



M.I.E.T. ENGINEERING COLLEGE

(Approved by AICTE, New Delhi, Affiliated to Anna University, Chennai)
UG - CSE, EEE & MECH Programs Accredited by NBA, New Delhi
Accredited with 'A+' grade by NAAC
An ISO 9001:2015 Certified Institution
Recognized by UGC under section 2(f) & 12(B) of UGC Act, 1956
Trichy-Pudukkottai Road, Tiruchirappalli - 620 007. Phone:0431-2660 303
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BA4017 - ORGANIZATIONAL, DESIGN, CHANGE AND DEVELOPMENT

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COURSE OBJECTIVES:

- To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively
- To understand the concept and techniques of OD and to enable the skills for the application of OD in organizations.

UNIT- I	ORGANIZATIONAL DESIGN	9
Organizational Design - Determinants - Components - Basic Challenges of design - Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design-Importance of Design - Success and Failures in design.		
UNIT- II	ORGANIZATIONAL CHANGE	9
Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change-Models of change- Resistance to change - individual factors - organizational factors - techniques to overcome change-Change programs-job redesign.		
UNIT- III	ORGANIZATIONAL DEVELOPMENT	9
Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD- managing the phases of OD-Organizational diagnosis- Process-stages- Techniques- Questionnaire, interview, workshop, task- force- collecting, analyzing- feedback of diagnostic information.		
UNIT- IV	OD INTERVENTION	9
Human process interventions-Individual, group and inter-group human relations- structure and technological interventions- strategy interventions - sensitivity training - survey feedback, process consultation- teambuilding- inter-group development.		
UNIT- V	ORGANIZATIONAL EVOLUTION AND SUSTENANCE	9
Organizational life cycle - Models of transformation - Models of Organizational Decision making -Organizational Learning- Innovation, Intrapreneurship and Creativity-HR implications.		

TOTAL: 45 PERIODS

PROGRESS THROUGH KNOWLEDGE



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COURSEOUTCOMES:

The student gets to learn about

1. The fundamentals of organizational design and structure
2. Change process, types, and models of change in organizations
3. The fundamentals of organizational development
4. Organizational development Interventions
5. Organizational evolution and sustenance

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3. Rajiv Shaw: Surviving Tomorrow: Turnaround Strategies In Organisational Design And Development, Vikas Publishing House.
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5. S. Ramnarayan, T. Venkateswara Rao, Kuldeep Singh: Organization Development: Interventions And Strategies, Sage Publications
6. Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H. Bell, Veena, Jr, Pearson, PHI
7. Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel Books, 1st Ed.
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ORGANISATIONAL DESIGN, CHANGE AND DEVELOPMENT

Unit -1

ORGANIZATION & ITS ENVIRONMENT

1. What is organization?

A social unit of people that is structured and managed to meet a need or to pursue collective goals. It integrates the efforts of members or contributors.

2. What is organizational design (architecture)?

Organization design or architecture of an organization provides the framework through which an organization achieve its aims and goals.

3. What is informal organization?

Informal organization is group of members forming based on common interest. Most of the activities take place in a voluntary way and there are many flexibilities in operations.

4. What is value creation?

Value creation is the performance of actions that increase the worth of goods, services or even a business.

5. What is organizational development?

Organizational development is the process through which the qualities of the organization improve and creates better organizational change and performance.

6. What is EVA?

$$EVA = \frac{\text{Value added to your employees by you}}{\text{Value Added by your competitors to their employees}}$$

7. What is CVA?

$$CVA = \frac{\text{Value added by you to your customers}}{\text{Value Added by your competitors to their customers}}$$

8. What is transformation?

It is movement from one level to higher level in a smooth way.

Organisational Transformation is a term referring collectively to such activities as reengineering, redesigning and redefining business systems.

9. What is internal system approach?

System approach is ability to classify functional aspects as different portions and structure to integrate. Organizational development is the better structure that ensures proper planning, implementation and control.

10. What is organizational effectiveness?

Organizational effectiveness is the concept of how **effective** an organization is in achieving the **outcomes** the organization intends to produce. Organizational Effectiveness groups in organizations directly concern themselves with several key areas.

11. What are the various approaches for measuring organizational effectiveness?

1. Goal Approach
2. System Resource Approach
3. Internal-Process Approach
4. Strategic Constituencies Approach

12. What is organizational environment?

Organizational environment is the forces that influence the performance of the organization. Internal and external environment are the components of organizational environment.

13. What is organizational climate?

Organizational climate precedes organizational culture. Organizational climate ensures the background or platform that enhance or disturb the over all performance.

14. What is organizational change?

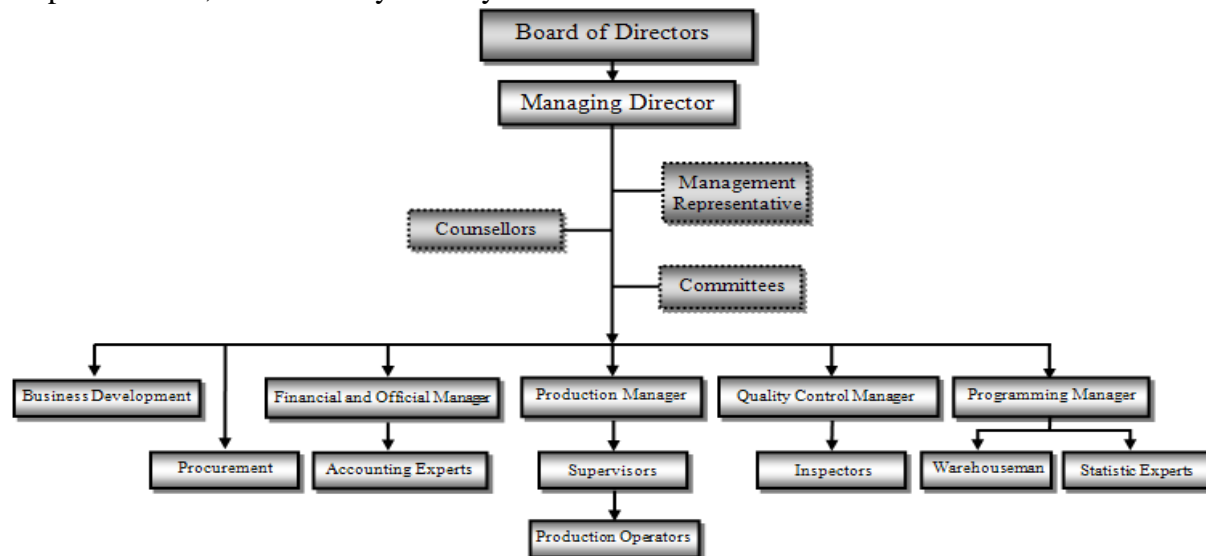
Organizational change management (OCM) is a framework for managing the effect of new business processes, changes in organizational structure or cultural changes within an enterprise.

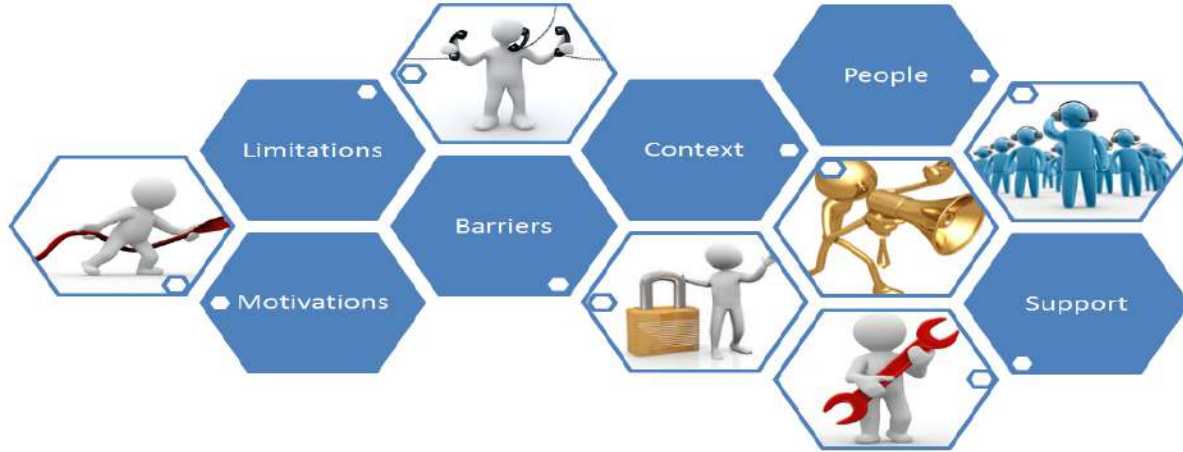
Part-B:

1. What is the need for an organization? Functions and purpose of organization?

Organization.

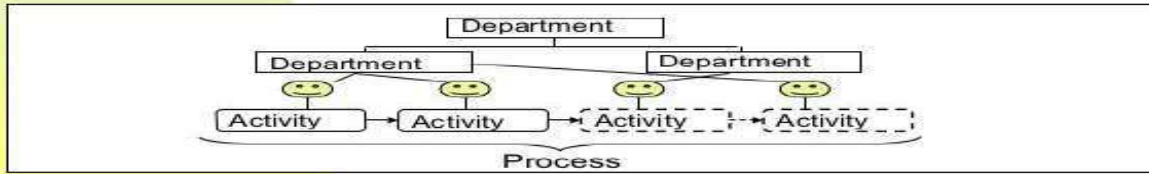
A social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks.





Model of organization

- Organization
- Employees
- Departments
- Managers
- Activities
- Process
- Process participants
- Goal of the process
- Result of the process
- Communicate/Collaborate
- Activity - carried out as a reaction on events
- Activity - planned and carried out
- Replanning activitie



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Leadership Roles

- Manage the Business
- Live the Values
- Share the Vision
- Make Others Successful

Characteristics of effective organization :

Successful systems may be attributable to the skill exercised in designing the system or to the quality of management practised during operations, or both.

- **Simplicity**
An effective organizational system need not be complex..
- **Flexibility**
Conditions change and managers should be prepared to adjust operations accordingly.
- **Reliability**
System reliability is an important factor in organizations.
- **Economy**
An effective system is necessarily an economical (efficient) system.
- **Acceptability**
Any system, no matter how well designed, will not function properly unless it is accepted by the people who operate it.

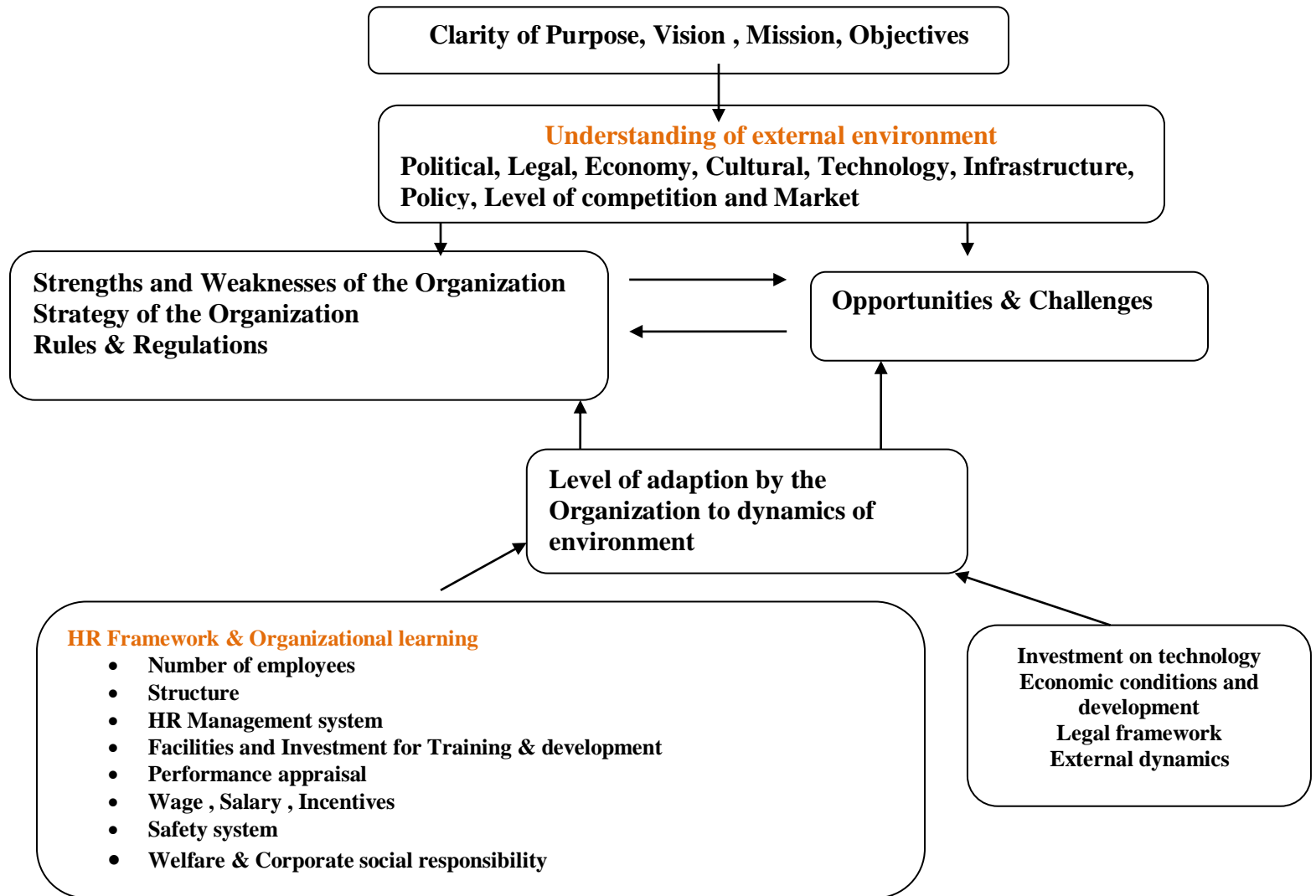
- **Formal organizations**
An organization that is established as a means for achieving defined objectives has been referred to as a formal organization. Its design specifies how goals are subdivided and reflected in subdivisions of the organization.

• **Informal organizations**

In contrast to the appointed head or chief of an administrative unit, a leader emerges within the context of the **informal organization** that underlies the formal structure. The informal organization expresses the personal objectives and goals of the individual membership.



2. What are the basic considerations before an organizational design and what are the qualities of an efficient organizational design?



- Well defined roles for all employees - Clearly defined duties and responsibilities
- Systematic reporting system - Efficient Decision making system
- Flexibility to adapt to changes - Stability in executing implementation steps
- Better organizational culture - Integration of efforts
- Implementation of Government policy- Understanding Government priorities
- Adhering to Social norms and Values - Social services through Corporate social responsibility
- Ensuring healthy business environment -Preserving natural resources & Our environment
- Focusing on external dynamics and efficient adaption
- Contributing to solutions to social problems - Becoming a model organization
- Contribution to economic development

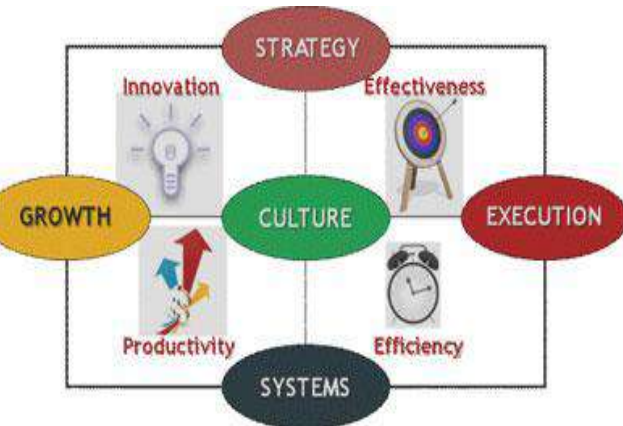
3. What is organizational development? What are the features of organizational development?

Organizational development

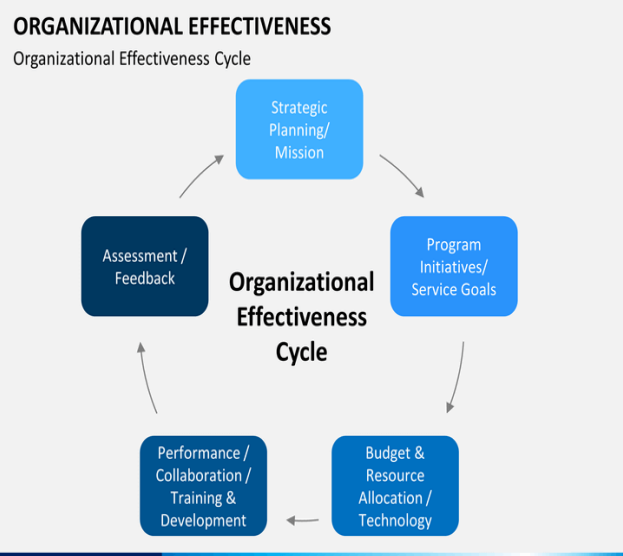
The organization should improve, add value, modify, transform and change itself based on business environment and development plan of the organization.

Features of Organizational development

- It should be subjected to continuous learning and improvement
- Should fit to organization's Vision, Mission and strategy
- All members should contribute * It should be in tune with Industrial standards
- It should accommodate changes in the business environment
- Flexible * Should have adequate back up * Development should be very smooth



3. What is organizational effectiveness and how to measure it and develop it?



4. What is value creation and how to ensure systematic value creation?

Value creation

The performance of actions that increase the worth of goods, services or even a business. Many business operators now focus on value creation both in the context of creating better value for customers purchasing its products and services, as well as for shareholders in the business who want to see their stake appreciate in value.

Organisation design is often neglected as executives rush to deal with demanding business conditions and customers. But, the alignment of your organisation with the business strategy remains a key to improving both effectiveness and efficiency.

$$EVA = \frac{\text{Value added to your employees by you}}{\text{Value Added by your competitors to their employees}}$$

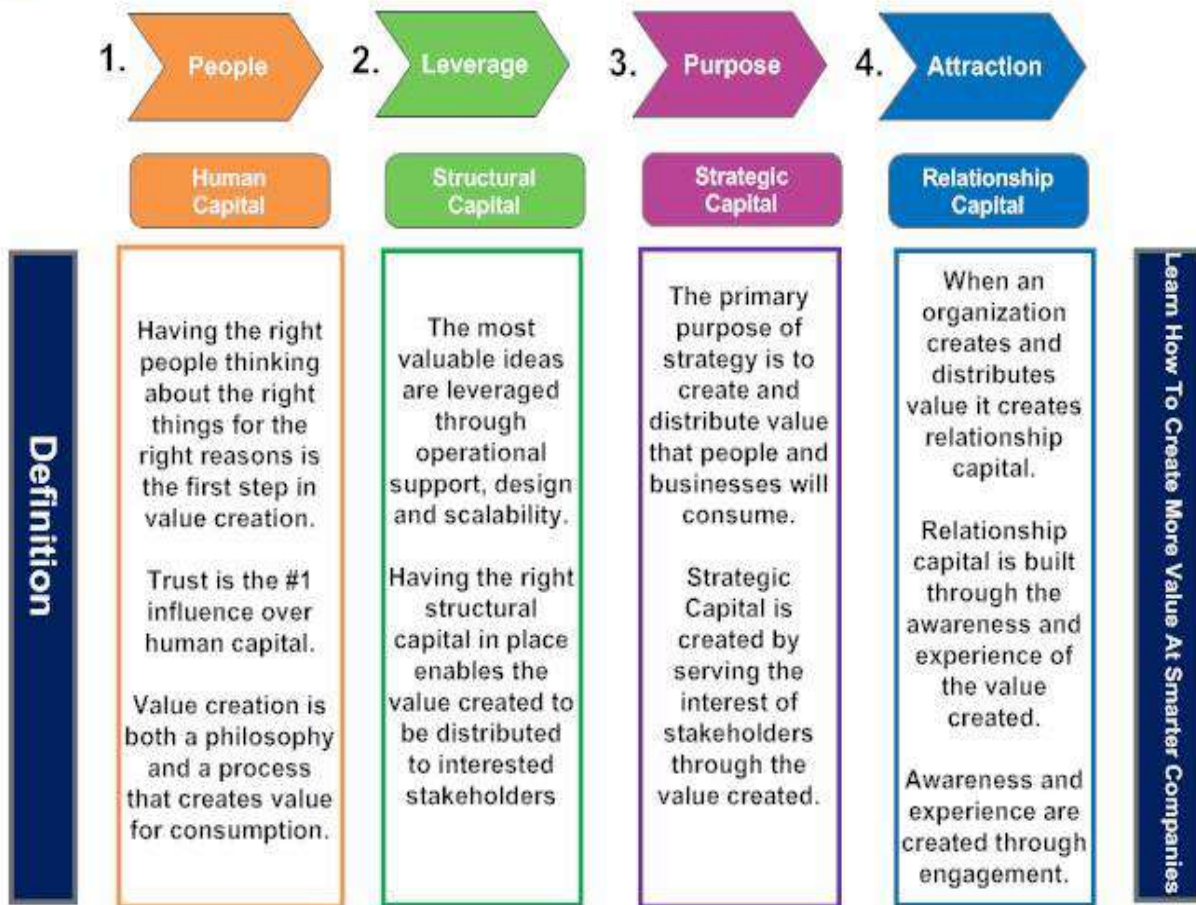
$$CVA = \frac{\text{Value added by you to your customers}}{\text{Value Added by your competitors to their customers}}$$

There are 8 steps HR has to take

- Recognize the purpose of a business is to Create Value for the customer
- The company must Create Value for the employee
- Build an Employee Value Creation strategy and how to involve various departments
- The HR department has to reinvent itself with the HR head becoming the Chief Employee Value Creator
- Measure Employee Value Added and Customer Value Added.
- Build a basic Value Creation Culture
- Customize or individualize Value Creation
- Correlate employee value, Customer Value and company financial metrics



4 Steps To Value Creation From Intangibles



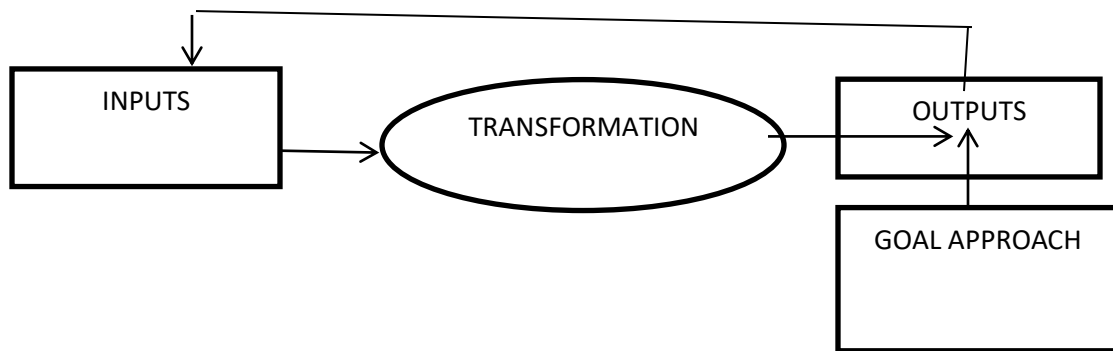
5. What are the the approaches in measuring organizational effectiveness and explain.

