time: 01:25)



Will cover this topic after we have to understand about management change organization change (Refer Slide Time: 01:38)

Organizational change means change for the better.

Means change for better. (Refer Slide Time: 01:43)

The modern approach to the management of change', wrote Fred Luthans, 'and the development of human resources is called organization development'.

The modern approach to management of change according to Fred Luthans refers to development of human resources, as part of organizational development. (Refer Slide Time: 02:03)

O.D. is total and organization-wide. Further, O.D. is directed at change of the organizational atmosphere and the tools it applies are taken mainly from the behavioral sciences.

So OD is total and organization wide activity it is directed at change of organizational atmosphere and the tools it applies are taken mainly from the behavioral sciences do you understand a meaning of behavioral science is are the subjects which include sociology, psychology and teratology and some other social sciences and group of that is refer to us behavioral sciences behavior in the social context and that become extremely important because we have to manage organization were people are the main resources.

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O.D. is a response to change, a complex educational strategy to change the beliefs, attitudes, values and structure of organizations so that they can better adapt to new techniques, markets and challenges and the dizzying rate of change itself.

So OD is a response organizational development we call as OD, OD is a response to change a complex educational strategies to change the believes attitudes, values, and structure of organizations so that they can better adapt to new techniques markets and challenges and the dizzying rate of change itself so we are covering today a special type of change management that is organization development.

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O.D. is a long-range effect to improve an organization's problem-solving and renewal processes particularly through a more effective and collaborative management organization culture-with special emphasis on the culture of formal work teams with the assistance of a change agent.

OD is a long range effect to improve an organizations problem solving and renewal processes particularly through a more effective and collaborative management strategy which includes organization culture with this special emphasis on the culture of formal work system work teams with the assistance of a change agent.

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a catalyst and the use of the theory and technology of applied behavioral science, including action research.

Change agent you understand a manager some because the consultant could be a change agent so a catalyst and the use of the theory and technology of applied behavioral science including action research is refer to as organizational development as , as a recipient. (Refer Slide Time: 05:11)

Definitions of Organization Development

So the definitions of organization development will now look at that let us see how various thinkers and authors have defined organizational development. (Refer Slide Time: 05:27)

Organization development is an effort

- (1) Planned
- (2) Organization wide, and
- (3) Managed from the top, to
- (4) Increase organization effectiveness and health through
- (5) Planned intervention in the organization's "processes," using behavioral-science knowledge.

Organizational development is an effort about planned, organization wide, managed from the top increased organization effectiveness and health through planned intervention and process using behavioral science knowledge this so when we combine all these we call it as the organizational development strategy okay.

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Organization Development (OD) is a response to change, a complex educational strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges, and the dizzying rate of change itself.

So organizational development is response to change a complex educational strategy intended to change the beliefs, attitudes this we have already seen and discussed short while ago. (Refer Slide Time: 06:22)

OD can be defined as a planned and sustained effort to apply behavioral science for system improvement, using reflexive, self-analytic methods.

And this can be defined as a planned sustains effect to apply behavioral science for systems improvement, using reflective, self analytic methods. (Refer Slide Time: 06:41)

Organization development is a process of planned change – of an organization's culture from one which avoids an examination of social processes (especially decision making, planning and communication) to one which institutionalizes and legitimizes this examination.

So organization development is a process of planned change we have discussed planned change natural change in our last lecture so this is process of plan change of an organizations culture from which perhaps you know we can avoid the examination of social processor is specially decision making, planning and communication to 1 which is institutionalized and perhaps legitimizes in this process in this examination.

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More recent definitions of organization development are as below:-

So more reason definition of organization developments are here. (Refer Slide Time: 07:34)

1) Enhancing congruence between organizational structure, processes, strategy, people, and culture

Some authors are said enhancing congruence between organizational structure, processes, strategy, people, and culture is the theme of an organizational development. (Refer Slide Time: 07:49)

Developing new and creative organizational solutions

Others have said developing new and creative organizational solutions. (Refer Slide Time: 07:58)

 Developing the organization's self-renewing capacity.

Yet another group of people they have said developing the organizations self renewing capacity you understand self renewing that means everything that is growing a time comes when you have a you can call it stability though but then there is a possibility that unless we develop then may be stigmatization as well so once an organization this told and stagnation starts creeping in obviously.

We cannot achieve the success and the competitive advantage in our business I our organizations so we need the self renewal okay for which we would like in a people to feel fresh so the new ideas and so the development of organizations which of course will also have management development as part of it.

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Organization development is an organizational process for understanding and improving any and all substantive processed an organization may develop for performing any task and pursuing any objectives...A "process" for improving processes" – that is what OD has basically sought to be for approximately 25 years.

So organization development is an organizational process for understanding and improving any and all substantive processes of an organization this may develop for performing any task and pursing any objectives okay and this is a process for improving the processes that is what the OD

has basically sought to be for approximately in the Earlier time you can say approximately 25 years ago.

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Organizational development is a set of behavioral science-based theories, values, strategies, and techniques aimed at the planned change of the organizational work setting for the purpose of enhancing individual development and improving organizational performance, through the alteration of organizational members' on the job behaviors.

But we have changing as change process even the OD strategies are changing now and organizational development is a set of behavioral science based theories, values, strategies and techniques aimed that of an organizational work which we are setting for the purpose of enhancing technical development individual development improving organizational performance through the alteration of organizational members on job behaviors so we take the members into consideration which take the technology into consideration we take the culture into consideration and try to design OD strategies so that we can cop up with the changing demands of the, of the work.

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OD is a system wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness.

Organizational development is a system which is system wide in fact system wide application of behavioral science knowledge a plan development and reinforcement of organizational strategies,

structures and processes for improving the effectiveness of the whole organization and this, this is plan process of change and organizations culture.

