

ORGANISATIONAL DEVELOPMENT

CHAPTER 1

1. Features of OD:-

1. Planned organisational change.
2. Collaboration.
3. Accomplishment of tasks.
4. Planned Intervention.
5. Human and social sides.
6. Participation.
7. System change.
8. Developmental view.
9. Commitment from the top.

2. Components of OD.

1. Goal setting.
2. Employee Development.
3. Restructuring.
4. Change Management.

3. Objectives of OD.

1. To apply behavioural science theories.
2. To improve organizational performance.
3. To ensure proper use of individual efforts.
4. To create awareness.
5. To encourage people to solve problems.
6. To establish and maintain interpersonal relation.
7. To create and maintain work environment.
8. To increase knowledge and skills.
9. To minimize resistance to change.
10. To create job satisfaction.
11. To increase motivation level.
12. To create supportive values.

4. Principles of OD

1. System focused.
2. Action research.
3. Process focused.
4. Set goals.
5. Employee development.
6. Restructuring.
7. Change Management.

5. Process of OD

1. Identifying the problem.
2. Assessing the situation.
3. Action planning.
4. Implementing plan and gathering data.
5. Analysing the results.
6. Feedback.

6. Importance of OD

1. Developing contractual relationship.
2. Acceptance of change culture.
3. Evaluating the employee performances.
4. Organization self-renewal.
5. Increased motivation.
6. Increased competitive ability.
7. Encouraging research culture.
8. Product Innovation.
9. Organizational change.
10. Growth.
11. Work processes.

7. Relevance of OD for Managers

1. Assessment of Needs.
2. Incorporate best practices.
3. Effective communication.
4. Expertise.
5. Equity.
6. Develop training programmes.

8. OD helps the top management in performing the following functions.

1. To enlarge the database in making management decisions.
2. To expand the influence process.
3. To capitalise on the strength of informal system and makes the formal system and informational system more congruent.
4. To become more responsive.
5. To legitimize conflict as an area of collaborative management.
6. To examine its own leadership style and ways of managing.
7. To legitimize and encourage the collaborative mgt. culture of team, inter-team and organisational.

9. Role of OD practitioner.

1. As a Consultant.
2. As an Expert.
3. As a facilitator and trainer.
4. As a coach.
5. As a mentor.
6. As a researcher or inquirer.
7. As an influencer.

10. Competencies of OD practitioner.

1. Commitment to excellence.
2. Emotional Intelligence.
3. Change Catalyst.
4. Handling conflicts.
5. Managing limited resources.
6. Evaluating and measuring success.
7. Proactive.
8. Collaborative working.
9. Creative thinking.
10. Technical capabilities.

11. Approaches in OD in global setting.

1. Context Orientation.
2. Power distance.
3. Uncertainty avoidance.
4. Achievement orientation.
5. Individualism.

12. Important role of OD in economic development.

1. Subsistence economies.
2. Industrialisation economies.
3. Industrial economies.

CHAPTER 2

13. Need of organisational diagnosis

1. Economic analysis of organizations.
2. Political analysis.
3. Sociological and social psychology based analysis.
4. Professional Mgt. perspective in organization analysis.
5. OD or applied behavioural science perspective.

14. Phases of organizational diagnosis

1. Entry.
2. Contracting.
3. Study design.
4. Collection analysis for diagnosis.
5. Clients and consultants expectations for the study.
6. Analysis.
7. Feeding back the info.

15. Level of organizational diagnosis

1. Organisation level.

- a. Organisational-level throughputs.
- b. Leadership.
- c. Strategy.
- d. Structure.
- e. Technological capability.
- f. Human Resource system.
- g. Evaluation systems.
- h. Organisation culture.
- i. Organisational performance

2. Group level.

- a. Organisation Design.
- b. Group level throughputs.
 - I. Clarity on goals.
 - II. Task Structure.
 - III. Group Composition.
 - IV. Group functioning.
 - V. Group norms.
 - VI. Group Performance.