APPROACHES TO MEASURING ORGANIZATIONAL EFFECTIVENESS

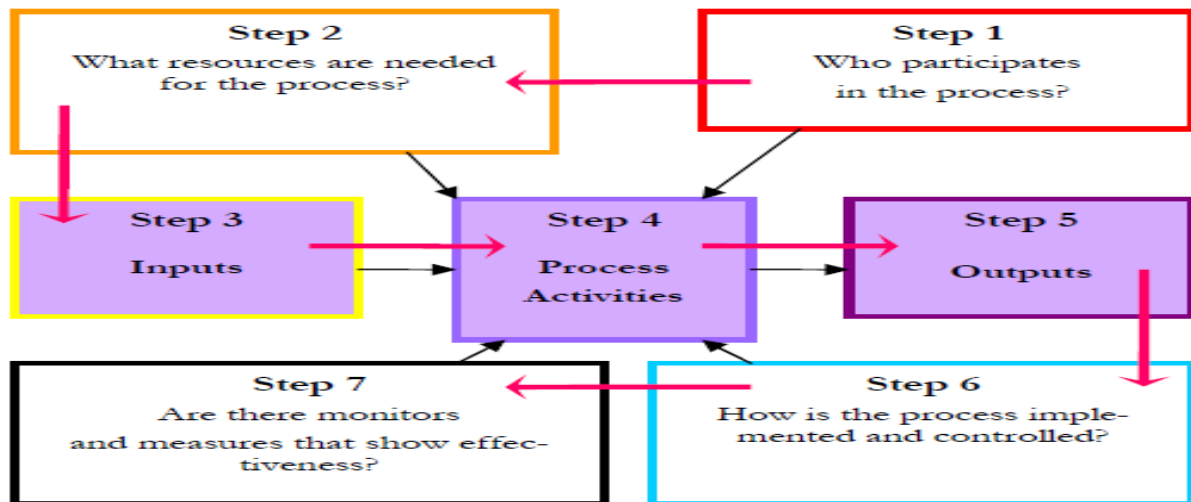
- 1.Goal Approach:** Effectiveness is the ability to excel at one or more output goals.
- 2.Internal Process Approach:** Effectiveness is the ability to excel at internal efficiency, coordination, motivation, and employee satisfaction.
- 3.System Resource Approach:** Effectiveness is the ability to acquire scarce and valued resources from the environment.
- 4.Constituency Approach:** Effectiveness is the ability to satisfy multiple strategic constituencies both within and outside the organization.
- 5.Domain Approach:** Effectiveness is the ability to excel in one or more among several domains as selected by senior managers.

Flow Charts of Approaches to Organizational Effectiveness –

1. Goal Approach

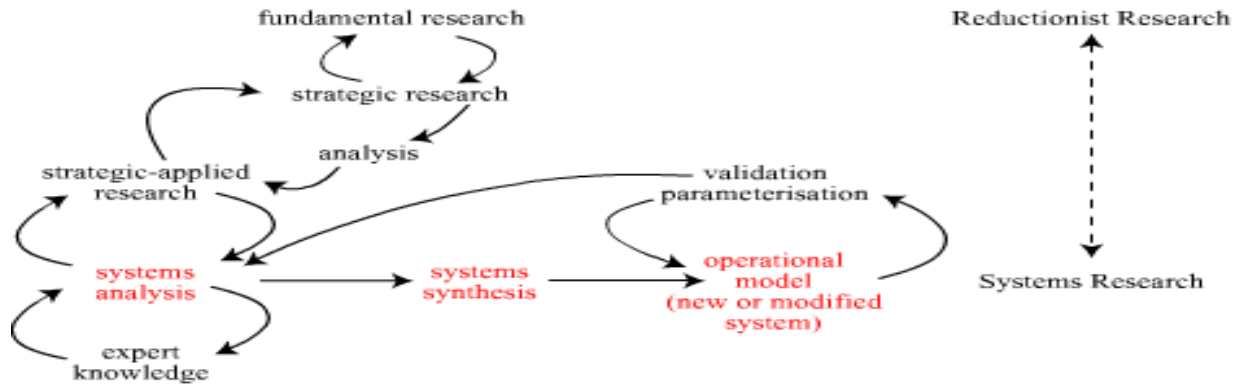


2. Internal process approach :

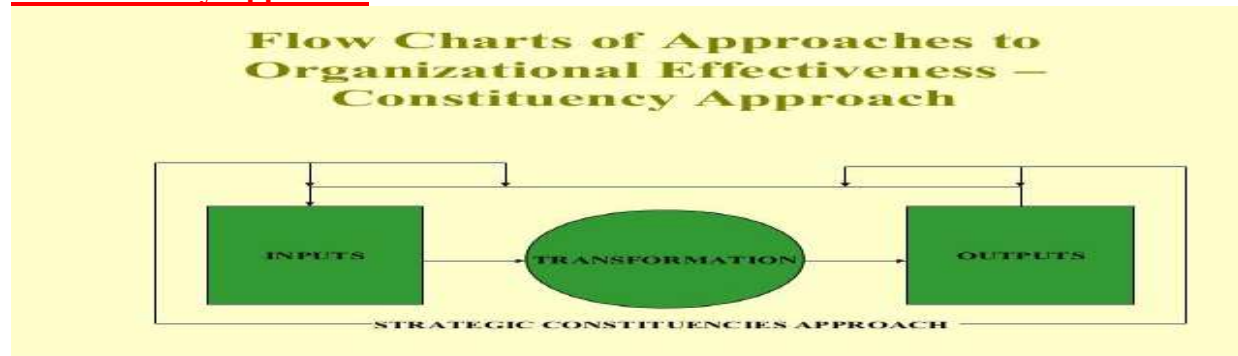


3. System research approach :

The Systems Approach

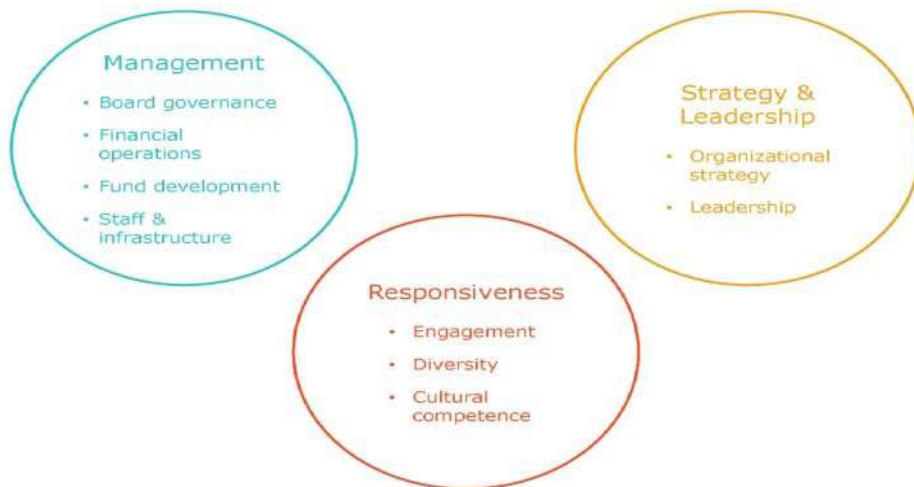


4. Constituency Approach:



5. Domain approach :

9 Domains of Organizational Effectiveness



COMPARISON OF THE 4 APPROACHES

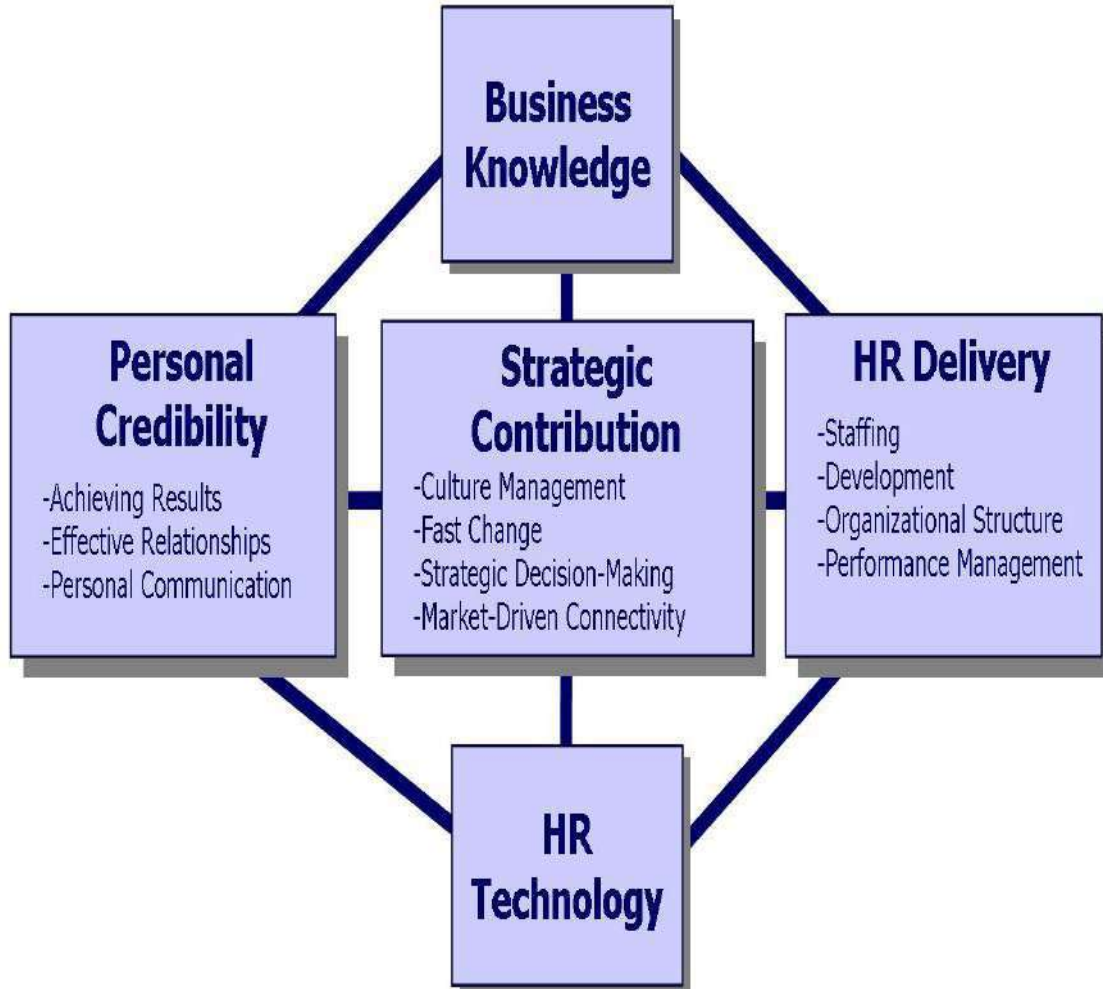
APPROACH	DEFINITION	WHEN USEFUL
Goal Attainment	An organization is effective to the extent that it accomplishes its stated goals.	The approach is preferred when goals are clear, time bound and measurable.
Systems	It acquires needed resources.	A clear connection exists between inputs and outputs.
Strategic Constituencies	Strategic Constituencies are at least minimally satisfied.	Constituencies have powerful influence on the organization, and it must respond to demands.
Competing Values	The emphasis of the organization in the four major areas matches constituent preferences.	The organization is unclear about its own emphases, or changes in criteria over time are of interest.

6. What are the HR implications of organizational design and development?

Implications of HR:

- The quality of human resource decides Vision, Mission, Purpose, Policy, Implementation rules and regulation.
- Internal environment and ability of the organization to interact with external environment
- Major activities like Planning, Organizing, Staffing, Monitoring and Controlling
- Proper allocation of duties and responsibilities
- Proper reporting system Effective decision making
- Working mechanism brings the best from human resource
- Efficiency and effectiveness of the functioning of organization
- Recruits and maintains valuable human resources
- Interact with external environment
- Competitiveness and survival of the organization
- Organizational growth and development
- Success of the organization
- Building of strengths

- Effective problem solving and crisis management team
- Day to day performance
- Better management
- Sustainable development



UNIT- II ORGANIZATIONAL DESIGN

1. What is organizational design?

It is a structure that ensures 1. Allocation of functional work by breaking a work in to many tasks and 2. Integration of efforts.

2. What is differentiation in organizational design?

Differentiation is dividing the role or work in to divisions and allocating work.

3. What is Integration in Organizational design?

Integration is the process of combining or joining efforts in to an operation.

4. What is centralization in Organizational design?

Centralization in organizational design is ensuring that the power and authority is owned by top management or Central management or in Head quarters.

5. What is decentralization in Organizational design?

Decentralization is sharing of powers and authority with the middle and lower level or with the various branches of the organization.

6. What is Standardization (Formalization) in Organizational design?

The purpose of standardization or formalization is to make a person in an organization independent, whereby the interaction between the individuals in the organization is minimum.

7. What is mechanistic Organizational structure?

A mechanistic structure, also known as a bureaucratic structure, describes an organizational structure that is based on a formal, centralized network.

8. What do you mean by organic structure?

Organic organization is one that is very flexible and is able to adapt well to changes.

9. What is matrix structure in organizational design?

A matrix organizational structure is a company structure in which the reporting relationships are set up as a grid, or matrix, rather than in the traditional hierarchy.

10. What is a learning organization?

Learning organization is a company that facilitates the learning of its members and continuously transforms itself.

11. What is boundary less organization?

A boundary less organization is one in which its design is not defined by, or limited to, the horizontal, vertical, or external boundaries imposed by a predefined structure.

12. What is organization life cycle?

The organizational life cycle is the life cycle of an organization from its creation to its termination.

13. What is organizational structure?

An organizational structure defines how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational aims.

14. Five elements of organizational learning?

- Systems thinking *
- Personal mastery. ...
- Mental models. ...
- Shared vision. ...
- Team learning.

15. What is business climate?

Business climate is the general economic environment within a society of enterprises and location(s) comprising of the attitude of the government, politicians, labor organizations, financial and lending institutions toward businesses and business activity.

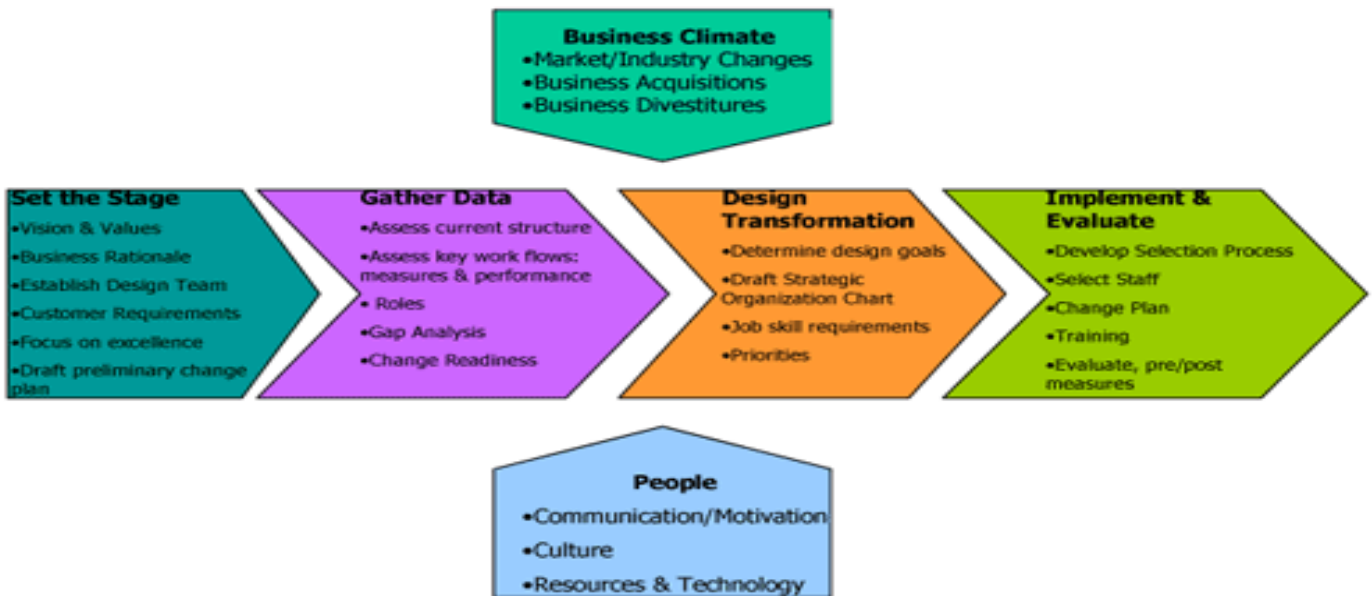
https://www.youtube.com/watch?v=O9_EHU5BKnQ- Team

Part-B

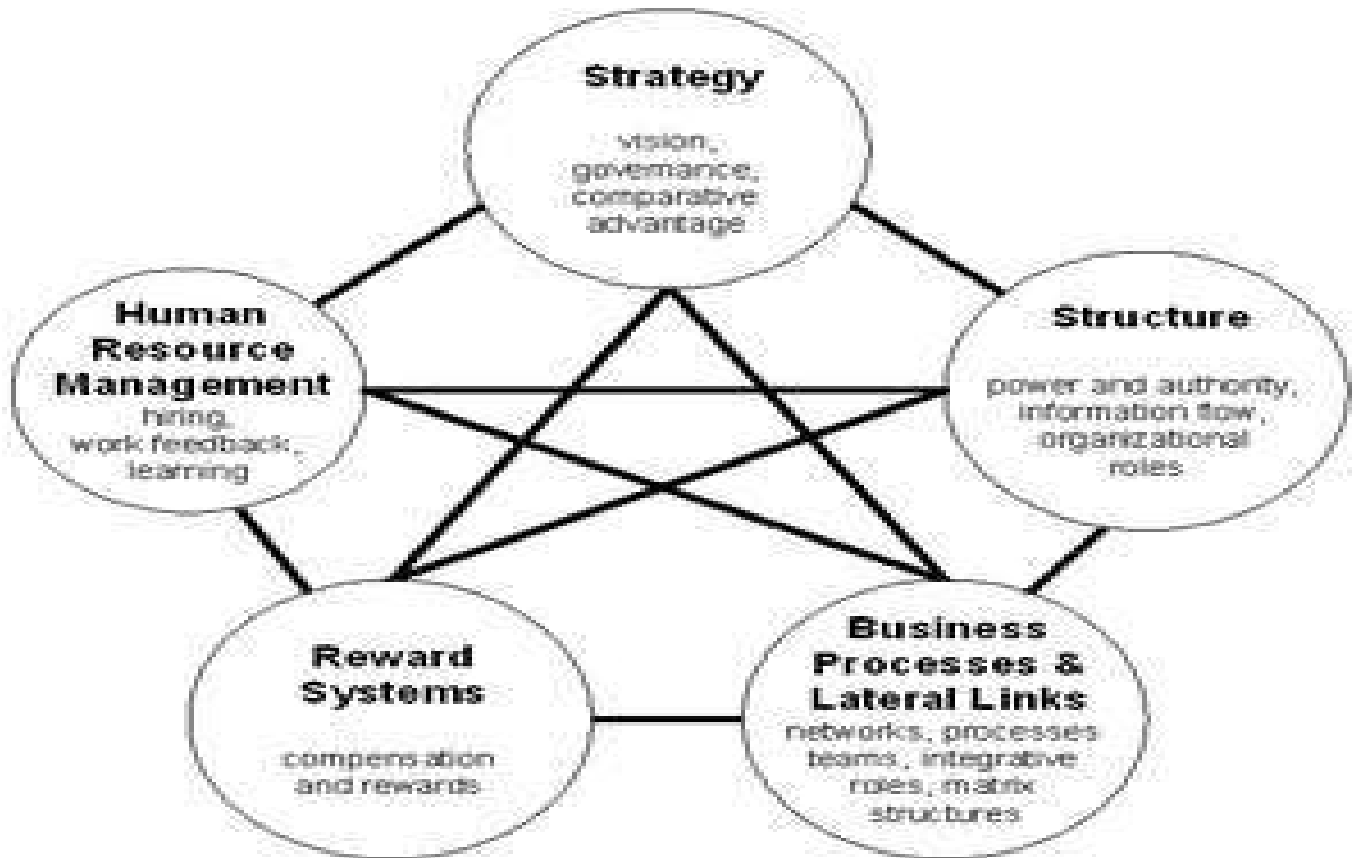
1. What is Organizational design. What are the components of Organizational design? What are the challenges in Organizational design?

Organizational design is the manner in which a management achieves the right combination of differentiation & integration of the organization's operations. Differentiation is the subdivision of functional (departmental) units. Integration is linking of differentiated units to achieve unity of effort. It brings clarity on operational aspects of a management.

Organizational Design Model

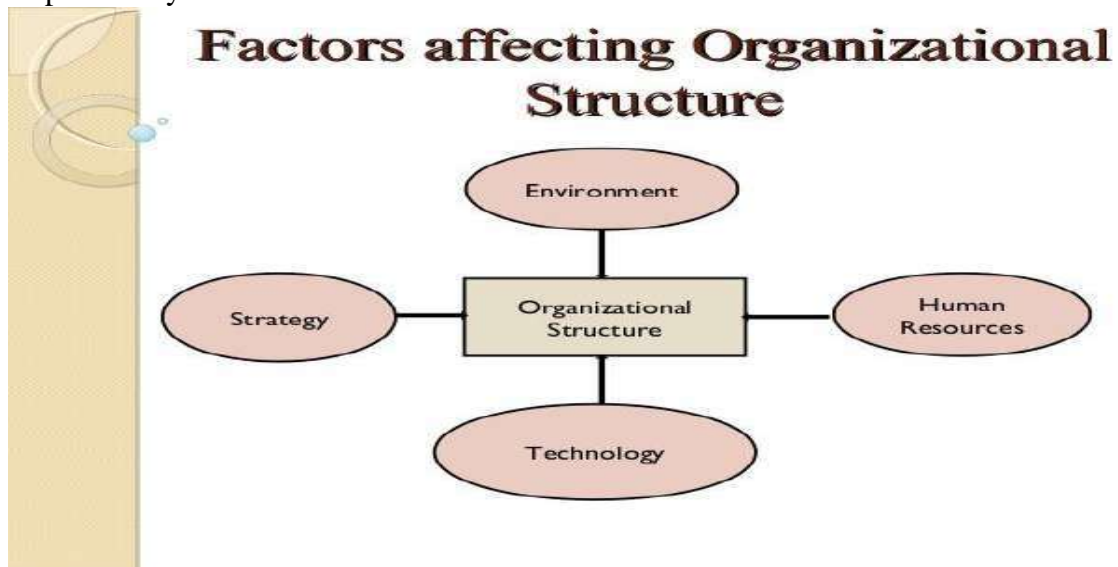


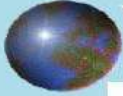
Factors Determining Organizational Structure



Several factors should be considered in determining an appropriate organizational structure.

- The bigger the organization, the more complex its structure.
- Larger organizations depend more on authority delegation and formal work responsibility.