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Organization development is a planned process of change in an organization's culture through the utilization of behavioral science technologies, research, and theory.

Through utilization of the behavioral science technologies and techniques research and theory. Refer Slide Time: 11:58)

Organization development is a long term effort, led and supported by top management, to improve an organization's visioning, empowerment, learning and problem-solving processes, through an ongoing, collaborative management of organization culture-with special emphasis on the culture of intact work teams and other team configurations – utilizing the consultant-facilitator role and the theory and technology of applied behavioral science, including action research.

Organizational development a long term effect which leads to and which is supported by the top management people and to this is to improve and organizations visioning empowerment, learning, problem solving and some ongoing processes and all this is done as an ongoing process through collaborations maybe some special emphasis on the culture in fact the we can talk about work teams and the other theme configurations.

Utilizing the consultant facilitator and certain theories and technology of applied behavioral sciences and in which action research becomes an important part we will talking about action research in like more details just in short in hour so are we understanding? that organizational development is a planned change strategy and which takes into federation all aspects of an

organization may it the people oriented technology related or the culture of the organization because this helps us in coping with the competition the world competition the business competition also survival and growth some of this aspects we have test upon in our some of at earlier lecture also.

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This definition contains the elements we believe are important for OD. To summarize, here are the primary distinguishing characteristics of organization development

So this definition this contains the elements that we believe are important fro organization development to summarize here are some of the primary distinguishing characteristic of organization development that things that we have already spooking to you about that is very briefly I will summarize this.

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Organization development is a unique organizational improvement strategy that emerged in late 1950s and early 1960s.

That organization development is a unique organizational improvement strategy that has emerged in late in 1950s and early 1960s that was the time it emerged and then this know we looking back we are going on and get talking about HRD as a great strategy for the organizations in this millennium so organizational development is about people.

Organization development is about people and organizations and people in organizations and how they function.

About people how to function and how to manage organizations. (Refer Slide Time: 15:14)

OD is also about planned change, that is, getting individuals, teams, and organizations to function better.

An OD is also about planned change has we discussed and that is getting individuals teams organizations to function better.

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Planned change involves common sense, hard work applied diligently over time, a systematic, goal-oriented approach, and valid knowledge about organizational dynamics and how to change them.

Planned change involves will of course common sense, hard work applied diligently over time, a systematic, goal oriented approach and valid technology knowledge dynamics of organizations and how to manage and change them.

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"Change" means the new state of things is different from the old state of things. Change is omnipresent; change will be one of the few constants in the late 1990s and into the next century.

Change means the new state of things we discussed that in our last lecture it is different from the old state of things and change is omnipresent is will be one of the few perhaps constants in the late 1990s and also in the next century.

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Most demands for change come from outside the organization – from government agencies, competitors, new technologies, customers, market forces, and the larger society.

And most demands for change come from outside the organization from see something like we can mention government agencies there are competitors, new technologies, there are customers there are market forces, and the larger society to name of few the external factors which are, which are impending of needs for organization development so nothing is really constant our changing however.

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Sometimes demands for change come from within the organization — a new chief executive, obsolete products or services, a new strategic direction, declining profitability, or an increasingly diverse work force. It is necessary to understand change and planned change to understand organization development.

We also have some of the issues which are coming from within the organization which may also make an impact on a thinking on the organizational development sometimes demand for change might come from within the organization and anew chief executive for example joins he may, he may expect you know a different way of a managing people or things or the maybe an obsolete product or services, or an new strategic direction.

The declining profitability of an organizational itself or an increasingly diverse work force it is necessary to understand change and planned change to understand organizational development in some of the earlier lectures we have discussed diversity at the place of work as one of the challenging issues for manager of today we have also talked about the personal it profiles of managers.

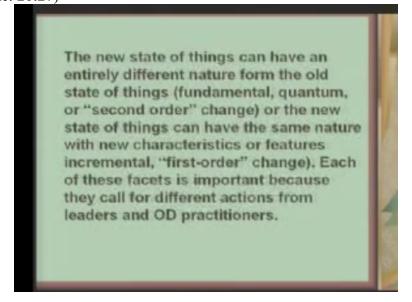
We have discuses the motivational strategies and we have also discussed the technology, technology and policy man power interaction running an organization in the earlier part of this course so when we have looking at OD organization development we cannot leave any of this aspects alone we have to see all this in combination how their functioning hoe they are demanding? The change for the functioning of the organization.

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The magnitude of change can be large or small. In term of scope, it can affect many elements of the organization or only a few elements. It can be fast (abrupt, revolutionary) or slow (evolutionary).

So the magnitude of change can be large or small and in term of scope it can affect any elements of the organization or only a few elements it can be fast it could be abrupt it could be revolutionary it could be very slow evolutionary any type but whatever it is we have to be ready to be prepared to actually cope of with that, and design our system take that challenge through organization in development.

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So the new state of things can have entirely different nature from the old stage of things see the fundamental, quantum or second order change. Or the new state of things can have same nature with new characteristics or features could be incremental first order change or it could be different the actions it is important because they can call for different actions from the leaders and the OD practitioners.

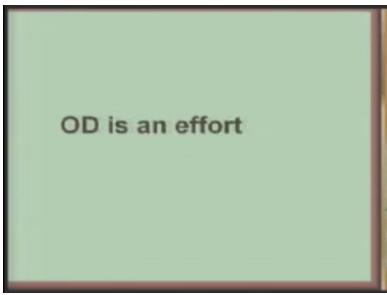
There are OD practitioners they are the consultancy working in the area of organization development. And the leaders can give the reviews and many, many mangers then serves can give the leaders when you see we are using the word in like managers and like leaders well. So we can have these issues coming up from any of these persons and they can manage that better.

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Organization development is all about change then we discuss that and the early organization development efforts primarily addressed first order change making. We can say moderate adjustments to the organization and about is people, about is processor. But then some actually we take up the challenge in a very big fail.

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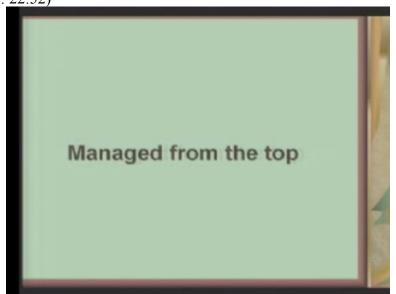
So organization development is UN effort it is planned. (Refer Slide Time: 22:42)



It is organization wide. (Refer Slide Time: 22:46)



It is managed from the top. (Refer Slide Time: 22:52)



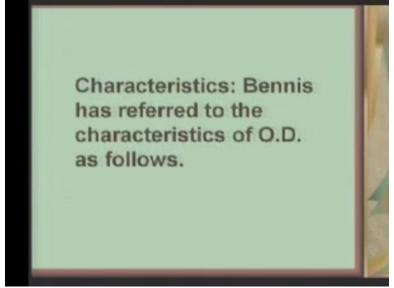
It increases organization effectiveness and health. (Refer Slide Time: 22:59)



You understand the effectiveness we already discussed in a some of earlier discussion, when we say organizational effectiveness we mean desirable and growth of the organization. In today's changing world and when we say organizational health we mean that the health of the organization is good and sound in terms of that is highly from performance quality productivity. At speak there is no consultation.

There are no accidents they work culture the quality of life is many positives, action rate are not very high. Some of these issues we can put in have some of the parameter of the organizational health. There is some good inter personal relationship there is very positive motivation, no frustration, no dissatisfactions these some of the issues we can take of there. So characteristics are,

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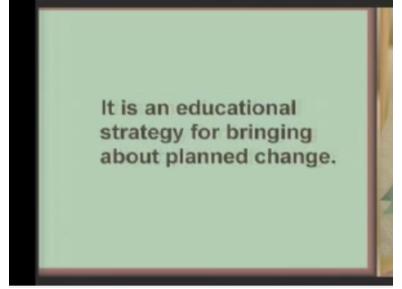


Which are been referred to Bennies one of the leading authors in the field he has referred to the characteristics of organization development.

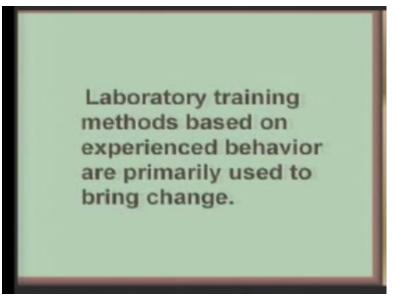
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Has it is educational strategy and this brings about to the planed change. (Refer Slide Time: 24:52)



It is related to real problems of the organization. (Refer Slide Time: 25:00)



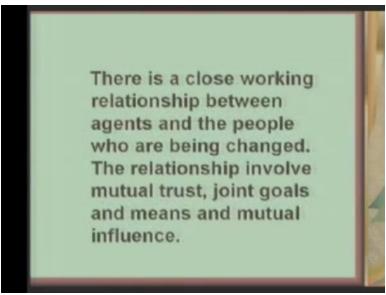
It also relate to the large training method it is based on the experience behavior are primarily used to bring about change.

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Change agent are applying organization development technique is and this is an external to the organization. So there is a close working relationship,

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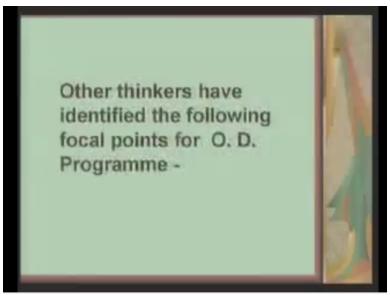
Between agents and people who are being changed sand the relationship involves mutual trust, joint goals and means and mutual influence of each other. It is clear we talking about we have change agents and how do we function in bring about organization development activities. For example and some of ask those who are teaching in this subject, though researching the subject, sometimes we are also invited by companies.

To become the change agent and to conduct you know some of these sessions about which we are going to talk just now. So change agent could be any consultant, any won in a working in the area of OD.

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So in the change in share the social philosophy about human values they are humanists seeking to get a humanistic philosophy in organizations. Other thinkers have identify the following, (Refer Slide Time: 27:05)

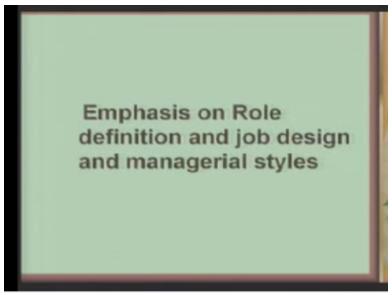


Focal points for organizations development programs. Other writers there are many writers there been working in this area. And now I am talking about some other thinkers and writers, they have effect to organization and development.

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Has the organization design and formal organization structure change in this area. (Refer Slide Time: 27:33)



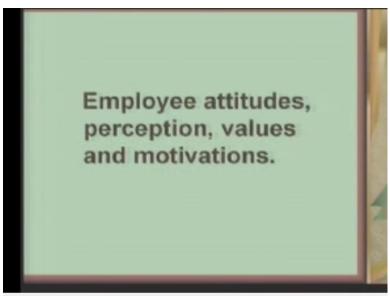
Then the emphasis on role definition and job design including managerial styles, has been emphasis by some other researcher, some other authors. Yet another group of a researcher, thinkers they have said all channel.

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Communication, information flows, informal organization and culture are the theme for organizations development.