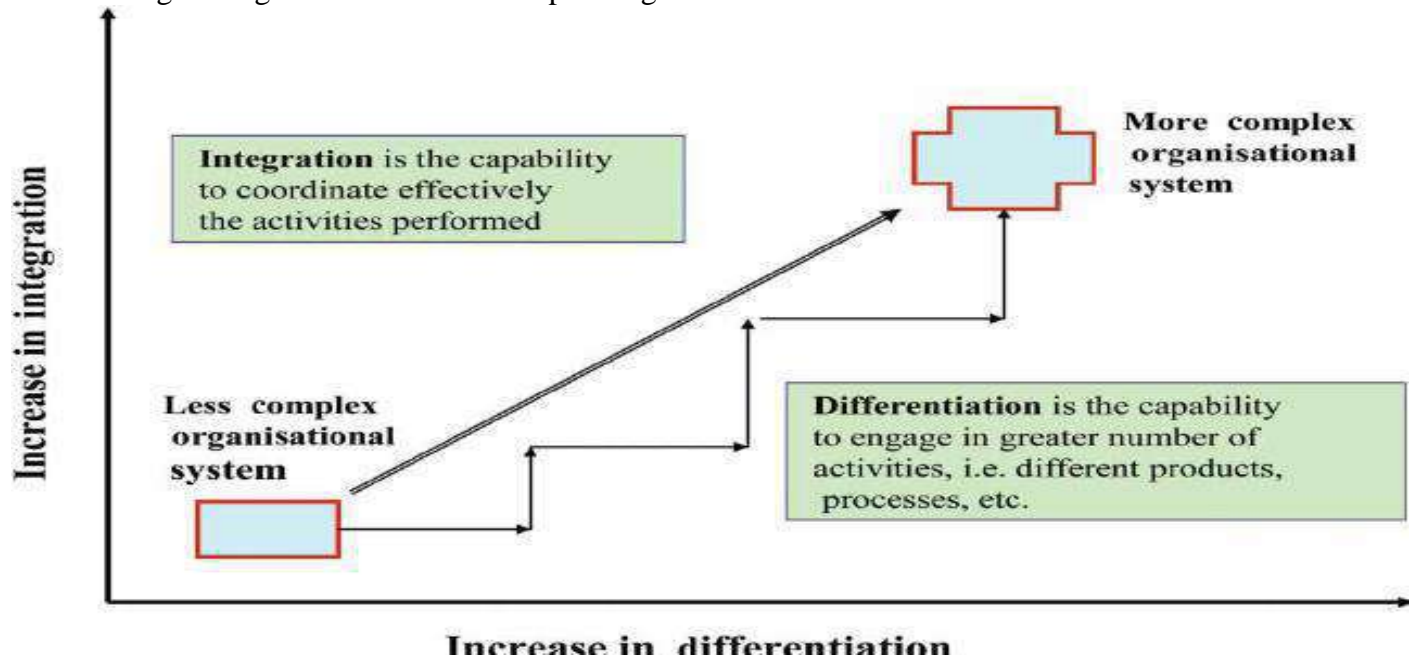


The Changing Organization	
Traditional Organization	New Organization
<ul style="list-style-type: none"> • Stable • Inflexible • Job-focused • Work is defined by job positions • Individual-oriented • Permanent jobs • Command-oriented • Managers always make decisions • Rule-oriented • Relatively homogeneous workforce • Workdays defined as 9 to 5 • Hierarchical relationships • Work at organizational facility during specific hours 	<ul style="list-style-type: none"> • Dynamic • Flexible • Skills-focused • Work is defined in terms of tasks to be done • Team-oriented • Temporary jobs • Involvement-oriented • Employees participate in decision making • Customer-oriented • Diverse workforce • Workdays have no time boundaries • Lateral and networked relationships • Work anywhere, anytime

3. Discuss Integration and Differentiation in Organizational design?

Integration is the process in which,

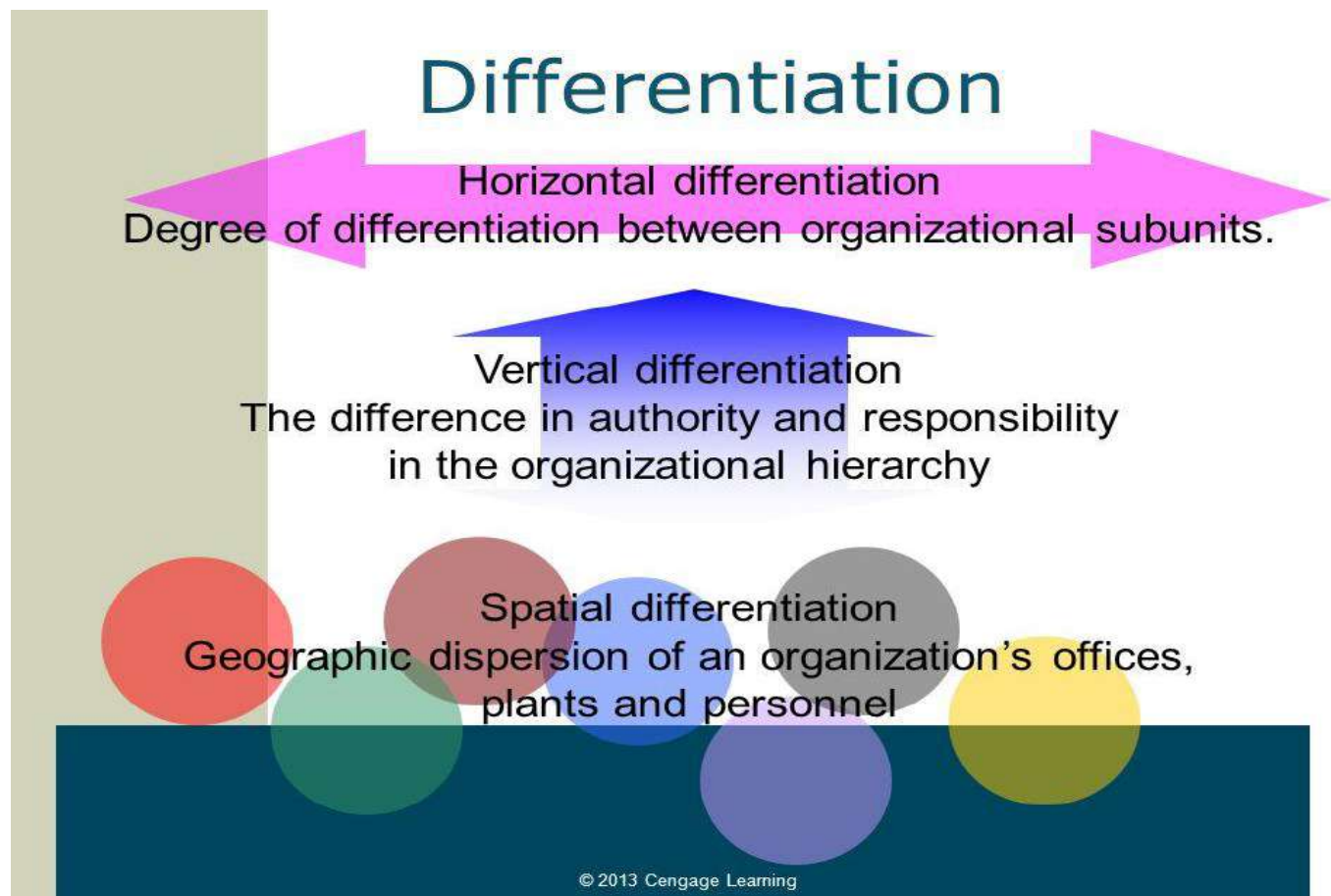
- The efforts are united
- Collective decisions are taken
- Integration provides better monitoring of implementation process & control
- Integration give more control to top management



Organizational Structure

Three Dimensions

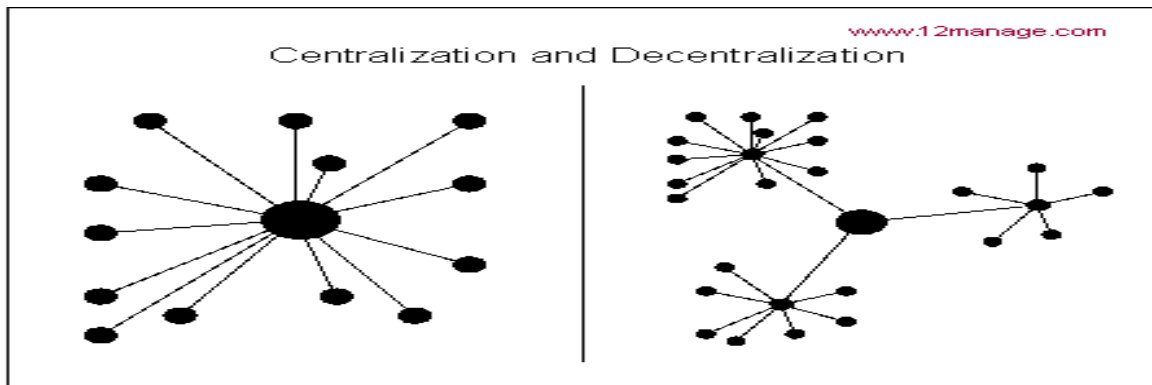
- **Vertical Differentiation**
 - Location of decision-making responsibilities within a firm
- **Horizontal Differentiation**
 - Formal division of the organization into subunits
- **Integrating Mechanisms**
 - Mechanisms for coordination between subunits



Differentiation is the process in which

- A work is broken down in to so many parts and each part is allotted
- Differentiation ensures initiative at the branches
- Differentiation ensures control and monitoring by the lower level and top level coordinates and specifies the direction and what it wants.
- Differentiation ensures fast action and reaction

4. Discuss Centralization and decentralization in Organizational design?



Centralization is said to be a process where the concentration of decision making is in a few hands. All the important decision and actions at the lower level, all subjects and actions at the lower level are subject to the approval of top management.

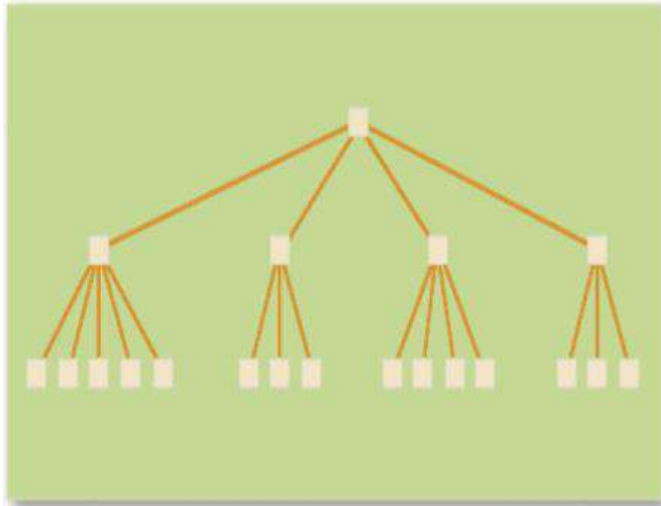
Decentralization is a systematic delegation of authority at all levels of management and in all of the organization

Centralized vs Decentralized Criteria

Criteria	Centralized	Decentralized
1. Geography	International & Global brands	Local brands
2. Brands	Multi-brand initiatives	Individual brand or customized products (could still be centralized if global brand)
3. Sentiment	Products benefitting from standardization & scale (consumer tech)	Products with strong national or regional pride
4. Properties, partnerships & sponsorships	Global sponsorships (Olympics, World Cup, F1, ...), Product placements	Local sponsorships
5. Cost synergies	Procurement, packaging, production, media (upfronts)	When high import duties, Point of sale materials (lower transport cost)
6. Standardization of approaches	Research, agency management, skill sets	Promotions, pricing
7. Control of functional reporting	Reporting to global head of specific function	Reporting to local general manager

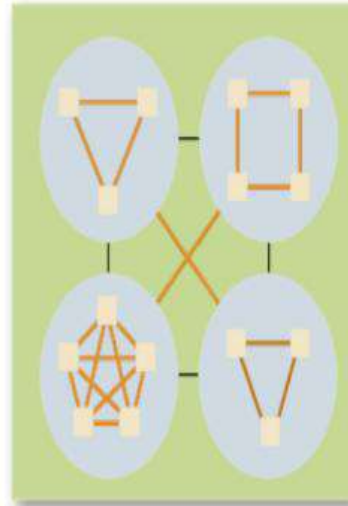
5. Compare mechanistic and organic structure of Organizational design?

The mechanistic model



- High specialization
- Rigid departmentalization
- Clear chain of command
- Narrow spans of control
- Centralization
- High formalization

The organic model



- Cross-functional teams
- Cross-hierarchical teams
- Free flow of information
- Wide spans of control
- Decentralization
- Low formalization

Mechanistic and Organic Structures

(Table 16.1)

<i>Mechanistic Structures</i>	<i>Organic Structures</i>
Tall, centralized hierarchy of authority	Flat, decentralized hierarchy of authority
Top-down communication and decision making	Lateral communication and decision making between people in different departments
Great use of standardization: many detailed rules and standard operating procedures	Great use of mutual adjustment: much face-to-face communication in task forces and teams
Clearly specified tasks and roles and a defined division of labor	Deliberately ill-defined tasks and roles and a loose division of labor

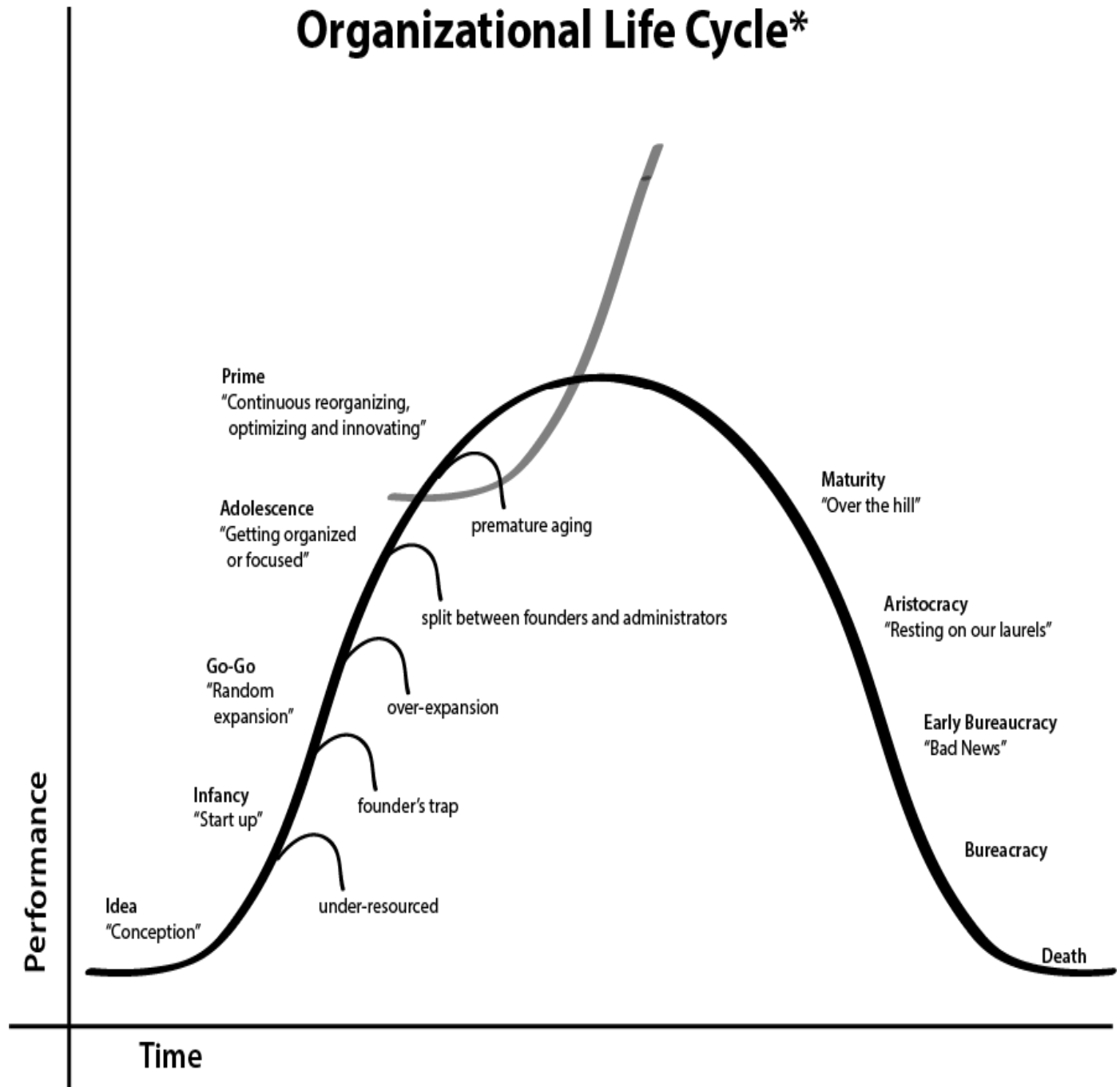
6. Explain the effect and impact of organizational design?



Impact of Organizational Design:

	Work Processes	Behavioral Processes	Change Processes
Definition	<ul style="list-style-type: none"> Sequences of activities that transform inputs into outputs 	<ul style="list-style-type: none"> Widely shared patterns of behavior and ways of acting/interacting 	<ul style="list-style-type: none"> Sequences of events over time
Role	<ul style="list-style-type: none"> Accomplish the work of the organization 	<ul style="list-style-type: none"> Infuse and shape the way work is conducted by influencing how individuals and groups behave 	<ul style="list-style-type: none"> Alter the scale, character, and identity of the organization
Major categories	<ul style="list-style-type: none"> Operational and administrative 	<ul style="list-style-type: none"> Individual and interpersonal 	<ul style="list-style-type: none"> Autonomous and induced, incremental and revolutionary
Examples	<ul style="list-style-type: none"> New product development, order fulfillment, strategic planning 	<ul style="list-style-type: none"> Decision making, communication, organizational learning 	<ul style="list-style-type: none"> Creation, growth, transformation, decline

7. Define Organizational life cycle and explain its in detail.



Life Cycle and Organizational Structure:

An organization undergoes the stages of birth, youth, midlife and maturity. During birth, the company is in its blossoming phase and without a formal design. During the youth phase, the company is attempting to expand, with the needs of the customers becoming the focus.

Organization Characteristics During Four Stages of Life Cycle

	1.	2.	3.	4.
	Entrepreneurial	Collectivity	Formalization	Elaboration
Characteristic	Nonbureaucratic	Prebureaucratic	Bureaucratic	Very Bureaucratic
Structure	Informal, one-person show	Mostly informal, some procedures	Formal procedures, division of labor, specialties added	Teamwork within bureaucracy, small-company thinking
Products or services	Single product or service	Major product or service with variations	Line of products or services	Multiple product or services lines
Reward and control systems	Personal, paternalistic	Personal, contribution to success	Impersonal, formalized systems	Extensive, tailored to product and department
Innovation	By owner-manager	By employees and managers	By separate innovation group	By institutionalized R&D
Goal	Survival	Growth	Internal stability, market expansion	Reputation, complete organization
Top Management Style	Individualistic, entrepreneurial	Charismatic, direction-giving	Delegation with control	Team approach, attack bureaucracy

Thomson Learning

 Sources: Adapted from Larry E. Greiner, "Evolution and Revolution in Organizational Growth," *Harvard Business Review* 39 (July-August 1961): 37-46; G. L. Lippitt and W. H. Schriesheim, "Change in a Developing Organization," *Harvard Business Review* 40 (November-December 1962): 102-112; B. R. Stogdill, "The Industrial State: Old Myths and New Realities," *Harvard Business Review* 31 (March-April 1953): 131-41; Robert E. Quinn and Kim Cameron, "Organizational Life Cycles and Shifting Criteria of Effectiveness," *Management Science* 26 (1981): 31-51.

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9-4

8. Organizational design for success and implications to managers?

CONTEXTUAL VARIABLES THAT ENSURES SUCCESS FROM ORGANIZATIONAL DESIGN:

- A. **Size** : Size determinations are typically based on number of employees.
- B. **Technology** : Task variability and problem analyzability.
- C. **Environment** : The organizational **environment** is considered anything outside the boundaries of the organization. The **task environment** includes elements that are specifically related to the attainment of the organization's goals. **Environmental uncertainty** refers to the amount and rate of change in an organization's environment.
- D. **Strategy and Goals** : Strategies and goals provide legitimacy to the organization, as well as employee direction, decision guidelines, and criteria for performance.

FORCES RESHAPING ORGANIZATIONS:

- A. **Life Cycles in Organizations**: The **organizational life cycle** is comprised of the differing stages of an organization's life from birth to death.
- B. **Globalization**: As organizations develop globally, they often change their structures to accommodate the decentralization necessary because of geographic dispersion and cultural and value-related differences.
- C. **Changes in Information-Processing Technologies**
- D. **Demands on Organizational Processes**: Managers must learn to meet both efficiency and quality goals by combining long-term thinking with flexible and quick responses.
- E. **Emerging Organizational Structures**: Emerging structures will increasingly and necessarily be organized around processes.

Implications of organizational design by managers :

- It provides clarity of operation for managers
- It provides foundation for reporting system
- It provides the foundation for organizational direction
- It supports effective decision making process
- It provides proper sharing of power and authority
- It provides flexibility to make change
- It provide better learning grounds for managers
- It ensures efficient and effective functioning of a manager.
- It ensures performance framework for managers.



UNIT- 3

ORGANIZATIONAL STRUCTURE CULTURE

1. What is organizational culture?

Organizational culture consists values and behaviours that "contribute to the unique social and psychological environment of an organization.

2. What is strong culture?

Strong culture is widely (Most of the people) practiced in the society.

3. What is weak culture?

Weak culture is practiced by few members of the society.

4. What are the types of culture?

The Clan Culture, the Adhocracy Culture, the Market Culture, and the Hierarchy Culture.

5. Define morals?

Morals are the rules that govern which actions are right and which are wrong.

6. Define ethics?

Recommending behavior for social harmony and development.

7. Define values?

Factors or Characters for which society gives importance.

8. What is sustaining culture?

Sustaining culture is the practices that have long life in the organization or society.

9. What is traditionalism?

Group of employees holding on to past traditions and practices and provide strong resistance to change. They feel that any change might create discomfort.

Elements of strong cultures	Elements of weak cultures
Values widely shared	Values shared by a few, usually top management
Members know what is important	Members not very clear about what is important
Most employees can tell stories about company history/heroes	Employees possess little knowledge of company history or heroes
Employees strongly identify with culture	Employees have little identification with culture
Strong linkage between shared values and behavior	Little connection between shared values and behaviors

Understanding Organizational Culture



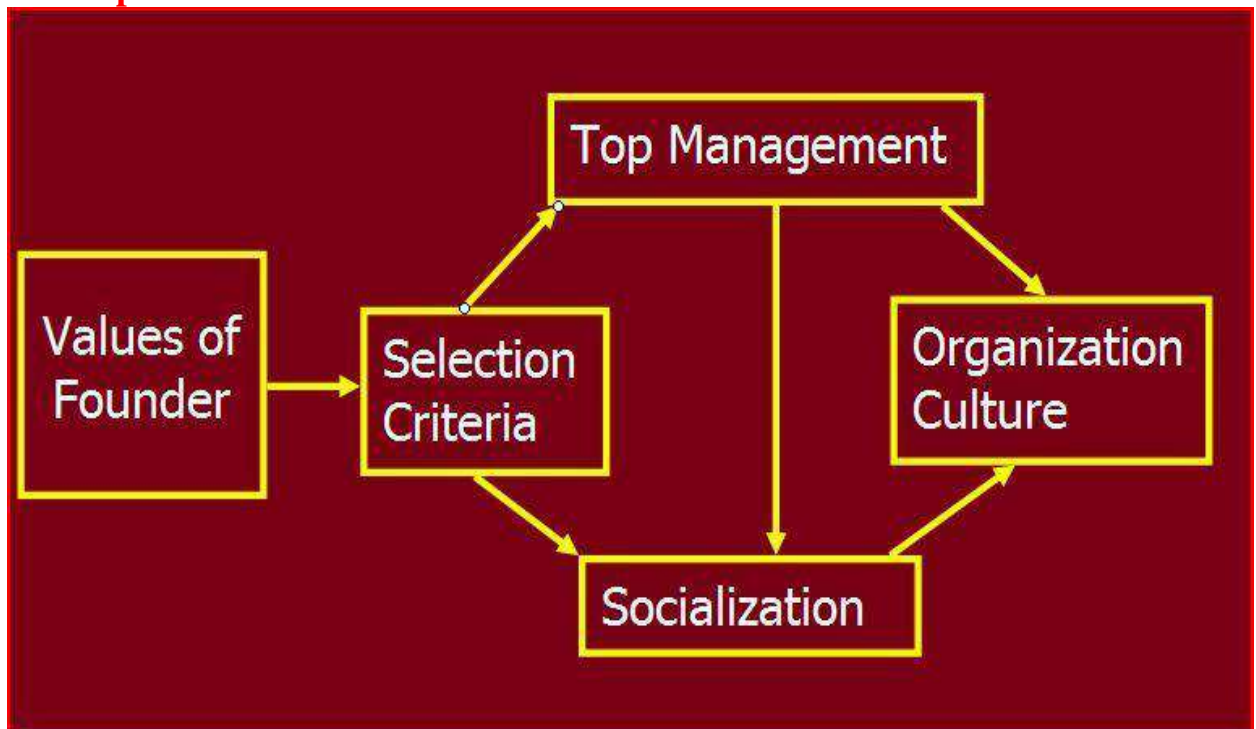
Organizations may derive the following benefits from developing strong and productive cultures:

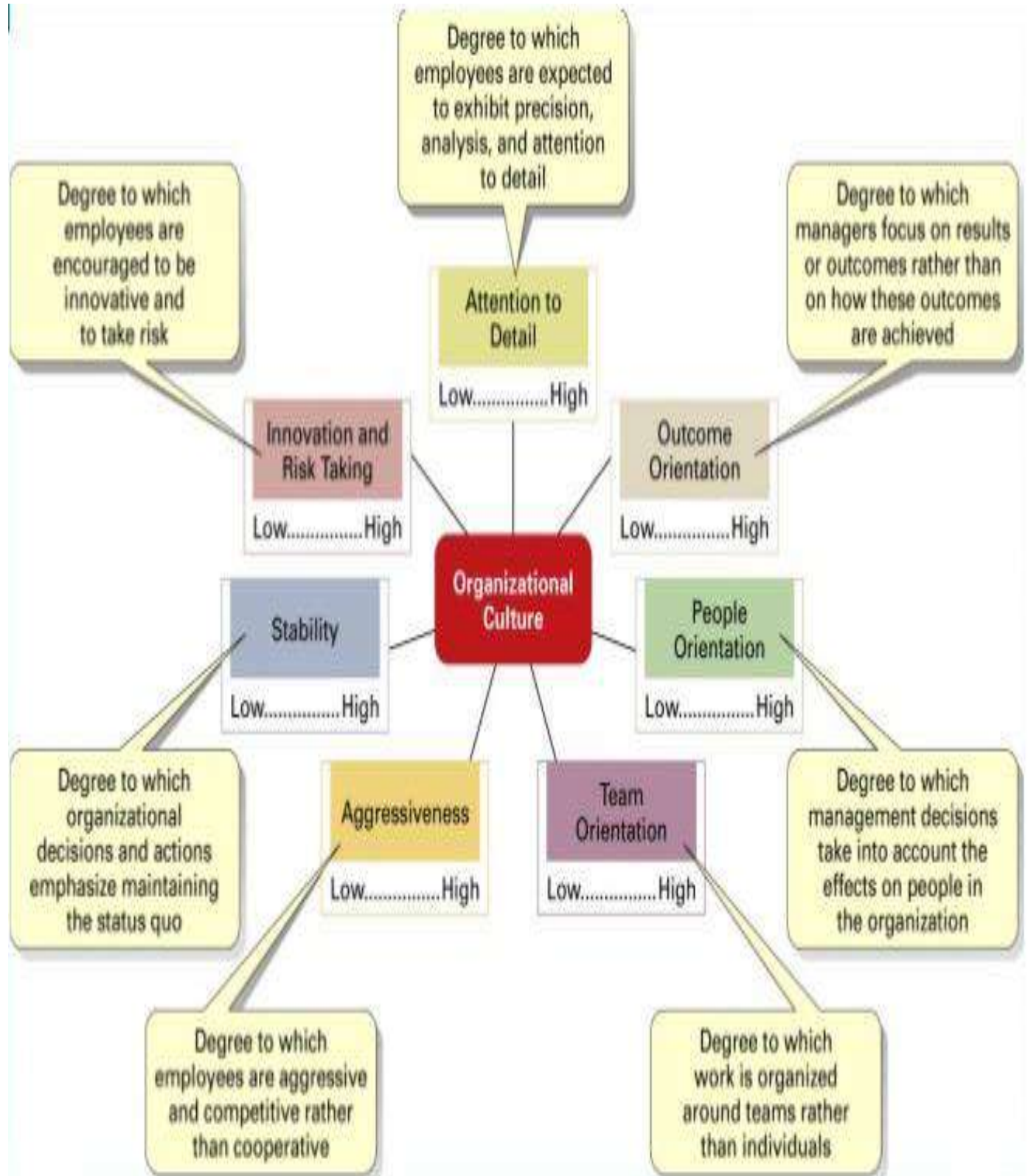
- Better aligning the company towards achieving its vision, mission, and goals
- High employee motivation and loyalty
- Increased team cohesiveness among the company's various departments and divisions
- Promoting consistency and encouraging coordination and control within the company
- Shaping employee behavior at work, enabling the organization to be more efficient

A variety of characteristics describe a healthy culture, including:

- Acceptance and appreciation for diversity
- Regard for and fair treatment of each employee as well as respect for each employee's contribution to the company
- Employee pride and enthusiasm for the organization and the work performed
- Equal opportunity for each employee to realize their full potential within the company
- Strong communication with all employees regarding policies and company issues
- Strong company leaders with a strong sense of direction and purpose
- Ability to compete in industry innovation and customer service, as well as price
- Lower than average turnover rates (perpetuated by a healthy culture)
- Investment in learning, training, and employee knowledge

2. How to create and sustain a culture in the organization and what are the Steps in cultural formation?





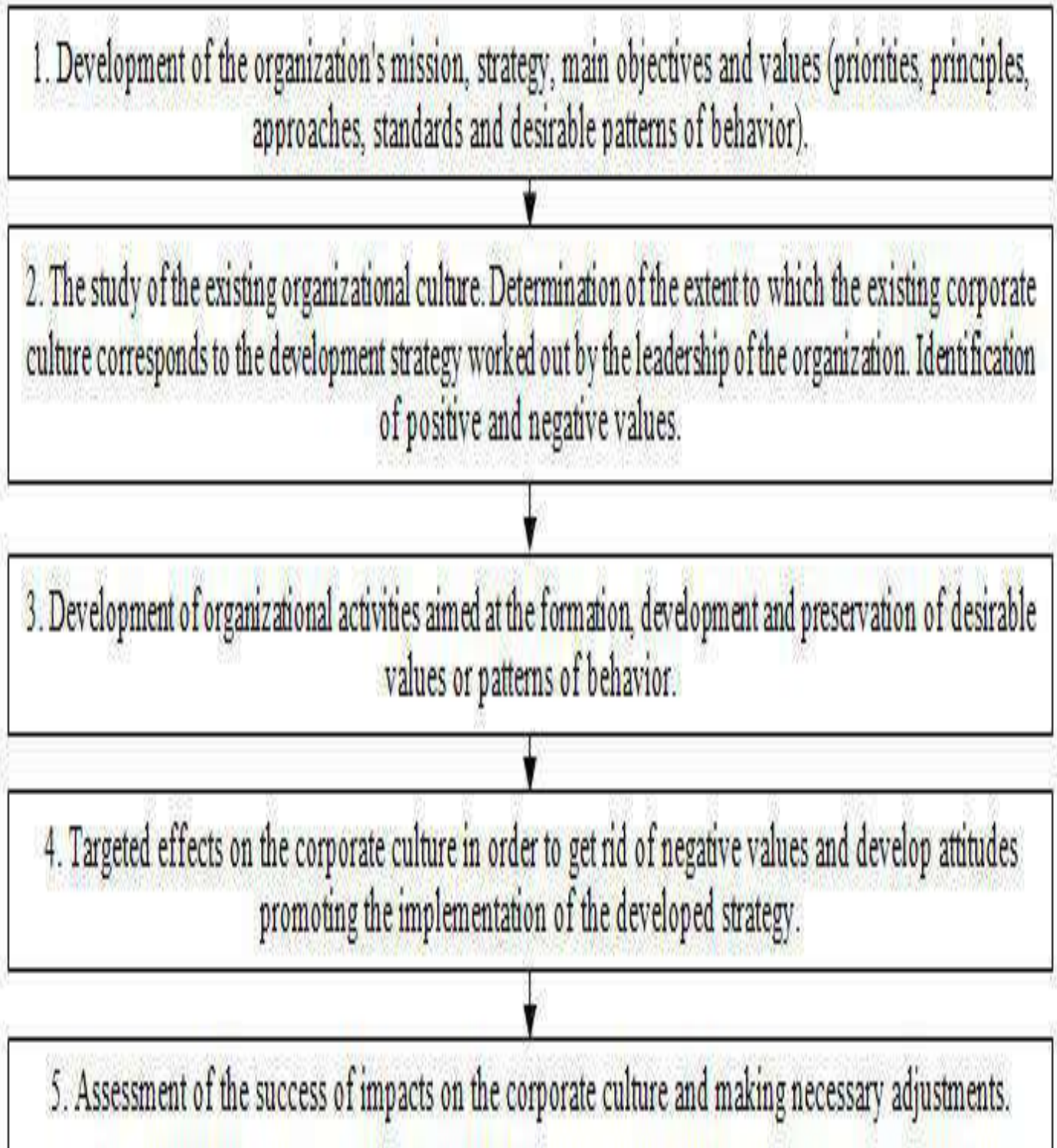
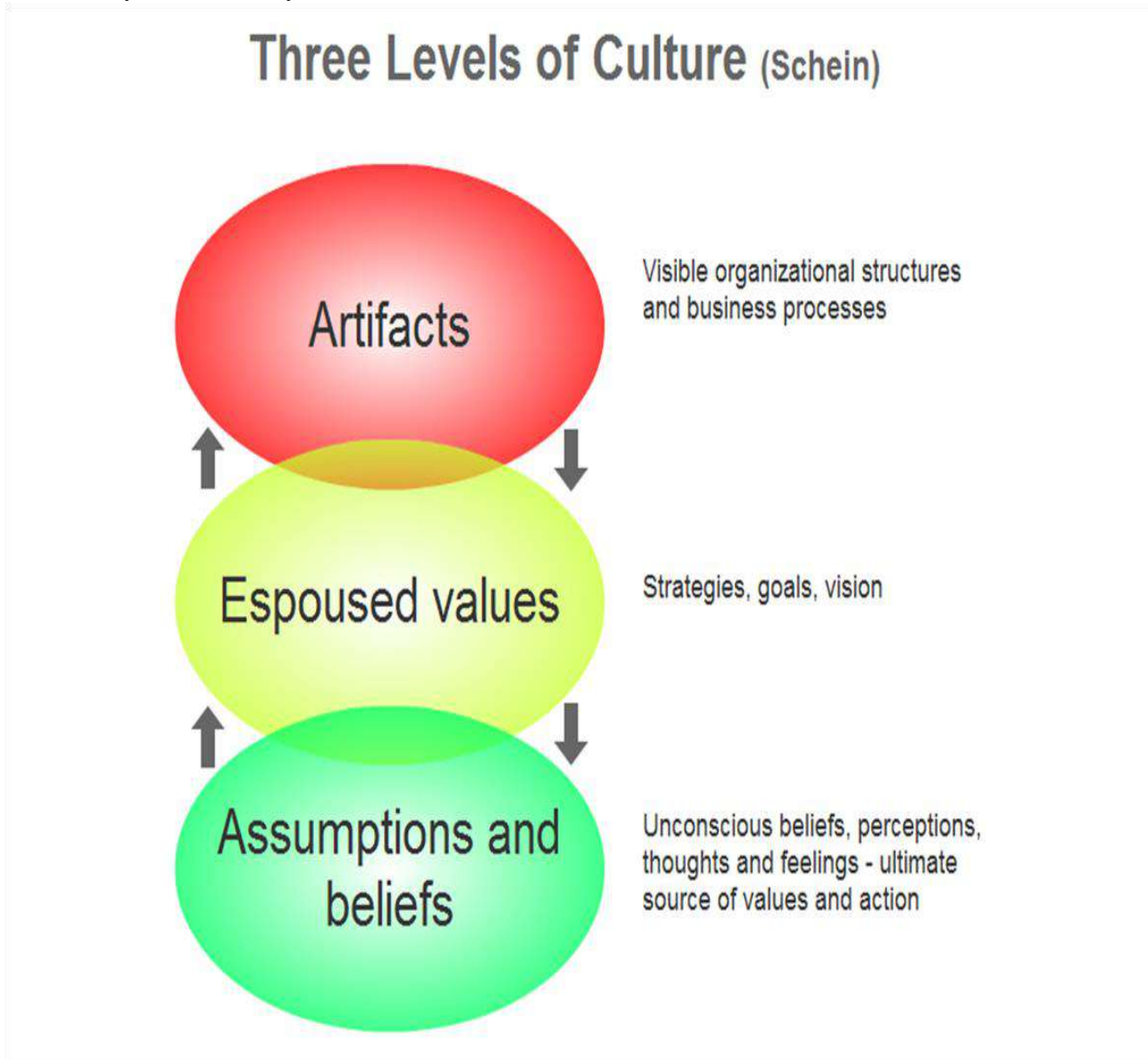


Figure 1. The main stages of formation of the corporate culture according to Magura M. (Magura, 2002)

3. Enumerate in detail about the different Models in Organisational Culture?

Hofstede demonstrated that there are national and regional cultural groupings that affect the behavior of organizations and he identified four like ,

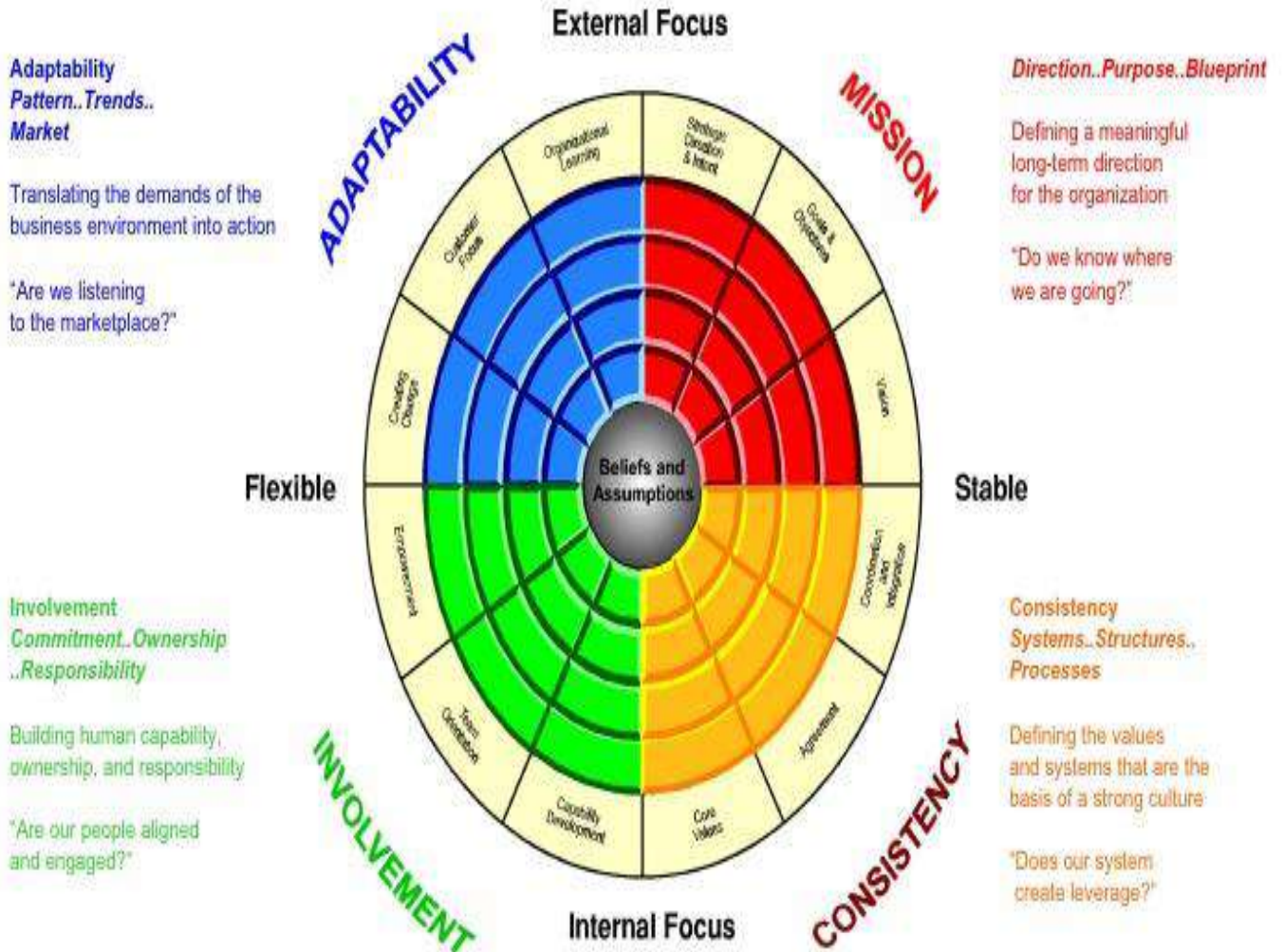
- Social inequality.
- Uncertainty avoidance is the way of coping with uncertainty about the future.
- Individualism vs. collectivism
- Masculinity vs. femininity



Daniel Denison's model described by four general dimensions –

- Mission – Strategic Direction and Intent, Goals and Objectives and Vision
- Adaptability – Creating Change, Customer Focus and Organizational Learning
- Involvement – Empowerment, Team Orientation and Capability Development
- Consistency – Core Values, Agreement, Coordination/Integration

The Denison Model



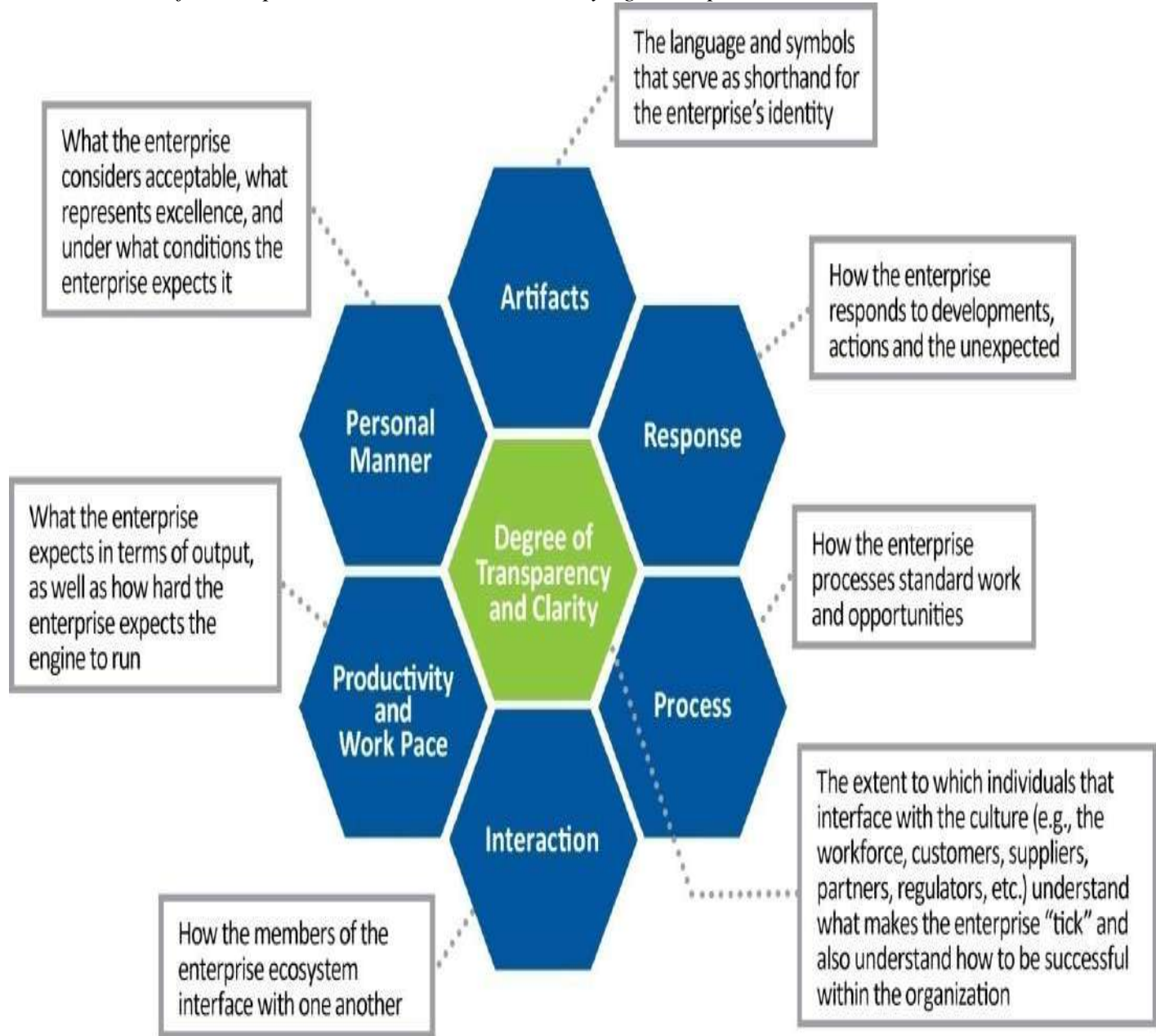
Measurement Model Fit Statistics: $\chi^2=122,715$ ($df=1692$; $N=30,808$); RMSEA=.048; GFI=.88; AGFI=.87; CFI=.98

Deal and Kennedy defined organizational culture as *the way things get done around here.*

- **Work-hard, play-hard culture:**
- **Tough-guy macho culture**
- **Process culture**
- **Bet-the-company culture**

Edgar Schein:

According to his model illuminates culture from the standpoint of the observer, described at three levels: *artifacts*, *espoused values* and *basic underlying assumptions*.



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Bernard L. Rosauer:

Culture is mixture of 3 simple ingredients

1. The worker
2. The Work
3. The Customer.

Gerry Johnson:

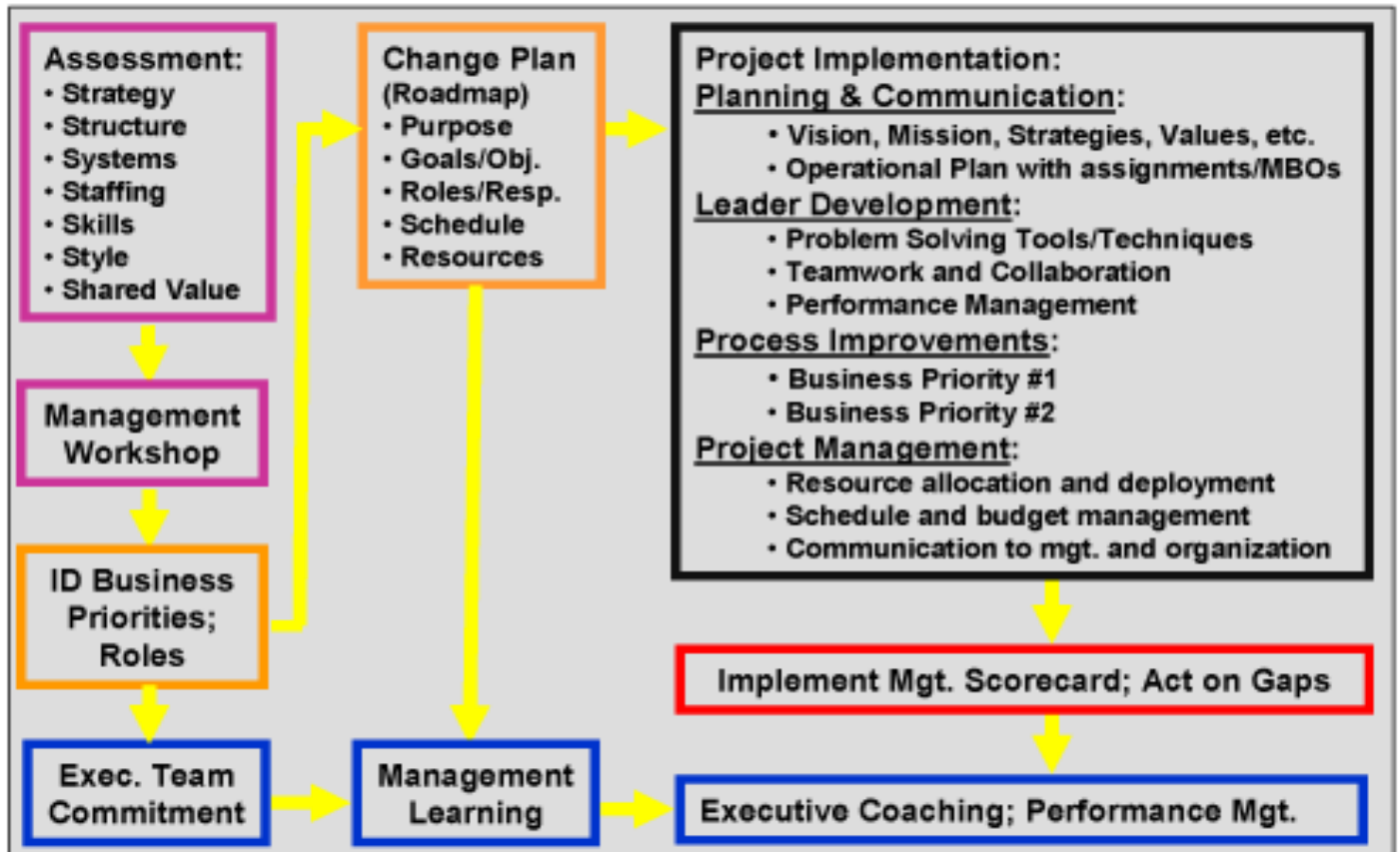
Influence organizational culture:

- **The paradigm:** What the organization is about, what it does, its mission, its values.
- **Control systems:** The processes in place to monitor what is going on.
- **Organizational structures:** Reporting lines, hierarchies, and the way that work flows through the business.
- **Power structures:** Who makes the decisions, how widely spread is power, and on what is power based?
- **Symbols:** These include organizational logos and designs, but also extend to symbols of power such as parking spaces and executive washrooms.
- **Rituals and routines:** Management meetings, board reports and so on may become more habitual than necessary.