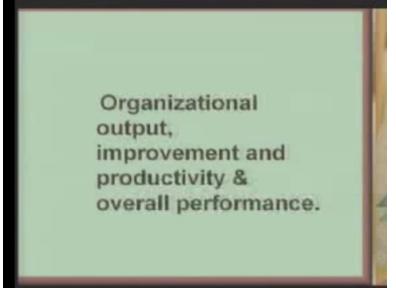
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They also include employee attitudes, perception, values and motivations, do you any repeat these because they already done the earlier part of the course. We have already discussed about values and attitudes, and motivations is on for the organization the people so what we have to understand is for organizational development strategy we have to analyzed and understand and mange people and the system in terms of organization development.

Using some of these strategy, so the important aspect it here is,

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That organizational output improvement and productivity and overall performance are important when we are looking at to OD strategy. So why organization development after all this is because we would like to have some of the outcomes of OD organizational out comes and some of these I will listed here. Okay but there could be many more in terms of satisfaction in terms of other issues of survivor, so organization development.

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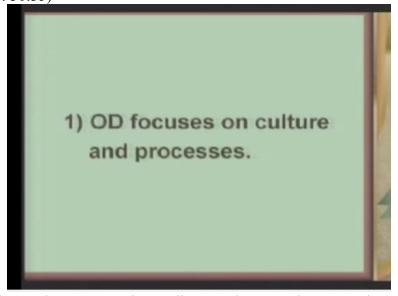
Is a distinctive consulting method we can say distinctive consulting method. (Refer Slide Time: 30:01)



Organization development is also process that focuses on organizational culture processes, structure utilizing a total system perspective. (Refer Slide Time; 30:15)



And important aspects of organization development method are the action research module, and when we looking at organization development then action research becomes important. (Refer Slide Time: 30:35)



And some of the issues that we are going to discuss relate to action research are that organization development are focuses on culture and processor. Specifically organization OD encourages collaboration between organization leaders and members in managing culture and processes. (Refer Slide Time: 31:00)

3) Teams of all kinds are particularly important for task accomplishment and are targets for OD activities.

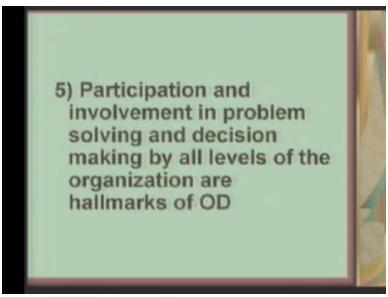
Teams of all kinds are particularly important for task accomplishment and are targets for OD activities team management. Invest about the in fact,

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4) OD focuses on the human and social side of the organization primarily, and in so doing also intervenes in the technological and structural sides.

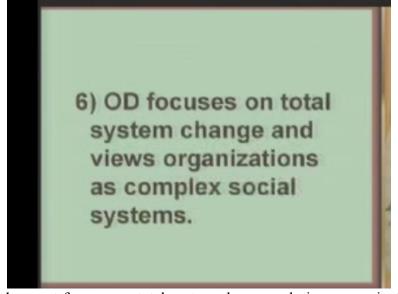
We discussed that in some of the earlier discussions, OD also focuses on the human and social side of the organization primarily. And is also are doing so through the intervenes in the technological and structural sides.

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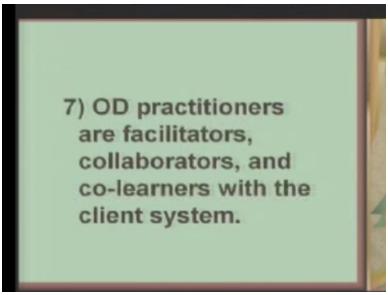
Participation and involvement in problem solving and decision making at the people at the whole levels of the organization are the all levels of the organization development, participation. Do you recollect that we are done participative management at create length. And that becomes very important has statuary for HRD in terms of organization development.

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Organization development focuses on total system change and views organization as a complex social systems.

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OD practitioners are facilitators, collaborators, and co learners with the client system. Remember they also the co learners, because this is ongoing activity also the managers and the employer on the consultancy those who are trying to achieve results. To OD because this is very much action in oriented, so this also gives them the opportunity of co learning they are also learning. (Refer Slide Time; 33:18)

8) An overarching goal is to make the client system able to solve its problems on its own by teaching the skills and knowledge of continuous learning through self-analytical methods. OD views organization improvement as an ongoing process in the context of a constantly changing environment.

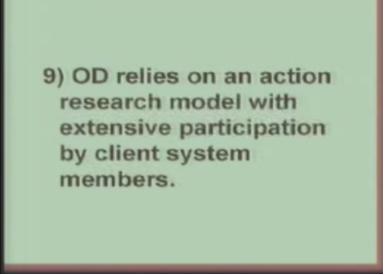
And we can say that an overacting goal we can say overarching goal we can say of OD to make client system. Able to solve the problems and their own by teaching the skills and knowledge of continues learning through self analytical methods. So in assents when we are talking about OD that what is also trying to emphases in the earlier point. That we are also talking about continue learning process.

Because this is not anything starting and that you teach today and that the ends in fact learning self is a continues process for us for everyone and here very consciously we are trying to create environment conditions. Where there is continues learning and offend self learning process is

also involved. As analytical methods is important OD views organization improvement as an ongoing process in the context of constantly changing evolvement.

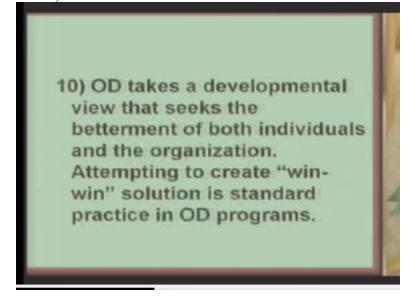
There some of the terms we are repeating somewhere so that you understand that there is a continues change environment is a changing. Okay it is not fixed it does not it was because people change and things change and technology change the buyer change numerically change there are so many sources which in we are changing continually we are all changing. OD realized on an action research model.

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With extensive participation by the client system members. The action the search we are conducting research but we are trying to bring about change which is a continues change okay and finally there is an outcome. So OD takes developmental view that sees the betterment of both individuals and organizations.

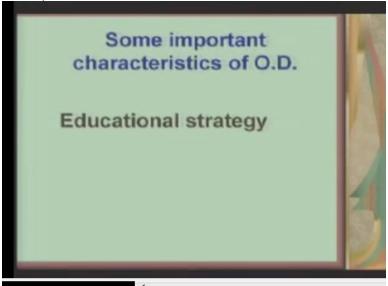
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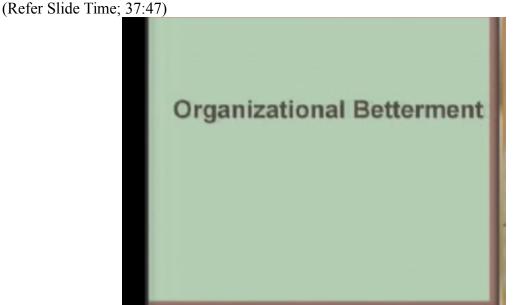
Attempting to create win, win solution is that is the standard practice of the OD program, that is what we are discussing the issue of managing change. And when we say developmental view management we have many types of views some authors are said that management could have just a strategic view they could have redefinition or defection of the whole practices with new practice that kind of view.

Also said that management is developmental in nature, so when we are trying to manage we have to look at the course this course desertion because we have to competitive advantage, and we have to survive today's competitive word the globalised world at the same time we have also have a developmentally view. Have within the organizations and this aspect is dealing with developmental view management, so some of the important characteristics of OD.

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Are that it is educational strategy.

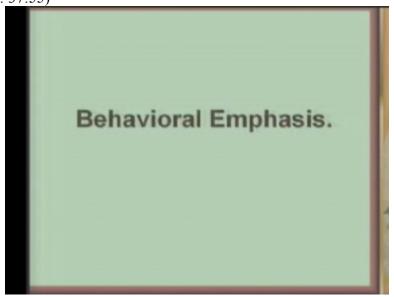


It is for the organizational betterment.

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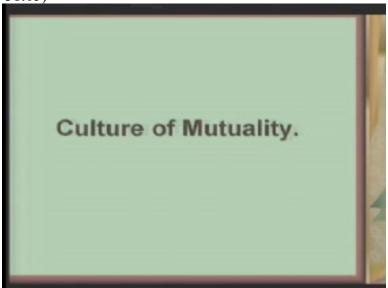
It is a comprehensive approach. (Refer Slide Time: 37:55)



It is it has behavioral emphasis. (Refer slide Time; 38:00)



It is system approach based of system approach. (Refer Slide Time: 38:05)



This refers culture of mutuality. (Refer Slide Time: 38:09)



External change agent is important.

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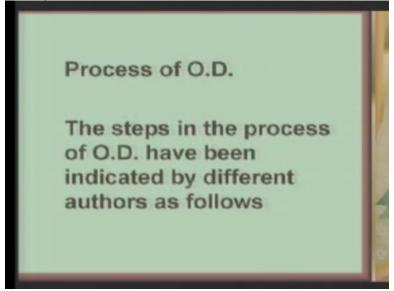


There are self diagnostic skills which are again in important. (Refer Slide Time: 38:24)

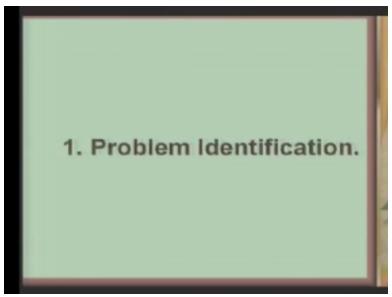


Renewal and regeneration is important.

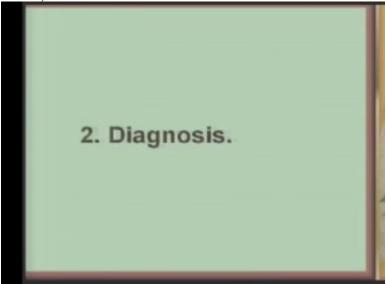
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So these are these well some of the points that I have try to make in other wards the summary of we have already discussed. So the process of OD then is important and there are number of steps formally we can design the OD systems and the steps in the process of OD have been indicated by different authors. And some of these are that first that has to be a problem identification. (Refer Slide Time: 39:06)



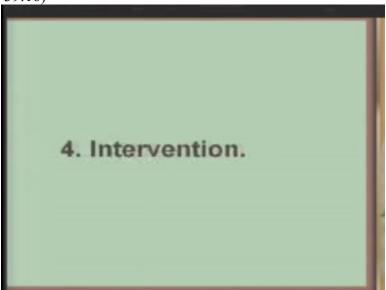
Then we move on to the diagnosis. (Refer Slide Time: 39:08)



Then the strategy is.



Then the intervention. (Refer Slide Time: 39:16)



And so is it clear suppose you have the identification of the problem where do we really need the OD to the introduced. Okay then we have the strategy is and the intervention, and then intervention when we are doing there are number of recognized tools and techniques and some of these are.

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For the individual sensitivity or the lab training. (Refer Slide Time: 40:02)

(b) For two or three people- Transactional Analysis

For two or three people it could be transactional analysis excuse me for my bad throat transactional analysis have you heard about it ,transactional analysis we are test upon transactional analysis earlier when we are talking about interpersonal behavior and group behavior this is the strategy when do you recollect.