Organizational culture is shaped by multiple factors, including the following:

- External environment
- Industry
- Size and nature of the organization's workforce
- Technologies the organization uses
- The organization's history and ownership

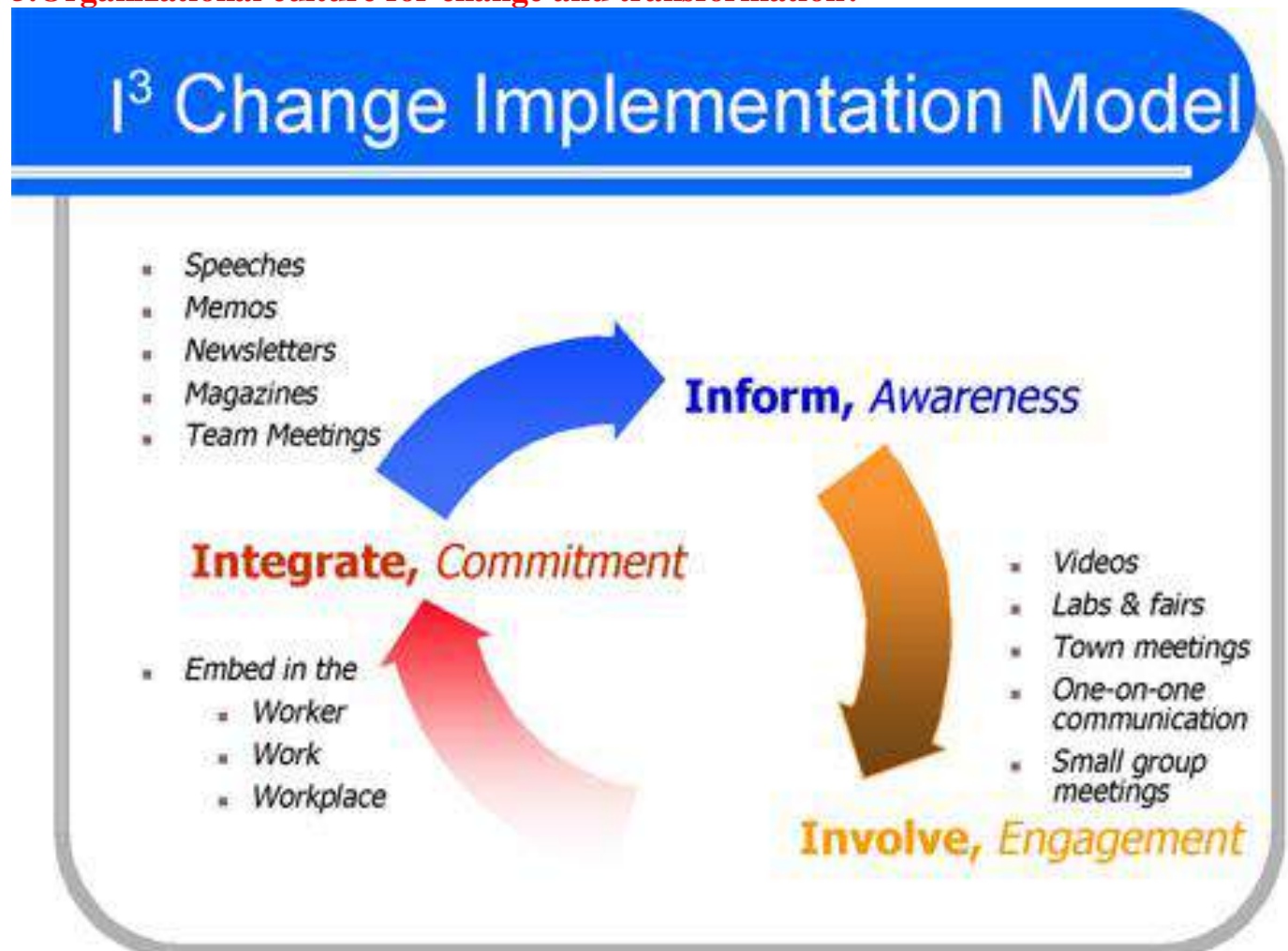
3. Impact of culture on implementation?



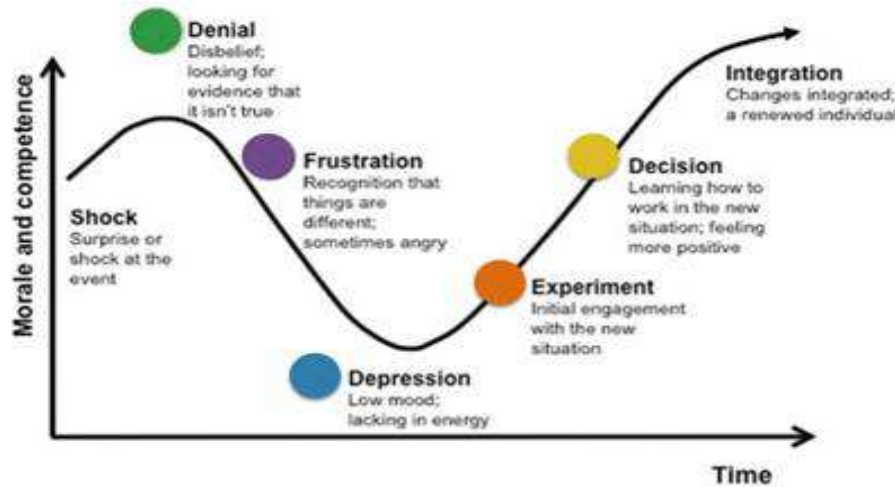
Impact of organizational culture,

- Understanding of corporate vision , mission and operational norms
- Training , team building, group cohesiveness
- Conflict management
- Performance , appraisal and career development
- Power sharing and better coordination
- Discussion, collective decision and grievances handling
- Corporate social responsibility
- Organizational integrity
- Organizational learning
- Resource management
- Change management and transformation
- Operational excellence and work culture
- Continuous improvement

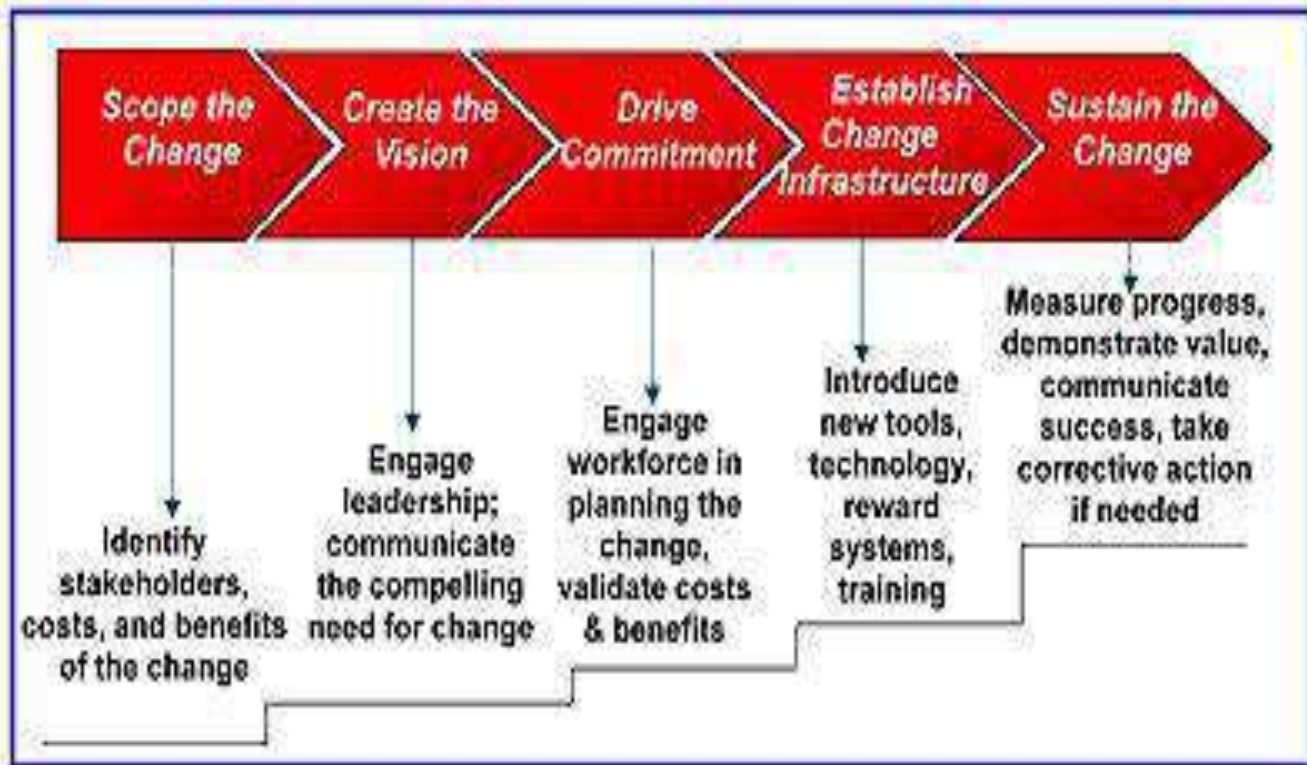
5.Organizational culture for change and transformation?



The Kübler-Ross change curve



- Create Alignment
- Maximize Communication
- Spark Motivation
- Develop Capability
- Share Knowledge



UNIT- IV

ORGANISATIONAL CHANGE

1. What is organizational change?

Organizational change is a process in which an organization optimizes performance as it works toward becoming its ideal state.

Initial level -----> Present level -----> Desired level

Present working environment ----- Expected working environment

2. What is resistance to change?

It is the negative behavior expressed by employees against a change. It is because of uncertainty about the future and being comfortable with present situations.

3. What is evolutionary change?

Evolutionary change is gradual and natural extension of present system and adequate time frame given to get adapted.

4. What is revolutionary change?

In revolutionary change there is substantial difference between situations before a change and situations after a change. Mostly it is forced.

5. What is transformation?

In transformation the change is smooth and adequate adaption time is given.

6. What are the three stages of change according to Lewin's model?

1.Unfreeze 2.Transition and 3.Refreeze

7. Who is change agent?

A change agent is a person from inside or outside the organization who helps an organization transform itself

8. What are the composition of Mc Kinsky 7S model?

1. Shared values, 2. Strategy, 3. Structure, 4. Systems, 5. Style, 6. Staff, 7. Skills

9. What is incremental change?

Incremental change is a method of introducing many small, gradual (and often unplanned) changes to a project instead of a few large, rapid (and extensively planned) changes.

10. What is Mission?

A **mission** statement is a short statement of an organization's purpose, identifying the scope of its operations: what kind of product or service it provided.

12. What is vision?

Long term destination or status a company wants to reach in the long run.

13. Radical change?

Radical change means a controversial change. A change totally different from the previous state.

14. What is transition?

Transition is the process of change hidden and not visible and will bring in drastic level change after a period.

PART-B

1. What is organizational change, What are the types of change and What are the various steps in managing a change?

Organizational change is a process in which an organization optimizes performance as it works toward becoming its ideal state.

Initial level -----> Present level -----> Desired level

Present working environment ----- Expected working environment

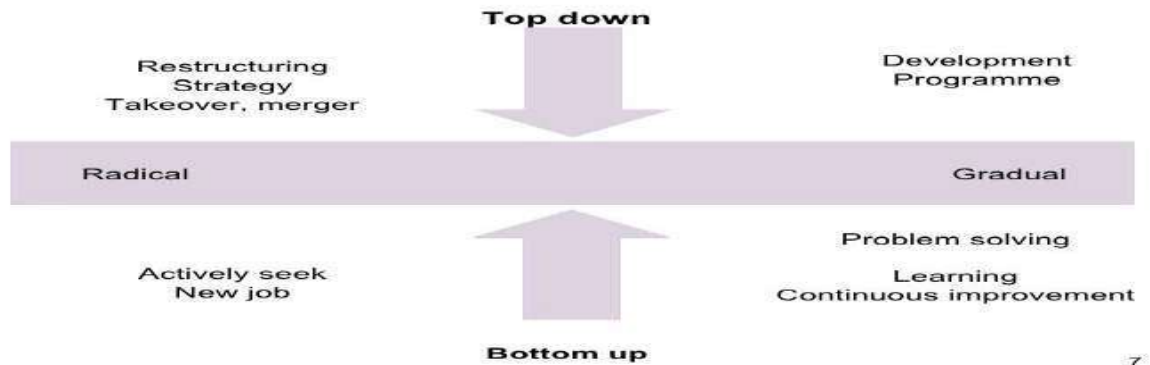
The most common known targets of organizational change include vision, strategy, culture, structure, system, production technology, and leadership style

Types of organizational change

1. Mission & Strategy
2. Organizational Structure
3. People
4. Culture
5. Knowledge
6. Policies & Legal Agreements
7. Processes
8. Technology
9. Products, Marketing & Customer Relationships
10. Integration

- The change might vary in its intensity and also time consideration in execution.
- It may be short term change or might be long term.
- Its impact and price the organization gives may vary.
- It might be based on dimension of change or areas of change or risk involved in the change
- It might need few to everyone in the organization for implementing the change.

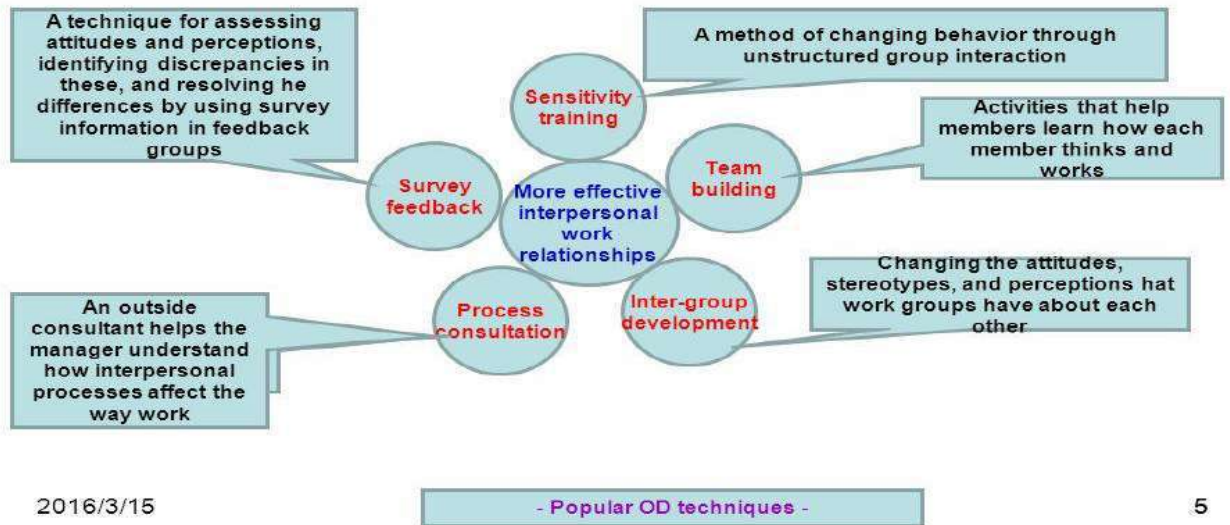
Types of change



7

Types of Organizational Change...

Organizational Development (OD) is the term used to describe change methods that focus on people and the nature and quality of interpersonal work relationships



2016/3/15

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Planned change occurs when deliberate decisions are made in an organization, while **unplanned** change is a result of unforeseen occurrences. **External factors** and **internal factors** can cause both of these types of changes within a company. Let's take a look at specific examples of each with Cheapo Toys as our backdrop.

External Forces of Change:

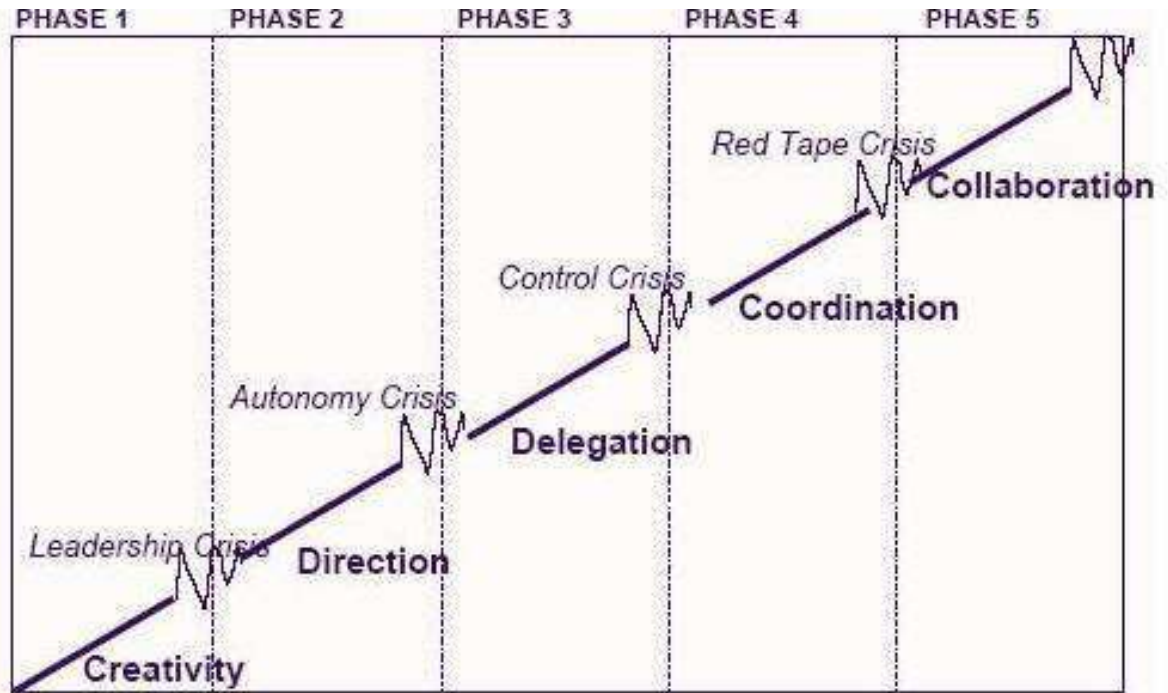
An **external force** of change occurs from an outside influence on the organization. There are four main external forces of change:

- Globalization
- Workforce Diversity
- Ethical Behavior
- Technology

There are also numerous internal forces of change that companies must monitor.

- Poor financial performance
- Internal crisis
- Expectation of employees
- Organizational vision, mission and strategy

2. What are the various steps planned for effective implementation of change?



Category	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Management Focus	Make and sell	Efficiency of Operations	Expansion of Market	Consolidation of Organization	Problem Solving and Innovation
Organization Structure	Informal	Centralized and Functional – Machine	Decentralized and Geographical – Organic	Line-staff and product groups -- Organic and/or Matrix	Self-Managed Teams – Brain
Top Management Style	Individualistic and Entrepreneurial	Directive	Delegative	Watchdog	Participative – Empowering
Control System	Market research	Standards and Cost Centers	Reports and Profit Centers	Plans and Investment Centers	Mutual Goal Setting
Management Reward Emphasis	Ownership	Salary and Merit Increases	Individual Bonus	Profit Sharing and Stock Options	Team Bonus



Steps in Change management

Step 1 - Build Awareness : **Change process begins with building awareness.**

Step 2 - Recognize an Area of Need:

Step 3 - Diagnose the Problem:

Step 4 - Decision 1 :**Are we going to take this opportunity or not?**

Step 5 - Develop, Review and Compare Possible Courses of Action: **Determine which action will provide the best result in the shortest possible time.**

Step 6 - Decision 2 : **Selecting the best course of action to take is the second major decision in the organizational change process.**

Step 7 - Plan the Change: **Develop the change management plan. Planning the change will involve answering the questions of who, what, when, where, how and why.**

Step 8 - Reassess and Adjust : **Check your original business plan against your change management plan and its scheduled roll-out.**

Step 9 - Implement the Plan: **Implementing the changes and improvements**

Step 10 - Follow-up, Measure and Review: **Ensure your firm can maintain sustainable results after the change by having an installed management operating system.**

Step 11 - Celebrate Achievements: **Incentivize and recognize all contributors and supporters.**

4. Compare various types of change?

Types of Change			
Type of Change	Incremental... changing quantities	Reform... changing the way parts interact in a system	Transformation... reconceiving the system
Focus	Changing ways of acting and behaving	Changing ways of thinking	Changing ways of perceiving
Core Questions	How can we do more of the same? Are we doing things right?	What rules should we create? What are my mental models and assumptions? Are we doing the right things? What is best practice?	How do I make sense of this? What is the purpose? How do we know what is best?
Learning loops	Single loop	Second loop	Triple loop
Type of action	Enacting/applying known approaches/scripts/solutions	Reflection and learning, critical analysis	Unlearning and relearning
When to use	For simple issues with causal order For routine, repetitive, predictable issues, When the "answer" is known	For complex, non-programmable issues When new solutions have been agreed upon When a problem is well-defined	To innovate and create previously unimagined possibilities. When no "solution" is apparent? When breakthrough thinking is needed
Purpose	To improve performance (behavior and activities) to implement defined solutions.	To understand and change the system and its parts	To redefine/reinvent/reconceive "the system", its purpose and relationships
Participation	Current actors addressing the problem	Stakeholders of the currently defined system	An exploratory microcosm of participants in the evolving understanding of "the system"
Power and relationships	Confirms existing rules. Preserves the established power structure and relationships among actors in the system	Opens rules to revision. Suspends established power relationships; promotes authentic interactions; creates a space for genuine change in the system	Opens issues to creating new ways of thinking and action about what sustains the system and what can emerge. Promotes fundamental shifts in power relationships and structures with emerging system awareness and identity.
General Dynamic	Implementing the predictable/projectable	Defining and negotiating the projectable.	Emerging the previously unimagined
Skills/methods	Project management	Naming, framing, negotiating roles and strategies	Co-authoring/narrative dialogue/revisioning tools, deepening awareness of world views
Personal role	I am acting on the problem	Others are the problem	I am part of the problem, "we" are in this together

3. Change VS Transformation?

- Different position from previous (smooth or aggressive) Transformation smooth
- Change creates conflict Transformation creates less conflict
- Change is gambling , Transformation is investment
- Change might create disturbance and disharmony, Transformation is diplomatic
- Change is Win-Loss, Transformation is Win-Win
- Difficult to estimate or project impact of a Change in advance. Transformation impact can be estimated
- Change may be painful, Transformation are mostly unhurting
- Poor preparation for change, Transformation produces extra preparation.

4. Evolutionary and Revolutionary change?

Evolution VS Revolution in OD

Evolution	Revolution
<i>The Process</i>	
Continuous	Discontinuous
Linear, orderly	Nonlinear, chaotic
Sequenced, incremental	Reciprocal, simultaneous
<i>The Results</i>	
Renewal, fine tuning	Death, rebirth
Quantitative change	Qualitative change
New content	New context
Path to known state	Odyssey to unknown state



Revolutionary change

Revolutionary change is the change-by-mandate. The environment will cause the change.

Advantages:

- Low risk of the change failing to take effect.
- Change will occur quickly.
- Change will have any resources needed.
- Political cover through top level management support..

Disadvantages:

- Change may not become part of the culture before focus shifts. The change may roll back a few months after leadership changes focus.
- Loss of political capital: because the change was less inclusive up front, political capital is lost.
- Job security for the leader: if the change does not provide the benefit expected

Evolutionary change

Evolutionary change is change by convincing people.

Advantages:

- Highly likely that, if the change is implemented, it will become part of the culture.
- Likely that the change fits the organization, understanding the current situation.
- More brains around the problem, leading to more thoughtful solutions.

Disadvantages:

- Very risky up front. High likelihood that people will not understand or will not buy in to the change. Hard to build momentum.
- Can be “design-by-committee” where a sense of central direction is lost.
- Hard to find people who are good at making evolutionary change. It is a skill.

5. What is resistance to change, Why employees resist change and how to handle it?

Change Resistance.

Change resistance can provide substantial benefits to your firm as later in the organizational change process people begin to suggest more ways to improve and to make more changes.

One of the reasons people may initially resist change is because they were not involved in the development of the project initiatives.

Change Agents:

For change management specialists and the business change consultant etc, the organizational change process should include:

- Identifying issues, problems and opportunities for the business where improvements or changes are needed.
- Engaging with others to review and discuss the area of need.
- working with others through the implementation.
- Then by starting this process over again, the cycle continues.