We were talking about the ego states ,the life philosophy's and the transactions and how would manage ,managers become good interpersonal behavior specialist using transactional analysis so when we have more than two or three people and if you we want to change the attitudes ,perhaps we can use transactional analysis there for teams or groups. (Refer Slide Time: 41:04)

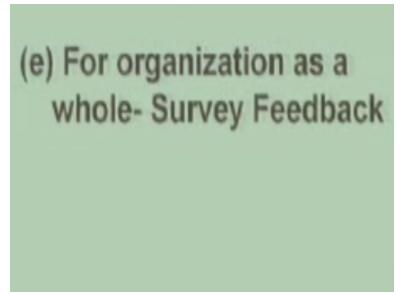
(c) For teams or groups-Team Building

We can have team building exercises (Refer Slide Time: 41:10)

(d) For intergroup relations- Confrontation

meeting

For intergroup relations, we can have confrontation meetings sometimes we know, we can have the brain stamping sessions okay, for organization has a whole we have survey feedback. (Refer Slide Time: 41:25)



And in fact survey feedback some become extremely important and in the recent years we have most of the organizations doing continuous surveys of the organizations to certain feedbacks and the need for change and need for all the strategies will I have said opportunities working with some organizations and they are conducting every surveys.

You know in every year to look into the kind of a whole the strategies that they might need so they do employees some of these outside agencies sometimes, I was fortunately enough to be invited by some organizations as so we conduct survey feedback the design of survey we have already discussed to know we were discussing the issue on the methodology I am just during the beginning part of the this cause so the same survey methodology that we have discussed that we use here.

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(f) To managers- Grid Approach which involves Evaluation and Feedback.

And for manager that OD grid approach which involves the evaluation and feed back (Refer Slide Time: 42:56)

The tools of evaluation are questionnaire-answers, interviews, meetings, conferences, discussions and so on. Feedback should be in the form of written reports addressed to appropriate persons or groups. Doubts may be clarified through discussion.

And the tools of evaluation are questionnaire-answers interviewers, meetings, conferences, discussions and so on. And feedback should be in the form of written report addressed to appropriate persons or groups. Okay and doubts could be clarified through discussion. (Refer Slide Time: 43:26)

O.D. Intervention.
Intervention is the most part of O.D. It is the action phase.

So the O.D.Intervention are the most part of this is based on the action phase basically at the end of organization development we must have you know some concrete action, so the action phase becomes extremely important.

(Refer Slide Time: 43:50)

It succeeds to the extent that it can utilize existing resources and promote self-direction and self-control among individuals and groups.

It succeeds to the extent that it can utilize existing resources and promote self-direction and self-control among individuals and groups.

(Refer Slide Time: 44:06)

There are different types of intervention tools. French and Bell have classified them as follows:

There are different types of intervention tools, and French and bell they have classified them. (Refer Slide Time: 44:15)

1. Those designed to improve the effectiveness of INDIVIDUALS- life- and career-planning, role analysis, coaching and counseling, education and training, sensitivity training and so on.

According to certain parameters they have said that those designed to improve the effectiveness of individuals, individuals life and the career-planning ,role analysis ,coaching counseling ,education and training ,sensitivity training and so on. This is one group. (Refer Slide Time: 44:41)

2. Those designed to improve the effectiveness of DYADS/TRIADS (two/three individuals)-process consultation, third party peace making.

They have also suggested, that those designed to improve the effectiveness of DYADS/TRIADS,2 or 3 individuals, process consultation, the 3rd party peace making, we can have that, then those designed to improve the effectiveness of Teams and Groups. (Refer Slide Time: 45:07)

3. Those designed to improve the effectiveness of TEAMS and GROUPS-team building, survey feedback, process consultation, role analysis, education in group problem-solving.

The team building, survey feedback, process consultation, role analysis, education in group problem solving

(Refer Slide Time: 45:21)

4. Those designed to improve the effectiveness of INTERGROUP RELATIONS- intergroup activities, process consultation, survey feedback, third-party peace making at group level.

Those designed to improve the effectiveness of Intergroup Relations, or the intergroup activities, process consultation, survey feedback, 3rd party peacemaking at group level. (Refer Slide Time: 45:35)

5. Those designed to improve the effectiveness of THE TOTAL ORGANIZATION-confrontation meeting, strategic planning, survey feedback.

Those designed to improve the effectiveness of total organization are the confrontation meeting, strategic planning, and the survey feedback.

(Refer Slide Time: 45:45)

Action Research

Research in the traditional sense means an investigation, an experiment, ending up in some finding.

So all these points, we have already discussed, which are there in the literature, given by some authors as well, we thought you know, this is one of the important book, that we have been referring to, so I thought that, I will refer to that as well, then let us come to the research of action research, the action research in the traditional sense means, an investigation, an experiment, ending up in something, that you know is something research. (Refer Slide Time: 45:26)

Action research is a type of applied social research differing from other varieties in the immediacy of the researcher's involvement in the action process, it aims to contribute both to the practical concerns of the people in an immediate problematic situation and to the goals of social science by joint collaboration within a mutually acceptable ethical framework

So, but then in action research, it is a very special type, and it is a type of an applied social research, differing from the other varieties, and which is immediately of the researchers involvement, in the action process, so you have the concrete involvement, and perhaps the process and it aims to contribute both, to the practical concerns of the people in an immediate problematic solutions, and the goals of the social science, by joint collaboration within a mutually acceptable ethical framework.

So we have an action research, and we have the concrete result, and we design that within that ethical framework.

(Refer Slide Time: 47:32)

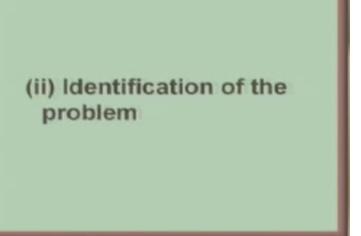
Thus action research bridges the gap between research and action, theory and practice. The process in general comprises the following steps-

So thus the action research, bridges the gap between the research and action, theory and practice, and the process in general comprises some of these steps. (Refer Slide Time: 47:39)

(i) Dissatisfaction with the prevailing state of affairs;

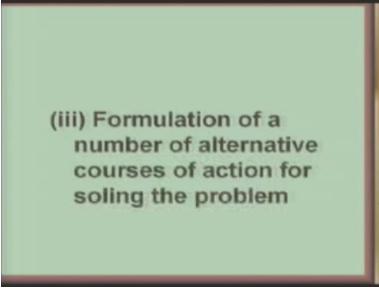
The dissatisfaction with the prevailing state of affairs.

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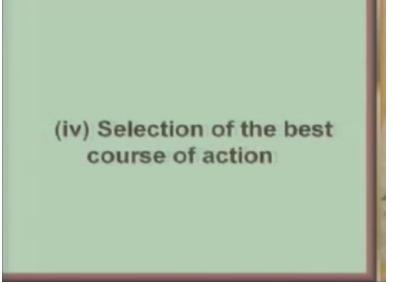
The identification of the problem.

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The formulation of a number of alternative, courses of action for solving the problem.

(Refer Slide Time: 48:06)

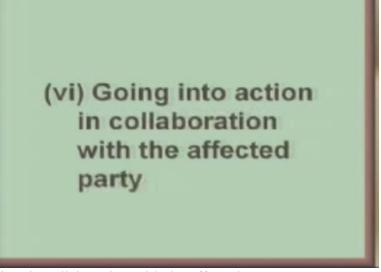


The selection of the best course of action, so as manager, you have to decide about all these yourself, so the selection of the best course of action. (Refer Slide Time: 48:18)

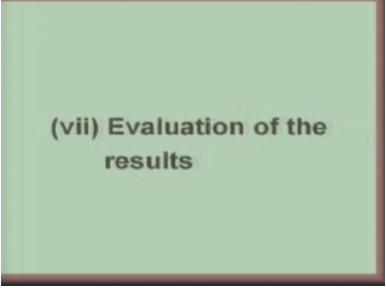
(v) Preparation of a Programme of action, including tasks and sub-tasks

The preparation of a programme of action, including tasks and sub tasks, so you have to very formally do that.

(Refer Slide Time: 48:33)



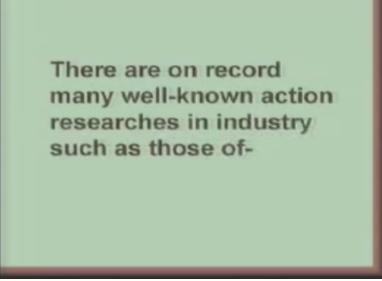
Then going into action, in collaboration with the affected party. (Refer Slide Time: 48:40)



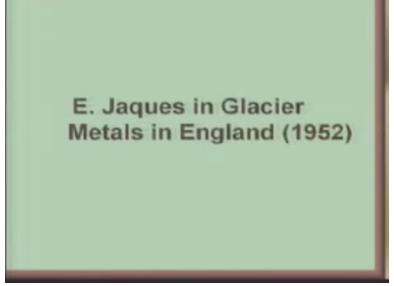
The evaluation of the results. (Refer Slide Time: 48:44)

(viii) Feedback supplied to those concerned in the problem.

The feedback supplied to those concerned in the problem. (Refer Slide Time: 48:52)

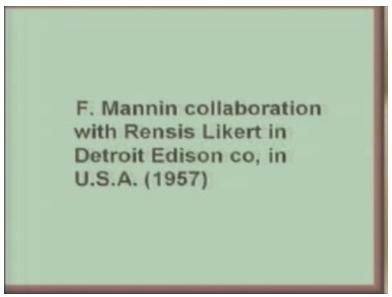


There are on record many well known action researchers in the industry, I will just name a few, which are also available in the literature, some of these, I am going to mention here. (Refer Slide Time: 49:11)



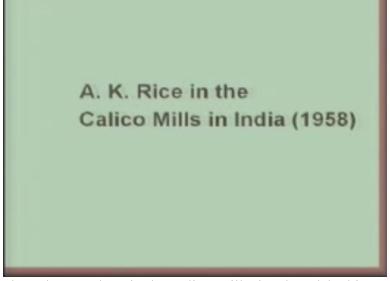
So the 1st is Jacques in Glacier, this is metals in England, and although, this is one of the action researchers.

(Refer Slide Time: 49:23)



Then the Mann in collaboration, with Rensis Likert, in Detroit Edison Company of USA, in 1957, even, this a tool, but, we have learnt a lot from these, and today we are doing action researchers.

(Refer Slide Time: 49:47)



Then A K Rice conducted researchers in the Calico Mills, in Ahmadabad in India, that is again in 1958, but you will find a lot if terms in the Indian studies, and a lot of action related, was done in India, and another study was the Whyte and Hamilton.

(Refer Slide Time: 50:18)

W.F. Whyte and E.L. Hamilton in Tremont Hotel in U.S.A. (1968).

This is in the Tremont Hotel in USA, in 1968, these are the examples, yes, I am trying to lists some of the examples of action research, which was conducted successfully in many organizations, are available in the literature, on ODES, that is the existing list of researchers, that many more, and we continue to do that, everyday, and these are some of the classical examples, that is why we are listing them here, but there are many, of you will start doing this exercise very soon.

(Refer Slide Time: 51:09)

Benefits of O.D. The possible outcomes of O.D. have been summed up by George Strauss and Leonard Sayles thus;

So the benefits of organizational development, when we see, the possible outcomes of organizational development, have been summed up by George Strauss and professor Sayles. (Refer Slide Time: 51:25)

The outside consultant must have a participative and collaborative orientation.

The saying that, some of the benefits are the outside consultant, must have a participative and collaborative orientation, so the benefits are of course many, and related to those benefits, some of the other benefits, also we are trying to discuss.

(Refer Slide Time: 51:52)

Members of the organization must themselves be willing to collaborate.