6. Models and theories about organizational Change and development?

Lewin's Change Management Model:

He recognized three stages of change:

1. **Unfreeze** – Most people make an active effort to resist change..
2. **Transition** – Once change is initiated, the company moves into a transition period,
3. **Refreeze** – After change has been accepted and successfully implemented, the company becomes stable again

McKinsey 7-S Model:

7 factors that operate as collective agent of change:

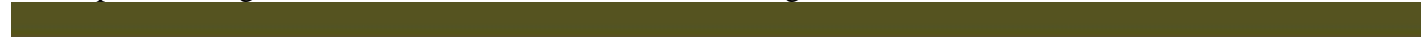
- | | |
|------------------|-----------|
| 1. Shared values | 5. Style |
| 2. Strategy | 6. Staff |
| 3. Structure | 7. Skills |
| 4. Systems | |

The McKinsey 7-S Model offers four primary benefits:

1. It offers an effective method to diagnose and understand an organization.
2. It provides guidance in organizational change.
3. It combines rational and emotional components.
4. All parts are integral and must be addressed in a unified manner.

The disadvantages of the McKinsey 7-S Model are:

- When one part changes, all parts change, because all factors are interrelated.
- Differences are ignored.
- The model is complex.
- Companies using this model have been known to have a higher incidence of failure.

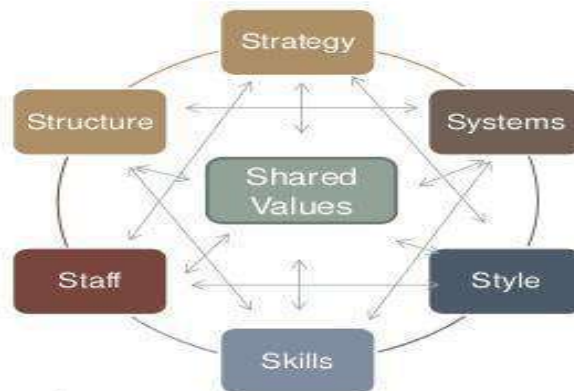


Models

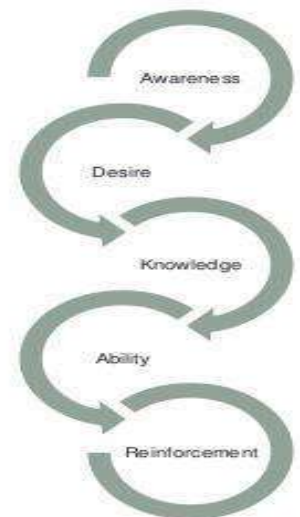
Lewin's 3 Stage Model



7-S Model McKinsey



ADKAR by PROSCI



Other Models

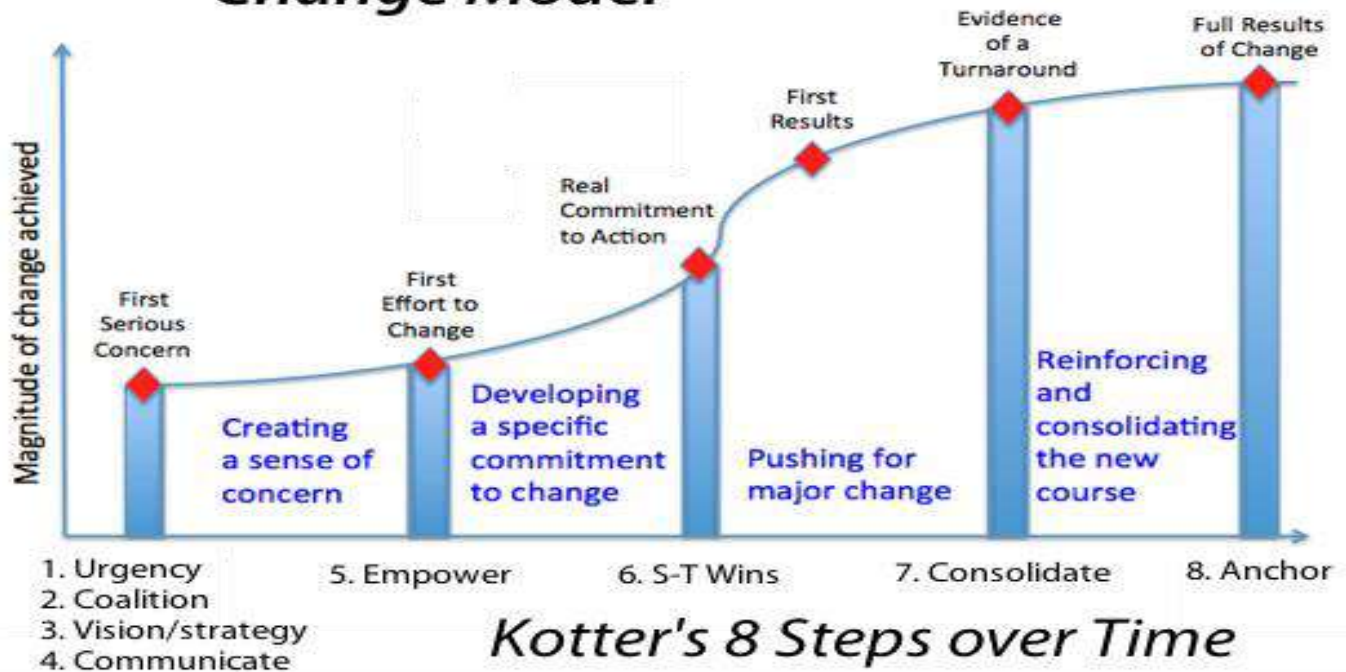
- Kotter's 8 step change model
- Chin & Benne's "Effecting Changes in Human System"
- Beckhard & Harris Change Formula: $(DxVxF) > R$

Kotter’s 8 Step Change Model:

There are 8 steps are involved in this model:

1. Increase the urgency for change.
2. Build a team dedicated to change.
3. Create the vision for change.
4. Communicate the need for change.
5. Empower staff with the ability to change.
6. Create short term goals.
7. Stay persistent.
8. Make the change permanent.

McKinsey (80s) + Kotter Change Model



Significant advantages to the model are:

- The process is an easy step-by-step model.
- The focus is on preparing and accepting change, not the actual change.
- Transition is easier with this model.

There are some disadvantages offered by this model:

- Steps can't be skipped.
- The process takes a great deal of time.

8 step model – John Kotter



<http://tie575changemodel.wikispaces.com/Kotter's+8-step+model>

7. Implications of change management on manager ?

November 2011 "Understanding Business Change Management Challenges" Business Changes Can Cause Concern Throughout The Organization

Executives



- What is the risk if these changes are not implemented quickly or well?
- How am I perceived by the board? Is my job safe?
- How can we quickly execute this change and get to our benefits?
- Will we lose market share while we are making these changes?
- Do we have time to make these changes in light of competitive and economic pressures?
- How will this change affect our productivity while people are learning new processes?

Managers



- Is my department losing power?
- How does this affect my promotion path?
- Should I leave the company for something better?
- Is my group going to be reorganized or flattened out of existence?
- Is my group going to get smaller and have less influence?
- Is my job going to get harder?
- Do I believe in these changes? Are they good for me?

Workers



- Am I going to lose my job?
- Is my job going to get a lot harder?
- Is my job going to be downgraded?
- Will I be moved to another group?
- Will I have the skills to do what's expected of me?
- Do I want to do this? Do I like this change?
- Do I agree with management?
- Will my boss change?

Implications of change management on managers ;

- The importance of change shall be understood by managers
- Change management provides various challenges it brings to manager
- The strategic approach for change management would support the manager to implement change in a better way
- The changer shall be better prepared for executing change
- The manager shall look for various learning grounds in change management
- The manager shall learn the art of convincing the stake holders on change
- The manager shall know the art of awareness creation and negotiation process to ensure smooth transformation
- The manager shall know the factors that would bring in organizational development through effective change management.

UNIT - V

ORGANISATION EVOLUTION AND SUSTENANCE

1. What is Organization evolution?

Evolution is transition from one form to another in a smooth way. Evolutionary organization theory uses four generic processes -- variation, selection, retention, and competition -- to explain how organizations emerge and evolve.

2. What is organizational life cycle?

The organizational life cycle is the life cycle of an organization from its creation to its termination.

3. What is transformation?

Smooth transition from one form to another.

4. What is organizational learning?

Organizational learning is the process of creating, retaining, and transferring knowledge within an organization. An organization improves over time as it gains experience.

5. What is innovation?

The process of translating an idea or invention into a good or service that creates value .

6. What is Intrapreneurship?

Intrapreneurship is a relatively recent concept that focuses on employees of a company that have many of the attributes of entrepreneurs.

Phases of growth:

According to Larry Greiner, there are 5 phases of growth in an organization,

Phase 1: creative expansion → leadership crisis

Creative expansion (evolutionary phase) leads to a leadership crisis (revolutionary phase).

Phase 2: directional expansion → autonomy crisis

Directional expansion (evolutionary phase) leads to a crisis of autonomy (revolutionary phase).

Phase 3: expansion through delegation → control crisis

Expansion through delegation (evolutionary phase) leads to a crisis of control

Phase 4: expansion through coordination → red tape crisis

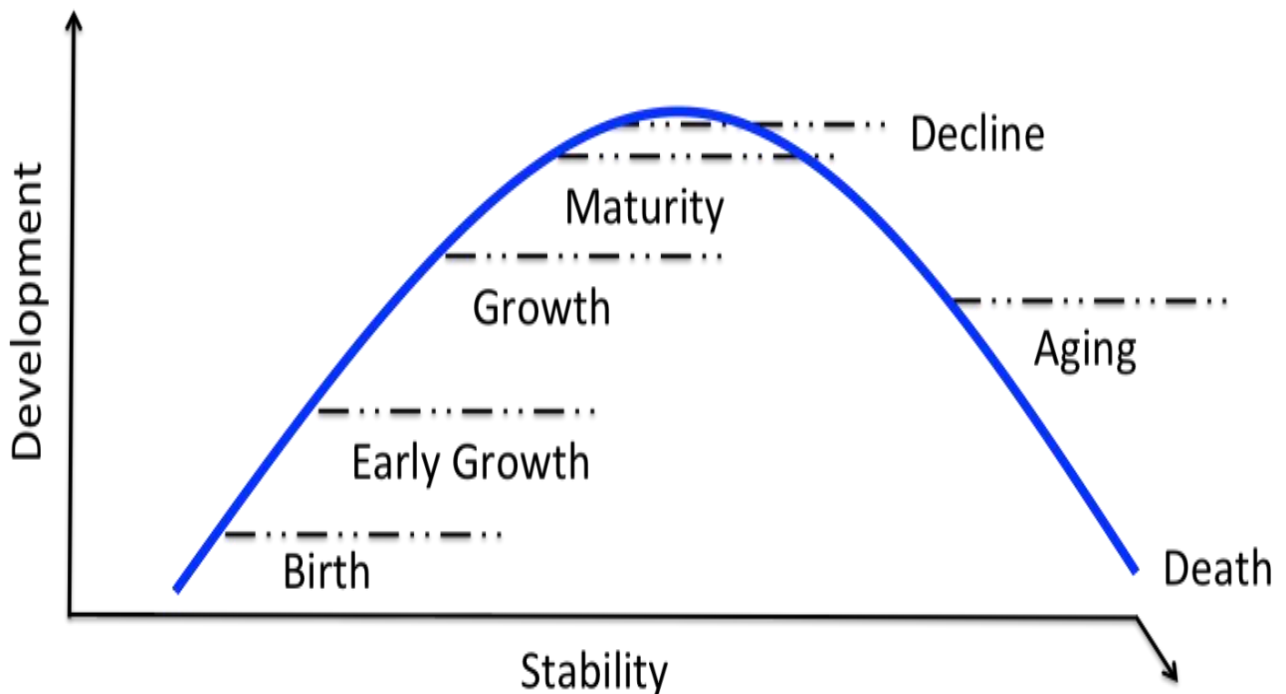
Expansion through coordination (evolutionary phase) leads to a crisis of red tape

Phase 5: expansion through collaboration

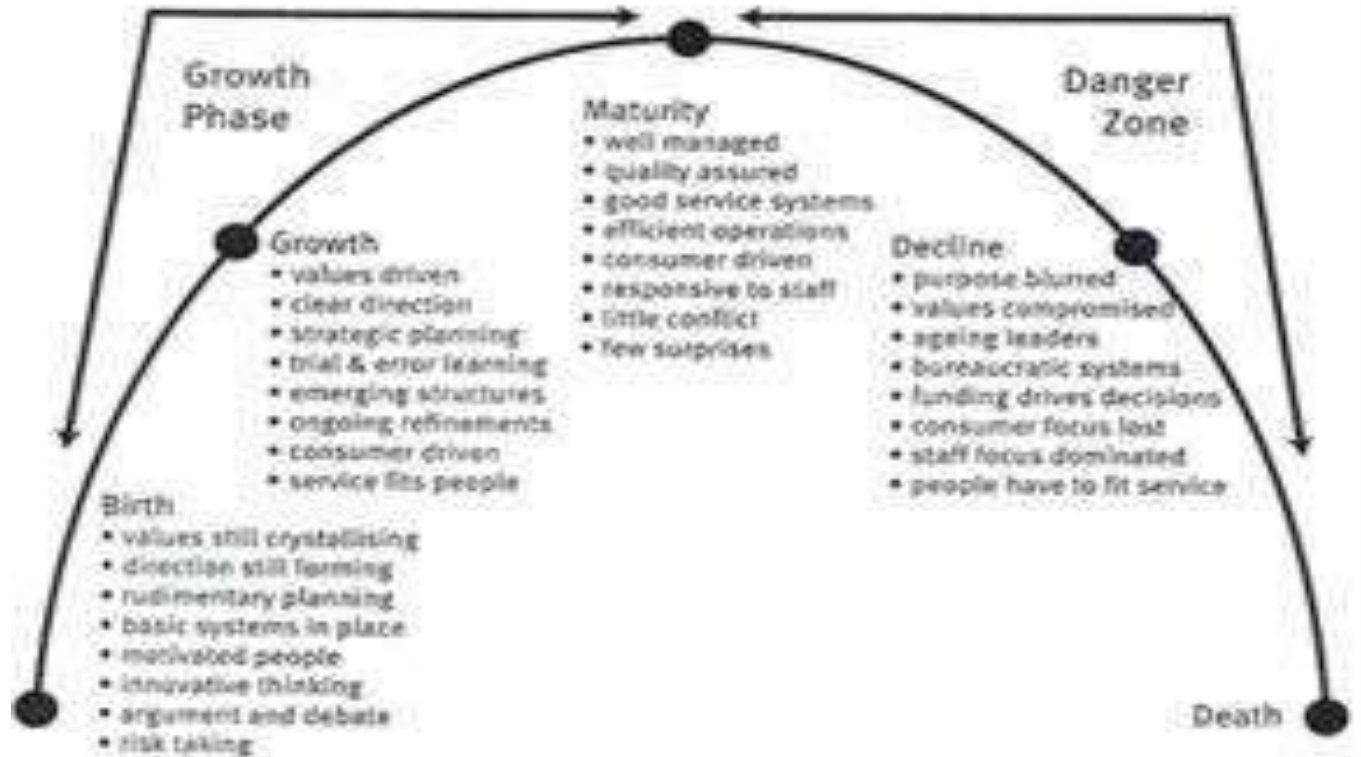
At this stage, the organization seeks to overcome the barrier of red tape through adopting a more flexible and versatile matrix structure (matrix management).

Implications for growth phases:

- Recognizing one's position in the course of expansion
- Recognizing the restricted variety of solutions
- Recognizing that solutions result in crisis



Life Cycle of an Organisation

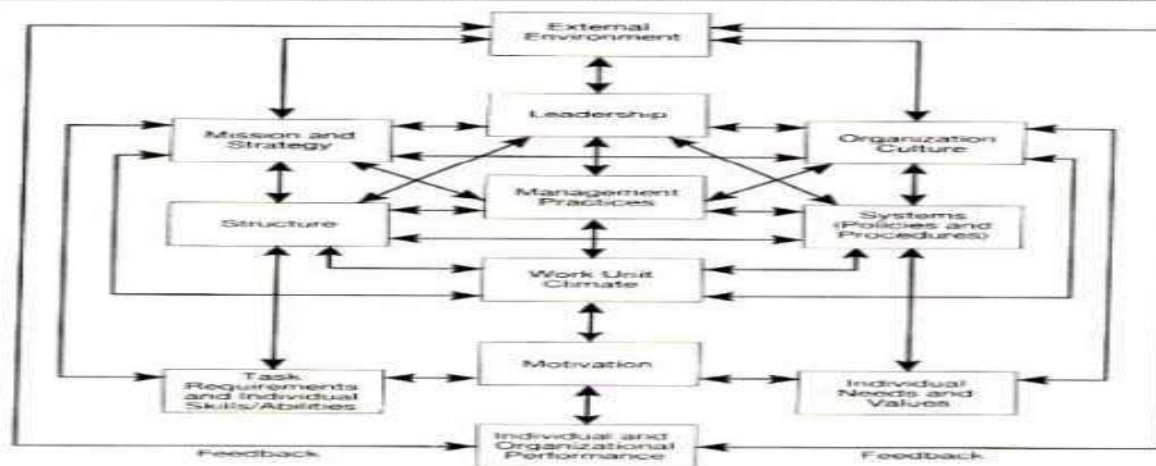


2. Explain various models of transformation?

Burke-Litwin model :

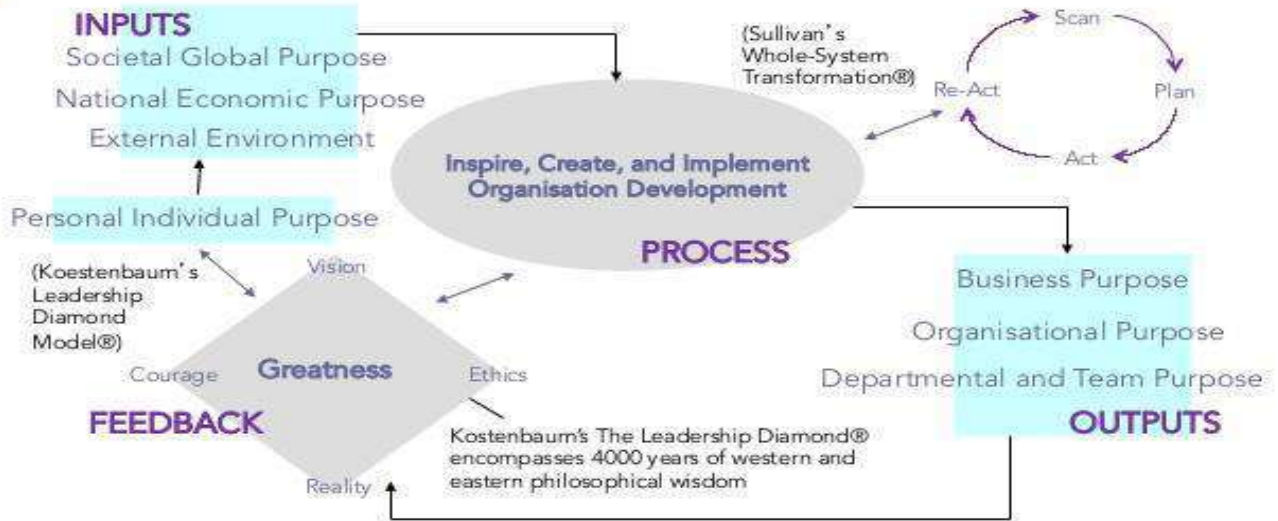


Burke – Litwin Model



Our Model influenced by Koestenbaum

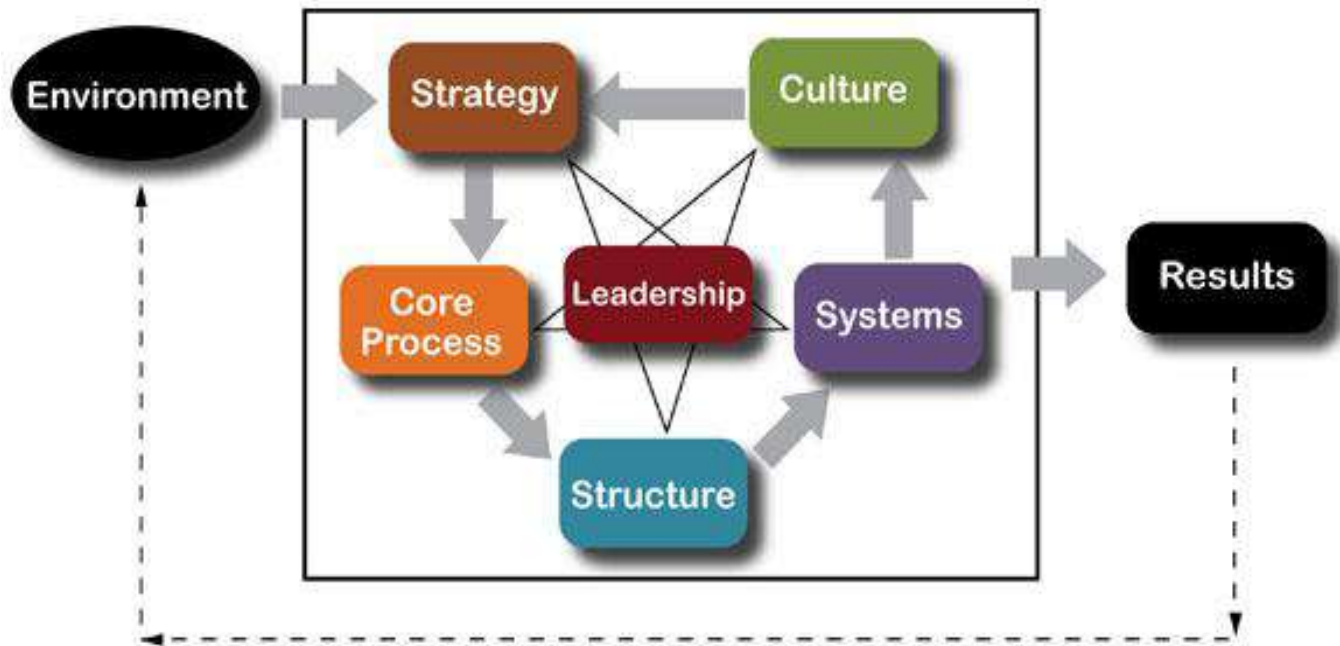
The Systems Model



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Interactive model :



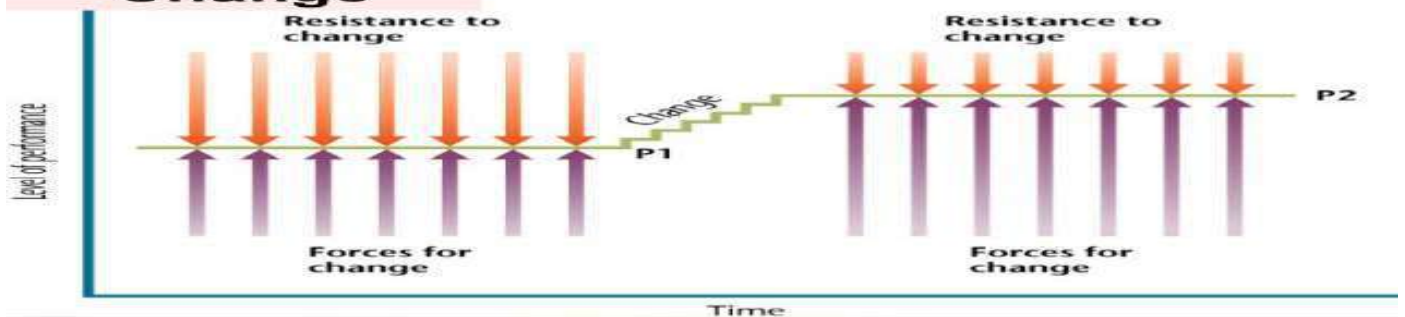
Model of Planned Change



<p>Clarify the org issue Determine the relevant client Select appropriate OD practitioner</p> <hr/> <p>Practitioner Skills</p> <ul style="list-style-type: none"> - Intrapersonal - Interpersonal - Consultation - OD theory 	<p>Collaborative process bet. Org & consultant Understand the org functions Provide necessary info for design change Understand org. issues How to develop action steps Draw conclusion for action planning & intervention</p> <hr/> <p>Org Design</p> <ul style="list-style-type: none"> - Team / group functions - Task structure - Group composition & norms - Team effectiveness – performance, QWL <hr/> <p>Personal characteristic</p> <ul style="list-style-type: none"> - Skill variety - Task identity / significance - Individual effectiveness – satisfaction, performance, personal development <hr/> <p>Planning to collect data</p> <ul style="list-style-type: none"> - Questionnaires, interviews, observations - Analyses data, PFA - Feeding back diagnostic info 	<p>Plan for effective intervention</p> <ul style="list-style-type: none"> - readiness for change - Capability to change - Capabilities of change agent - Strategic issues - Technology & structure - HR <hr/> <p>Design Intervention</p> <ul style="list-style-type: none"> - Human process - Techno-structural - HR management - strategic intervention <hr/> <p>Managing</p> <ul style="list-style-type: none"> - motivating change - resistance to change - activities for effective change - developing political support - identify and rally stakeholders - transition - Sustain momentum - Staying on the course - individual & group enhancement - teambuilding - inter-group activities 	<p>Implement & evaluate feedback Measure the output</p> <hr/> <p>Institutionalize the change</p> <ul style="list-style-type: none"> - congruence - stability in environment & technology - Unionisation <hr/> <p>Socialisation</p> <ul style="list-style-type: none"> - Commitment - Rewards - Sensing & calibration <hr/> <p>Indicators –</p> <ul style="list-style-type: none"> - Knowledge - Performance - Preferences - Value consensus
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Lewin's Force-Field Theory of Change