The members of the organization must, be willing to collaborate, as part of the organizational development, so the benefits, as well as the conditions. (Refer Slide Time: 52:11)

There must be organization-wide participation and open communication.

There must be organization, wide participation, and open communication.

(Refer Slide Time: 52:14)

Internal resources must be built up steadily. Too much dependence on the outside consultant has to be avoided.

The internal resources must be built up steadily ,too much dependence on the outside consultant has to be avoided, even though in the organizational development process, as we have seen the outside consultants, are being invited, by most of the organizations, but it is suggested that, is good, it will be better if, we can do that in house.

(Refer Slide Time: 52:50)

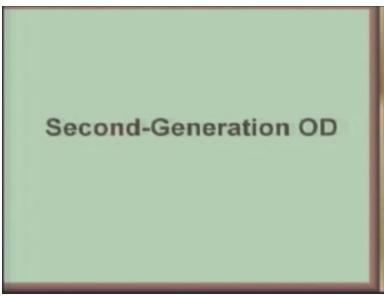
Sufficient time must be allowed for the O.D. group to work out its programmes. There is no short cut to O.D. The organization members should have necessary patience.

Then we also, have to see that, for the organizational development, we have sufficient time, this must be allowed for the organizational development, group to work out ,its programmes, and there is no shortcut to organizational development, the organizational members, should have necessary patience.

(Refer Slide Time: 53:15)



And we come to the changing context, now the world is changing, and so are the most of the management issues, ,that we are discussing, even though, the main point, the main concepts remain, there, but with the changing world, and there is a changing context, and so the changing context is giving a suggestion about, the second generation organizational development. (Refer Slide Time: 53:51)



Because the new strategies ,new type of organizational development, and this is about interest in organizational transformation.

(Refer Slide Time: 54:03)



Because organizations are changing, people are changing ,the world is changing, technology is changing, transformation is inevitable, and in the activities, not paying attention to organizational transformation, perhaps we will not be able to achieve the result.

(Refer Slide Time: 54:27)



The culture is changing, there is a globalization, people are going to different countries, people from different countries are coming here, they are bringing the culture, along with the technology, they are bringing to our country, which includes the issue of languages, the issue of communication, so we go abroad, and work in a globalised form, they are coming to India, the culture is changing.

Interest in organizational culture the culture is changing there is a globalization people are doing to different countries are coming here they are bringing their cultured along with the technology that they have bringing to our country which includes the issue of languages the issue of communication issue of some certain social with those so whether we go abroad and we work you know in a globalizes.

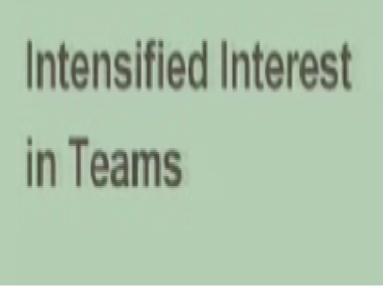
Form or they are coming to India the culture is changing but side by side our internal culture is also changing people the new generation has new values in methods new expectations new interests and so when they are joining the organization they are joining with a different kind of a philosophy we need not be joining an organization with the idea that now I have go to the job in all my life here they can live anytime so the kind of organizational culture to the we have that is a great challenge.

(Refer Slide Time: 55:44)

Interest in the Learning Organization

so interest in learning management organizational learning generating new, new knowledge for survival in growth this becomes another important issue in fact in at this point let me so add that some of papers in a have been excepted we have present we have been published in some of the international journals on the issue of a organization all earning and HRD activities and you can see the list you know in the develop the reference is an reference that an at the end of the cause.

(Refer Slide Time: 56:31)



So the interest the teams that has to be intensified.

(Refer Slide Time: 56:36)



Total quality management has to be looked into we have discussed about the concept earlier and the TQM becomes an movement and when we have looking the OD activity we have to look into that has the new OD strategy the TQM is the important.

(Refer Slide Time: 57:01)



And interest in visioning we have also discussed earlier yet we should have vision we should have a mission soothe vision is our dream and we should we looking at OD also from the point of view of visioning.

Refer Slide Time: 57:20)

Rediscovering Large Meetings and Getting the "Whole System" in the Room

So the rediscovering large meetings and getting the whole system in the system in a room in is important for us.

(Refer Slide Time: 57:30)

Other Directions and Areas of Interest

Other well directions and area of interest (Refer Slide Time: 57:36)

Values, Assumptions, and Beliefs in OD

Are that values assumptions and beliefs in OD are important.

Refer Slide Time: 57:43)

A set of values, assumptions, and belies constitutes an integral part of organization development, shaping the goals and methods of the field and distinguishing OD from other improvement strategies.

A set of values assumptions and believes constitute an integral part of organization development shaping the goals and methods of the field and distinguishing organizations development from other improvement strategies.

Refer Slide Time: 58:03)

Writing in 1969, Warren
Bennis proposed that OD
practitioners (change
agents) share a set of
normative goals based on
their humanistic/democratic
philosophy. He listed these
normative goals as
follows:-

So 1 proposed to the organizational fractional and change agents share as set of normative goals based on their humanistic philosophy and he listed number of issues in this goal which I will quickly go through before w close.

(Refer Slide time: 58:32)



This improvement in interpersonal competence (Refer Slide Time: 58:35)

2) A shift in values so that human factors and feelings come to be considered legitimate.

A shift in values that human factors and feelings come to we considered as legitimate. (Refer Slide Time: 58:44)

The basic building blocks of an organization are groups (teams). Therefore, the basic units of change are groups, not individuals.

Basic building blocks of an organization are the groups and teams therefore the basic unit of change all groups and individuals and so this is always relevant to change the goals and the reduction of in appropriate competition between parts of the organization and development and more collaborative conditions so with this end our discussion on the organization development issues.

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