- Organisational change occurs when:
- forces for change strengthen
 - restraining forces lessen, or
 - both processes occur simultaneously



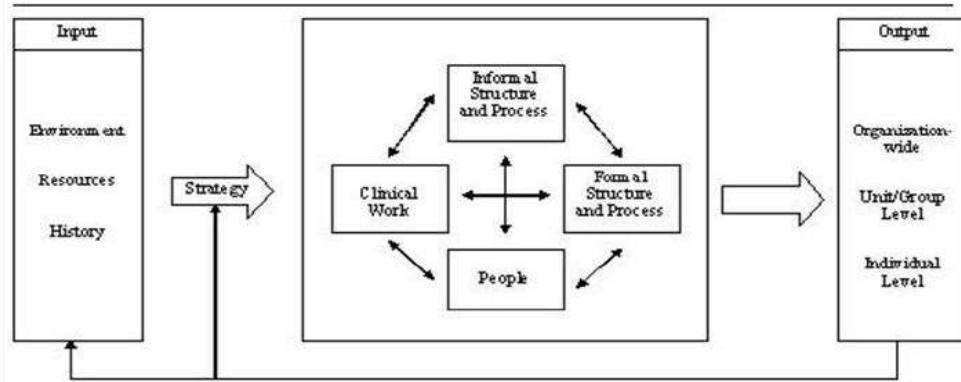
Diagnostic Models: Organization

Advantages of diagnostic tools

Diagnostic Models:
 -Organization
 -Components

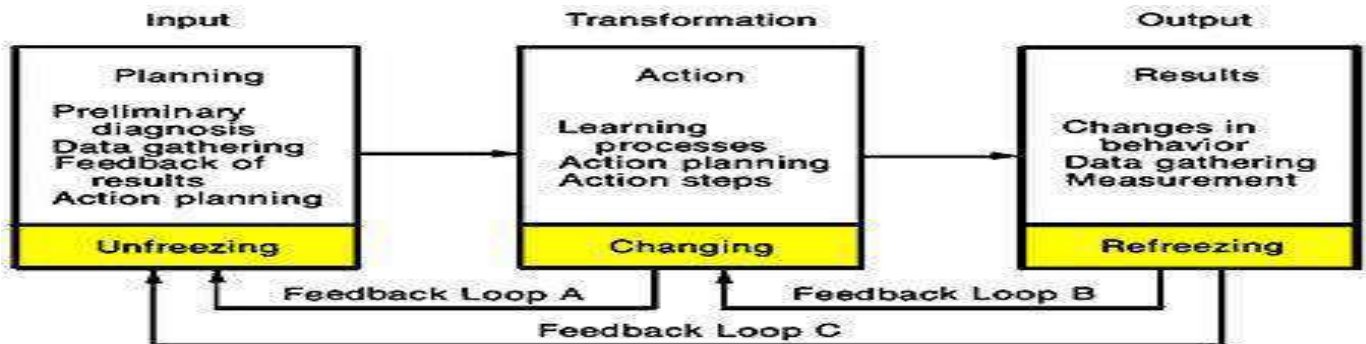
Readiness for Change

Congruence model



Organizational transformation works on

- Decision on Final change
- Division of Change in to few intermediate stages
- Step by step implementation for each intermediate stage
- Anticipate challenges and take adequate precautionary measures
- Create confidence on employees and value the change
- Efficient Planning , Implementation, monitoring and Controlling in each stage
- Proper reporting and review system
- Improve the learning of organization.



3. Explain various models of organizational decision making?

Organizational Decision making models:

Rational-comprehensive decision-making:

All possible options or approaches to solving the problem under study are identified and the costs and benefits of each option are assessed and compared with each other. The option that promises to yield the greatest net benefit is selected.

Incrementalism (incrementalist decision-making):

Only a few of the many possible options are seriously examined, and these tend to be ones that involve only small changes in existing policies

System theory of decision making:

Systems theory models of decision-making in human groups and organizations emphasize their interaction with "outside" actors and organizations

Bureaucracy Model:

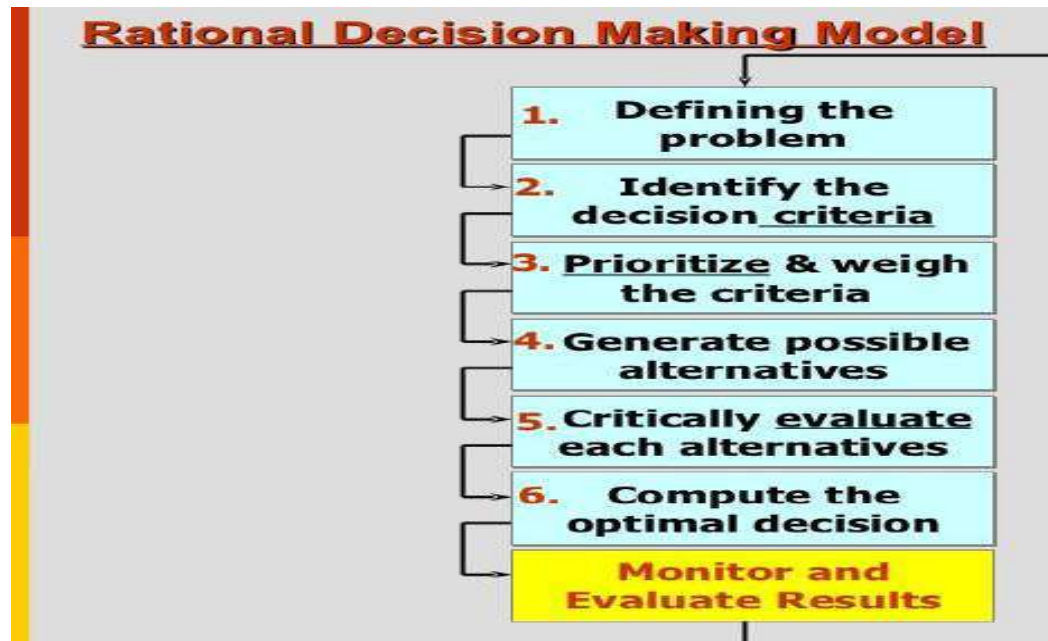
Bureaucratic organizations are broken up into specialized departments or ministries, to each of which is assigned responsibility for pursuing a limited number of the government's many official goals and policies

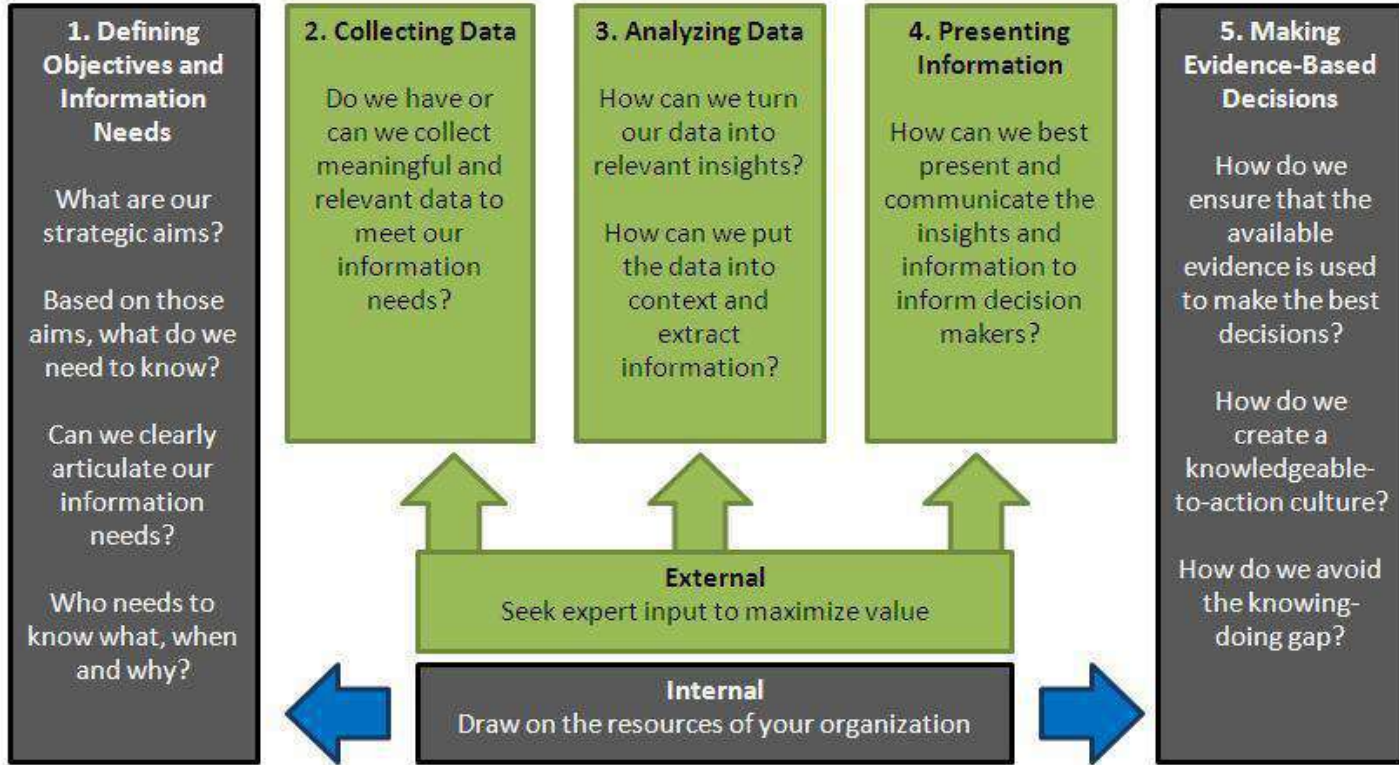
Bureaucratic political model:

Each bureau (or other governmental sub-division) continually strives to maximize its budget and its authorized manpower, as well as to protect or extend its operating autonomy

Organizational process models of decision-making:

Where formal organizations are the setting in which decisions are made, the particular decisions or policies chosen by decision-makers .





Decision - Making Z Model

Sensing

Look at the **FACTS AND DETAILS**

- What are the facts?
- Be specific and actual.
- List all relevant details.
- Be clear.

Thinking

What are all of the **POSSIBILITIES?**

- Consider the consequences of each alternative.
- If you weren't involved, what you suggest?
- What is the cause and effect of each action?

iNtuition

What are all of the **POSSIBILITIES?**

- Let your imagination run wild
- Brainstorm.
- Consider various solutions.

Feeling

What **IMPACT** will it have on those involved?

- Is it something you can live with?
- How do you feel about the action?
- What hunches do you have about others' reactions?



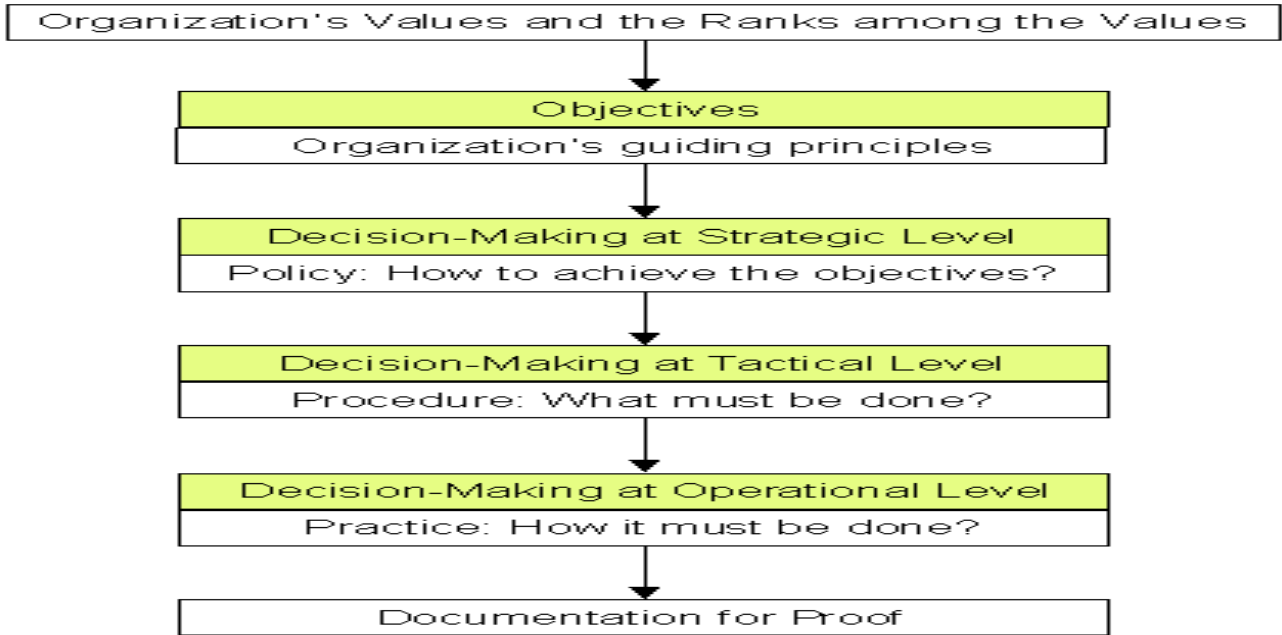
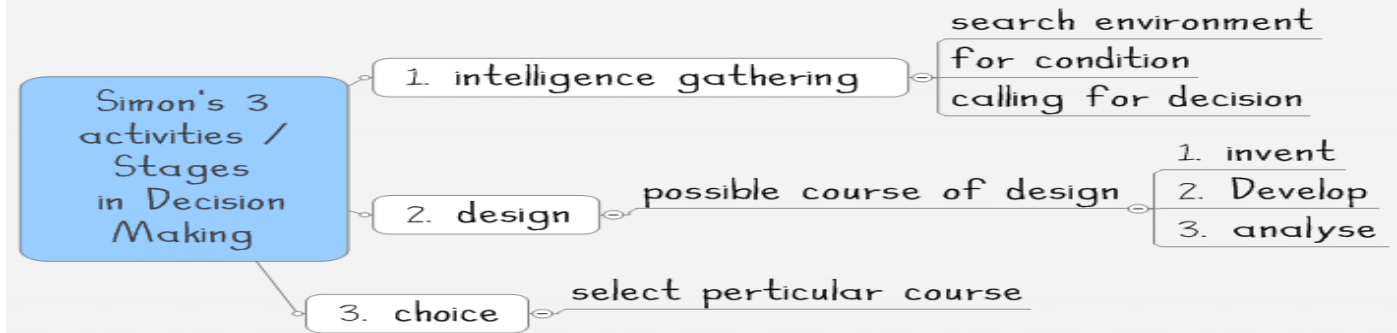
ORGANIZATIONAL MODELS
The Garbage Can Model



Organization = Organized Anarchy

Interpersonal decisions	Organizational decisions	Group decisions
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Garbage can model: Deciding few decisions and looking for suitable situations to implement



Hierarchy of Organizational Decision-Making Process

Key points in organizational decision making,

- Organizational Vision, Mission and Priorities should be given priority.
- Scientific and mathematical Tools and techniques should be used.
- Rationality is maintained
- Cost benefit analysis and opportunity cost, Risk etc
- Attempt to put maximum brains in each decision by transparent discussion.
- Monitoring and review system
- Economical – Efficient use of resources
- Sustainability in the long run
- Easy to implement

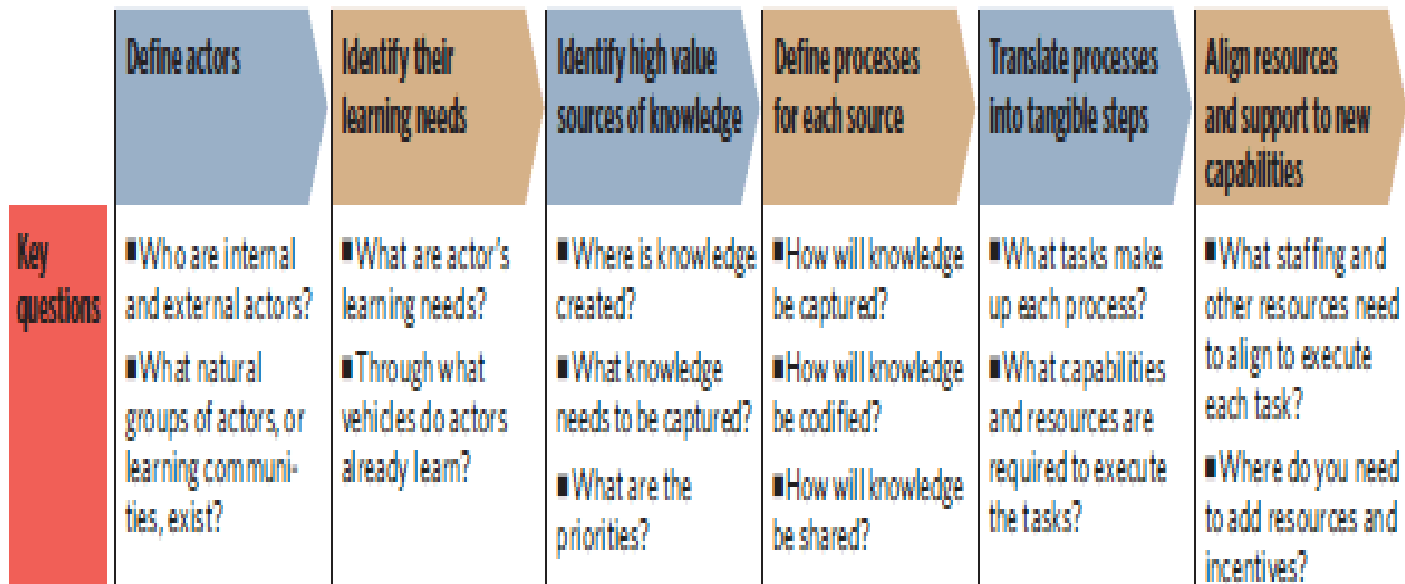
4. Explain organizational learning?

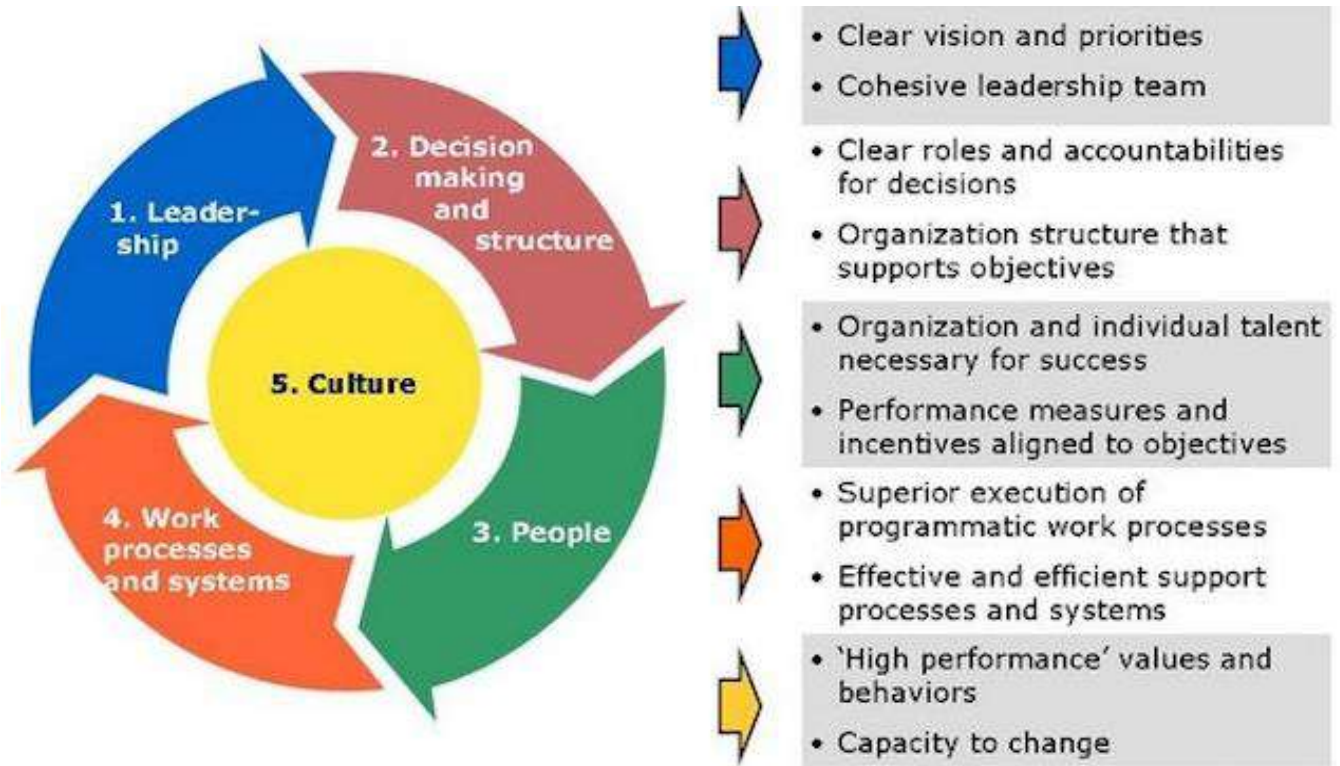
Organizational learning is the process of creating, retaining, and transferring knowledge within an organization. An organization improves over time as it gains experience. From this experience, it is able to create knowledge. This knowledge is broad, covering any topic that could better an organization.

The most common way to measure organizational learning is a **learning curve**. Learning curves are a relationship showing how as an organization produces more of a product or service, it increases its productivity, efficiency, reliability and/or quality of production with diminishing returns

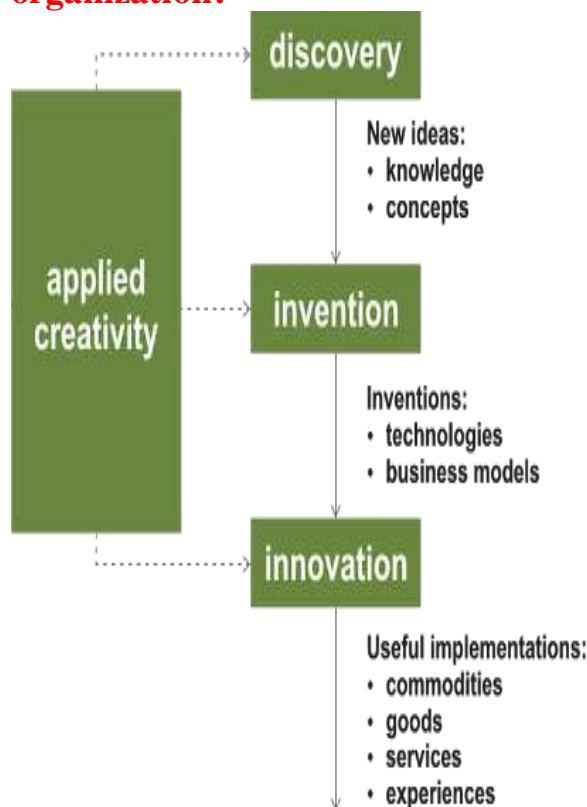
CREATING A KNOWLEDGE-SHARING PROCESS

To design a more robust internal learning and knowledge-sharing process, start with a few questions about the key actors who create and consume knowledge, then identify their learning needs, and finally identify where knowledge is created, how to capture it, and the resources required to do so.





5. How to ensure innovativeness or creativity or Intrapreneurship in an organization?



Areas of Idea Generation (Creativity and Innovation)

- Improved quality
- Creation of new markets
- Extension of the product range
- Reduced labor costs
- Improved production processes
- Reduced materials
- Reduced environmental damage
- Replacement of products/services
- Reduced energy consumption
- Conformity to regulations

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UNIT-III: ORGANIZATIONAL DEVELOPMENT

Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD- managing the phases of OD-Organizational diagnosis- Process -stages- Techniques- Questionnaire, interview, workshop, task-force -collecting, analyzing- feedback of diagnostic information.

Introduction to OD:

Organizational Development (OD) is a field of study and practice focused on enhancing the effectiveness and health of organizations. It involves planned and systematic efforts to improve an organization's overall performance, productivity, and employee well-being. OD is based on the belief that organizations are complex systems with various interconnected components, and changes in one area can impact the entire system.

Key concepts and principles of Organizational Development include:

1. **Systemic Approach:** OD takes a holistic view of organizations, considering them as dynamic systems of interrelated parts. Changes in one area of the organization can have ripple effects throughout the entire system.
2. **Planned Change:** OD is characterized by planned, purposeful, and systematic change efforts. It involves diagnosing organizational issues, setting goals, and implementing interventions to address identified problems or opportunities.
3. **Participative and Collaborative Process:** OD emphasizes the involvement of employees at all levels in the change process. Collaboration and participation help build a sense of ownership and commitment among organizational members.
4. **Continuous Process:** Organizational development is an ongoing and continuous process. It recognizes that organizations operate in dynamic environments and must adapt to changes to remain effective.
5. **Humanistic Values:** OD is grounded in humanistic values that emphasize the importance of people in organizations. It seeks to enhance the quality of work life, promote employee satisfaction, and support personal and professional development.
6. **Data-Driven Decision Making:** OD relies on data and feedback to inform decision-making. Surveys, interviews, and other data collection methods are commonly used to assess organizational needs and track the impact of interventions.
7. **Interdisciplinary Approach:** OD draws on concepts and methods from various disciplines, including psychology, sociology, management, and organizational behavior. This interdisciplinary approach helps address the multifaceted nature of organizational issues.
8. **Cultural Change:** OD often involves efforts to shift organizational culture, including values, beliefs, and norms. Cultural change is seen as a key factor in achieving sustained improvements in organizational performance.

9. **Ethical Considerations:** Practitioners of OD adhere to ethical principles, such as respecting the rights and dignity of individuals, maintaining confidentiality, and ensuring fairness in decision-making processes.
10. **Leadership Development:** OD frequently includes initiatives aimed at developing leadership skills and capabilities at all levels of the organization.

Organizational Development interventions can take various forms, including team building, leadership development programs, process consultations, and structural changes. The ultimate goal of OD is to create organizations that are flexible, adaptive, and capable of learning and growing in response to internal and external challenges.

Evolution of OD:

Organizational Development (OD) has evolved significantly over the years, adapting to changes in the business environment, societal trends, and organizational needs.

The evolution of OD can be traced through several key stages:

1. **Birth (1940s-1950s):** The roots of OD can be traced back to the 1940s and 1950s, with the emergence of human relations and behavioral sciences. Influential theorists like Kurt Lewin, who is often referred to as the father of OD, emphasized the importance of understanding and changing group dynamics within organizations.
2. **Sensitivity Training (1950s-1960s):** The 1950s and 1960s saw the rise of sensitivity training and T-groups (training groups) as key interventions in OD. These approaches focused on improving interpersonal and group dynamics, communication skills, and awareness.
3. **Survey Feedback (1960s-1970s):** In the 1960s and 1970s, survey feedback became a popular OD intervention. Organizations began using employee surveys to gather data on organizational issues, and feedback was provided to employees to encourage participation in the change process.
4. **Action Research (1970s-1980s):** The 1970s and 1980s saw the dominance of action research in OD. This approach involved a cyclical process of planning, acting, observing, and reflecting. It emphasized collaboration between researchers and practitioners to solve organizational problems.
5. **Quality of Work Life (QWL) Movement (1970s-1980s):** The QWL movement emerged as a response to the changing nature of work and a focus on improving the overall quality of employees' work experiences. It emphasized factors such as job satisfaction, work-life balance, and employee well-being.
6. **Strategic Change (1980s-1990s):** In the 1980s and 1990s, OD began to align more closely with strategic business goals. The focus shifted toward helping organizations manage change in response to external factors such as globalization, technological advancements, and increased competition.

7. **Learning Organizations (1990s-2000s):** The concept of the learning organization gained prominence in the 1990s. OD practitioners started emphasizing continuous learning, adaptability, and knowledge creation as critical factors for organizational success.
8. **Systemic and Complexity Thinking (2000s-2010s):** As organizations faced greater complexity and interconnectedness, OD embraced systemic thinking. The focus shifted to understanding the entire organizational system and its interactions, rather than isolated parts.
9. **Digital Transformation and Agile OD (2010s-present):** In recent years, the impact of digital transformation and the need for agility have influenced OD practices. Organizations are adopting agile methodologies to respond quickly to change, and OD is adapting to support these rapid, iterative approaches.
10. **Inclusion and Diversity (ongoing):** The importance of inclusion and diversity in organizations has gained increased attention. OD now often includes interventions aimed at fostering a more inclusive workplace culture.

The evolution of OD reflects a continual adaptation to the dynamic challenges faced by organizations, emphasizing flexibility, collaboration, and a holistic understanding of organizational systems.

Basic values and assumptions of organizational development:

Organizational Development (OD) is a field of practice that focuses on planned, systemic efforts to improve organizational effectiveness and individual well-being within an organization. It is grounded in several basic values and assumptions that guide its principles and practices.

Here are some of the fundamental values and assumptions of Organizational Development:

1. **Humanistic Orientation:**
 - **Value:** OD is based on a humanistic perspective, valuing individuals and their potential for growth and development.
 - **Assumption:** People want to grow and develop personally and professionally, and organizations should facilitate this growth.
2. **Systemic Approach:**
 - **Value:** Organizations are viewed as complex systems of interrelated parts, and changes should be approached holistically.
 - **Assumption:** Changes in one part of the organization will affect other parts, and successful interventions consider the entire system.
3. **Participation and Collaboration:**
 - **Value:** Involving employees at all levels in the change process enhances commitment and ownership.
 - **Assumption:** Collaboration and participation lead to more effective problem-solving and decision-making.

4. **Open Communication:**

- **Value:** Open and honest communication is essential for building trust and creating a positive organizational culture.
- **Assumption:** Effective communication fosters a climate where employees feel comfortable expressing their ideas and concerns.

5. **Continuous Learning:**

- **Value:** Organizations should be learning entities, constantly adapting and improving.
- **Assumption:** Learning and development are ongoing processes necessary for organizational success.

6. **Contingency Theory:**

- **Value:** There is no one-size-fits-all solution; interventions should be tailored to the unique characteristics of the organization.
- **Assumption:** The effectiveness of interventions depends on the specific context and circumstances of the organization.

7. **Change is Inevitable:**

- **Value:** Organizations must be adaptable to survive and thrive in a dynamic environment.
- **Assumption:** Change is a constant, and organizations should proactively manage and respond to it.

8. **Ethical Considerations:**

- **Value:** Ethical behavior is fundamental to the success and sustainability of organizations.
- **Assumption:** Organizational development interventions should be conducted with integrity and a commitment to ethical standards.

9. **Focus on Effectiveness:**

- **Value:** The ultimate goal of OD is to improve the overall effectiveness and performance of the organization.
- **Assumption:** The success of OD efforts is measured by the positive impact on organizational outcomes.

10. **Client-Centered Approach:**

- **Value:** OD practitioners work in collaboration with organizational members and consider their needs and goals.
- **Assumption:** Clients (organizational members) are the experts on their own organizations, and OD interventions should be tailored to their specific needs.

These values and assumptions guide the principles and practices of Organizational Development, helping organizations navigate change and enhance their overall effectiveness.

Foundations of Organizational Development

Organizational Development (OD) is a field of study and practice focused on understanding and managing organizational change. It involves planned interventions and strategies aimed at improving an organization's effectiveness, efficiency, and overall health.

Here are some foundational principles and concepts in Organizational Development:

1. Organizational Change:

- **Definition:** Organizational Development is fundamentally about managing and facilitating change within an organization.
- **Rationale:** Organizations need to adapt to external and internal changes to remain competitive and sustainable.

2. Systems Thinking:

- **Concept:** Organizations are complex systems with interconnected parts. Changes in one area can affect the entire system.
- **Application:** Understanding the interdependencies within an organization is crucial for effective OD interventions.

3. Humanistic Values:

- **Emphasis:** People are at the core of organizations. Humanistic values, such as respect, trust, and collaboration, are essential for successful OD.
- **Employee Involvement:** Involving employees in the change process fosters commitment and ownership.

4. Action Research:

- **Approach:** OD often employs a cyclical process of action research, where interventions are planned, implemented, and evaluated in an iterative manner.
- **Learning Orientation:** Organizations learn from their experiences and adjust interventions accordingly.

5. Interventions:

- **Definition:** Specific activities or actions designed to improve the functioning of an organization.
- **Types:** Interventions can be structural, technological, or human-focused, and they may target individuals, teams, or the entire organization.

6. Organizational Culture:

- **Definition:** The shared values, beliefs, and assumptions that shape behavior within an organization.
- **Importance:** Culture significantly influences how individuals and groups within an organization respond to change.

7. Leadership and Change Management:

- **Leadership Role:** Leaders play a critical role in guiding and facilitating organizational change.
- **Change Management:** Effective management of the human side of change is essential for successful OD.

8. **Diagnosis and Assessment:**

- **Process:** Before implementing interventions, organizations conduct a thorough diagnosis to identify areas for improvement.
- **Data Collection:** Methods such as surveys, interviews, and observations are used to gather relevant data.

9. **Continuous Learning:**

- **Adaptability:** Organizations must be able to learn and adapt continuously to remain effective.
- **Feedback Loop:** OD emphasizes the importance of feedback mechanisms to adjust strategies based on ongoing evaluations.

10. **Ethical Considerations:**

- **Values:** OD practitioners should adhere to ethical principles, ensuring interventions are fair, transparent, and respectful.
- **Sustainability:** Long-term success in OD requires ethical decision-making and a focus on the well-being of the organization and its members.

Understanding these foundational principles is crucial for individuals involved in organizational development, whether as consultants, HR professionals, or leaders within an organization. These principles provide a framework for approaching and managing change effectively.

Process of Organizational Development

Organizational Development (OD) is a planned, systematic process of change in an organization's culture through the utilization of behavioral science and various interventions. The goal is to improve an organization's effectiveness and employee well-being.

The process of organizational development typically involves several key stages:

1. **Assessment:**

- **Diagnosis:** Understand the current state of the organization. This involves collecting and analyzing data about the organization's structure, culture, processes, and employee attitudes.
- **SWOT Analysis:** Identify the organization's strengths, weaknesses, opportunities, and threats to form a basis for development strategies.

2. **Establishing a Vision and Mission:**

- **Vision:** Define a clear and compelling vision for the future state of the organization.
- **Mission:** Develop a mission statement that outlines the organization's purpose and core values.

3. **Creating a Sense of Urgency:**

- Communicate the need for change and create awareness among employees about the reasons for organizational development.

4. **Building a Coalition:**
 - Form a team or coalition of key stakeholders who will lead and support the change efforts.
5. **Planning and Designing Interventions:**
 - Develop strategies and interventions to address the identified issues.
 - This may involve changes to organizational structure, processes, systems, or culture.
6. **Implementation:**
 - Execute the planned interventions and changes.
 - This may include training programs, leadership development, team-building activities, and other initiatives.
7. **Monitoring and Evaluation:**
 - Regularly assess the progress of the organizational development efforts.
 - Adjust strategies and interventions based on feedback and results.
8. **Sustaining Change:**
 - Reinforce the desired changes in the organization's culture and practices.
 - Develop mechanisms to ensure that the changes become embedded in the organization's routine.
9. **Celebrate Success:**
 - Acknowledge and celebrate achievements and milestones to boost morale and maintain momentum.
10. **Learning and Continuous Improvement:**
 - Encourage a culture of learning and continuous improvement.
 - Analyze the outcomes of the organizational development process and use them to inform future initiatives.

It's important to note that organizational development is an ongoing process, and organizations may need to continuously adapt and evolve to meet changing internal and external conditions. Additionally, effective communication, leadership commitment, and employee involvement are critical throughout the entire process.

Managing the phases of Organizational Development

Organizational Development (OD) is a planned, systematic process of change that aims to improve an organization's effectiveness. It involves various phases that organizations typically go through to bring about positive change.

While specific models and frameworks may vary, here is a general overview of the key phases in managing organizational development:

1. **Assessment and Diagnosis:**
 - **Objective:** Understand the current state of the organization.
 - **Activities:** Conduct organizational assessments, surveys, interviews, and other diagnostic tools to identify strengths, weaknesses, opportunities, and threats (SWOT analysis). This

phase helps in understanding the organization's culture, structure, processes, and performance.

2. Planning:

- **Objective:** Develop a comprehensive plan for change.
- **Activities:** Based on the assessment, create a strategic plan outlining the desired changes, goals, and objectives. Consider the resources needed, potential barriers, and a timeline for implementation.

3. Intervention:

- **Objective:** Implement planned changes.
- **Activities:** Execute the strategies and interventions outlined in the planning phase. This may involve training programs, team-building activities, leadership development, process redesign, or other interventions aimed at addressing specific organizational issues.

4. Evaluation:

- **Objective:** Assess the effectiveness of interventions.
- **Activities:** Monitor and evaluate the impact of the changes implemented. Collect data on key performance indicators and compare them against the baseline data gathered during the assessment phase. This helps in determining whether the interventions are achieving the desired outcomes.

5. Stabilization and Consolidation:

- **Objective:** Embed changes into the organizational culture.
- **Activities:** Ensure that the changes become a part of the organization's everyday operations. Address any resistance or unintended consequences. This phase focuses on stabilizing the organization after the changes and consolidating the gains achieved.

6. Renewal and Continuous Improvement:

- **Objective:** Foster an ongoing culture of learning and improvement.
- **Activities:** Encourage continuous learning, innovation, and improvement. Regularly revisit and update the organizational development plan based on changing internal and external factors. This phase emphasizes the importance of adapting to evolving circumstances.

7. Termination or Institutionalization:

- **Objective:** Conclude the formal OD process or institutionalize changes.
- **Activities:** If the OD initiative was a specific project, it may come to an end with the achievement of its goals. Alternatively, successful changes may become ingrained in the organization's culture, policies, and procedures, leading to institutionalization.

It's important to note that these phases are not strictly linear, and the OD process may involve iterations and adjustments based on feedback and evolving organizational needs. Effective communication, leadership support, and employee engagement are crucial throughout the entire organizational development process

Process of Organizational diagnosis:

Organizational diagnosis is a systematic process used to understand the current state of an organization, identify areas for improvement, and develop strategies for positive change. It involves collecting and analyzing information about various aspects of the organization, such as its structure, culture, processes, and performance.

Here's a general outline of the process:

1. Define the Purpose and Scope:

- Clearly define the purpose of the organizational diagnosis. This could be addressing a specific problem, improving overall performance, or preparing for a major change.
- Determine the scope of the diagnosis, including the organizational units or departments to be assessed.

2. Assemble a Diagnostic Team:

- Form a multidisciplinary team with representatives from different levels and functions within the organization.
- Ensure that team members have expertise in areas relevant to the diagnosis, such as HR, finance, operations, and change management.

3. Collect Data:

- Identify the data sources needed for the diagnosis. This can include surveys, interviews, focus groups, observation, and analysis of existing documents and reports.
- Use a combination of quantitative and qualitative methods to gather a comprehensive set of data.

4. Select Diagnostic Models or Frameworks:

- Choose appropriate diagnostic models or frameworks to guide the analysis. Examples include the 7S Framework, SWOT analysis, or the McKinsey 7-S Model.
- These models provide a structured way to assess different aspects of the organization.

5. Analyze Data:

- Use statistical analysis and qualitative interpretation to identify patterns, trends, and areas of concern.
- Compare current performance to benchmarks or industry standards to provide context.

6. Identify Strengths and Weaknesses:

- Highlight key strengths that the organization can leverage.
- Identify weaknesses or areas that require improvement.

7. Generate Findings and Recommendations:

- Compile the findings into a comprehensive report that outlines the current state of the organization.
- Develop clear and actionable recommendations for improvement, considering both short-term and long-term goals.

8. Communicate Results:

- Share the results of the diagnosis with key stakeholders in the organization.

- Facilitate discussions and workshops to ensure a shared understanding of the findings and recommendations.
9. **Develop an Action Plan:**
- Collaboratively create an action plan that outlines specific steps to address the identified issues and capitalize on strengths.
 - Define roles and responsibilities for implementing the action plan.
10. **Implement Changes:**
- Execute the action plan and monitor progress.
 - Adjust the plan as needed based on feedback and changing circumstances.
11. **Evaluate and Review:**
- Assess the impact of the changes on the organization.
 - Review the diagnosis process to identify lessons learned and areas for improvement in future assessments.

Remember that organizational diagnosis is an ongoing process, and organizations may need to repeat the cycle periodically to adapt to evolving challenges and opportunities.

Stages of Organizational diagnosis:

Organizational diagnosis is a systematic process used to understand, analyze, and assess various aspects of an organization to identify areas for improvement. It involves collecting and evaluating information about the organization's structure, processes, culture, and performance.

The stages of organizational diagnosis typically include:

1. **Entry and Contracting:**
- **Entry:** The diagnostic process begins with gaining access to the organization. This involves establishing relationships with key stakeholders and obtaining permission to collect data.
 - **Contracting:** During this stage, the purpose, scope, and expectations of the diagnostic process are clarified. An agreement is reached between the diagnostician and the organization regarding the goals and methodology.
2. **Data Collection:**
- **Primary Data Collection:** This involves gathering information directly from employees, managers, and other relevant sources. Methods can include interviews, surveys, focus groups, observations, and document analysis.
 - **Secondary Data Collection:** In addition to primary data, the diagnostician may analyze existing organizational documents, reports, and performance metrics.
3. **Data Analysis:**
- **Quantitative Analysis:** Numerical data collected through surveys or other instruments are analyzed using statistical methods.
 - **Qualitative Analysis:** Narrative and descriptive data are examined to identify patterns, themes, and insights.

4. **Feedback and Communication:**

- **Feedback Sessions:** Findings are communicated to key stakeholders, often in the form of presentations or reports. This involves discussing strengths, weaknesses, opportunities, and threats identified during the diagnostic process.
- **Validation:** Stakeholders may provide input to validate or refine the findings, ensuring accuracy and relevance.

5. **Action Planning:**

- **Identification of Issues:** Based on the diagnostic findings, key issues and areas for improvement are identified.
- **Goal Setting:** Clear and measurable goals are established to address the identified issues.
- **Action Plans:** Strategies and action plans are developed to achieve the established goals. This may involve changes in organizational structure, processes, culture, or leadership.

6. **Intervention and Implementation:**

- **Implementation:** The planned interventions are put into action. This may involve changes in policies, procedures, training programs, or communication strategies.
- **Monitoring:** The organization monitors the implementation of interventions to ensure they are having the intended impact.

7. **Evaluation:**

- **Assessment of Outcomes:** The effectiveness of the interventions is assessed by comparing the actual outcomes with the goals set during the action planning stage.
- **Feedback Loop:** Lessons learned from the evaluation are used to refine future organizational diagnoses or interventions.

8. **Closure and Follow-up:**

- **Closure:** The formal conclusion of the diagnostic process, often involving a final report and summary of outcomes.
- **Follow-up:** Periodic follow-up is conducted to ensure that improvements are sustained and to address any new issues that may arise.

These stages provide a structured approach to understanding and improving organizational effectiveness. It's important to note that organizational diagnosis is often an iterative process, with feedback loops and adjustments based on ongoing assessment and learning.

Techniques of Organizational diagnosis:

Organizational diagnosis is a process used to identify, understand, and solve problems within an organization. It involves collecting and analyzing information about various aspects of the organization to identify areas of strength and weakness. There are several techniques and methods that can be employed in organizational diagnosis.

Here are some commonly used techniques:

1. Surveys and Questionnaires:

- **Employee Surveys:** Gathering feedback from employees through surveys can provide insights into their perceptions of the organizational culture, communication, leadership, and job satisfaction.
- **360-Degree Feedback:** Collecting feedback from peers, subordinates, and supervisors about an individual's performance can help identify patterns and areas for improvement.

2. Interviews:

- **Individual Interviews:** One-on-one interviews with employees, managers, and key stakeholders can provide in-depth qualitative information about their perspectives on organizational issues.
- **Focus Group Interviews:** Group discussions with employees from different levels and departments can reveal shared concerns and perspectives.

3. Observation:

- **Direct Observation:** Observing employees and processes in their natural work environment can provide valuable insights into how the organization functions on a day-to-day basis.
- **Shadowing:** Following employees through their daily routines to understand their roles and challenges firsthand.

4. Document Analysis:

- **Review of Policies and Procedures:** Analyzing existing organizational policies, procedures, and documents can help identify discrepancies, gaps, or outdated practices.
- **Financial and Performance Reports:** Examining financial reports and performance metrics can reveal areas of inefficiency or underperformance.

5. Benchmarking:

- **External Benchmarking:** Comparing the organization's performance and practices with industry benchmarks or best practices can highlight areas for improvement.
- **Internal Benchmarking:** Comparing the performance of different departments or teams within the organization can identify variations and areas of excellence.

6. SWOT Analysis:

- **Strengths, Weaknesses, Opportunities, Threats (SWOT):** This analysis helps identify internal strengths and weaknesses as well as external opportunities and threats, providing a comprehensive overview of the organization's strategic position.

7. Organizational Network Analysis (ONA):

- Examining communication patterns and relationships within the organization can help identify key influencers, information flow, and potential bottlenecks.

8. Cultural Assessments:

- Assessing the organizational culture through tools like cultural surveys or cultural audits can reveal underlying values, beliefs, and behaviors that impact the organization's performance.

9. Process Mapping:

- Mapping out key organizational processes can help identify inefficiencies, redundancies, and areas for improvement in workflow and communication.

10. Diagnostic Models:

- Using established diagnostic models like the 7S Framework, McKinsey 7S, or the Burke-Litwin Model can provide a systematic framework for analyzing various aspects of the organization.

It's important to note that the choice of technique depends on the specific needs and context of the organization. Combining multiple methods often provides a more comprehensive and accurate diagnosis of organizational issues.

Feedback of Diagnostic Information:

To provide feedback on diagnostic information, it's important to understand the context and purpose of the diagnostics. Diagnostic information typically refers to data or analysis generated during the evaluation of a system, process, or situation to identify issues, problems, or areas for improvement.

Here are some general guidelines for providing feedback on diagnostic information:

1. Clarity and Presentation:

- Ensure that the diagnostic information is presented in a clear and easily understandable format. Use concise language and avoid jargon that might be confusing to stakeholders.

2. Accuracy:

- Verify the accuracy of the diagnostic findings. If possible, cross-reference the information with other sources or conduct further testing to confirm the results.

3. Relevance:

- Assess the relevance of the diagnostic information to the goals or objectives of the evaluation. Focus on the most critical issues that need attention.

4. Actionable Insights:

- Provide feedback on how the diagnostic information can be translated into actionable insights or steps for improvement. Clearly articulate recommendations based on the findings.

5. Contextual Understanding:

- Consider the broader context in which the diagnostic information is situated. Understand any external factors that may be influencing the situation.

6. Potential Impact:

- Evaluate the potential impact of the identified issues. Prioritize them based on their severity and their impact on the overall system or process.

7. Collaboration:



- Foster collaboration by involving relevant stakeholders in the feedback process. Encourage open communication and discussions to address concerns and gather additional perspectives.
8. **Sensitivity:**
- Be mindful of the potential impact of the feedback on individuals or teams involved. Constructive criticism is valuable, but it should be delivered with sensitivity and a focus on improvement rather than blame.
9. **Timeliness:**
- Provide feedback in a timely manner, especially if the diagnostic information is related to urgent issues that require immediate attention.
10. **Documentation:**
- Ensure that the feedback is documented appropriately. This documentation can serve as a reference for future assessments or for tracking the implementation of recommendations.

Remember that effective feedback is a two-way communication process. Encourage recipients of the diagnostic information to share their perspectives and insights, fostering a collaborative approach to addressing issues and implementing improvements.