3. Individual level.

- a. Inputs an individual level.
- b. Job design throughputs.
 - I. Variety in skills.
 - II. Individuals task identity.
 - III. Significance of the Task.
 - IV. Autonomy.
 - V. Feedback.
 - VI. Individual's performance

16. Techniques of organisational diagnosis.

1. Questionnaire.
2. Interview.
3. Observation.
4. Unobtrusive measure.

17. Tools used in organizational diagnosis.

1. Qualitative Tools.
 - a. Content Analysis.
 - b. Force-field analysis.
2. Quantitative.
 - a. Means, Standard deviation and frequency distribution.
 - b. Scatter grams and correlation coefficients.
 - c. Difference test.

18. Techniques of organisational renewal.

1. Retrenchment.
2. Repositioning.
3. Replacement.

19. Causes of organization renewal

1. Lack of proper planning.
2. Existence of financial problem.
3. Lack of mgt. support.
4. Unforeseen circumstances.
5. Changes in government policy.
6. Poor vision.
7. Lack of understanding of changing markets.
8. Technological changes.
9. Flawed strategies.

20. Features of BPR

1. No Assumptions.
2. Dramatic Improvement.
3. Normative.
4. Radical Re.
5. Process orientation.
6. Continuous.
7. IT-Supported
8. Holistic.
9. Organizational changes.
10. Top management support.
11. Scope

21. Process of BPR

1. Define objectives.
2. Identify customer needs.
3. Study the existing process.
4. Formulate a re-design process plan.
5. Implementation and re-design.

22. Stages of organizational life cycle.

1. Infant Stage.
2. Growth Stage.
3. Prime Stage.
4. Aging Stage.

23. Planned change.

1. Human Resources.
2. Functional Resources.
3. Technological Capabilities.
4. Organizational capabilities.

24. Features of change Agent.

1. Homophily.
2. Empathy.
3. Linkage.
4. Proximity.
5. Structuring.
6. Capacity.
7. Openness.
8. Reward.
9. Energy.
10. Synergy.

25. Types of Change Agents.

1. Internal Change Agent.
 - a. Chief Manager.
 - b. Change Advisor.
2. External change Agent.
 - a. Professional Advisor.

26. Role of change Agents.

1. Changing structure.
2. Changing technology.
3. Changing the physical setting.
4. Changing people.

27. Role of change Agents in organization.

1. The detective.
2. The advocate.
3. The counsellor.
4. The facilitator.
5. The mediator.
6. The expert.
7. The law.

28. Skills of change agents.

1. Flexibility.
2. Diversified knowledge.
3. Priority and results focus.
4. Ownership and responsibility.
5. Effective listening skills.

CHAPTER 3

29. Features of OD interventions.

1. Comprehensive.
2. Additional activity.
3. OD intervention have different dynamics.
4. Linked with goals.

30. Factors affecting success of interventions.

1. Active involvement of employee.
2. Lesser levels of hierarchy.
3. Commitment of top management.
4. Sense of trust.
5. Investing in employee.
6. Effective leadership.
7. Effective communication.
8. Building of teams.

31. Steps followed in OD interventions

1. Eliminating hierarchical decision-making.
2. Focusing on groups.
3. Building trust.
4. Reducing unnecessary competition.
5. Investing in employees.
6. Interim measures of control.
7. Active employee participation.
8. Strategic intervention.

32. Types of Interventions.

1. Human resource intervention.
2. Structural intervention.
3. Strategic intervention.
4. Third party peace making intervention.
5. Human and social sides.

33. Techniques of OD intervention

1. Traditional Techniques.
 - I. Sensitivity training.
 - II. Grid training.
 - III. Survey feedback.
2. Modern Techniques.
 - I. Process consulting.
 - II. Third Party.
 - III. Team Building.
 - IV. Transactional Analysis.

34. Process of evaluating OD interventions.

1. The role of evaluator and key stakeholders.
2. Determining the level of impact of evaluate.
3. Identifying the evaluation methods.
4. Deciding on data source and level of detail.
5. Working with international populations.
6. Understanding reactions to feedback.
7. Communicating.

35. Types of evaluating OD interventions.

1. Discrepancy intervention.
2. Theory intervention.
3. Procedural intervention.
4. Relationship intervention.
5. Dilemma intervention.
6. Perspective intervention.
7. Organization structure intervention.
8. Cultural intervention.

36. Methods of evaluating OD interventions.

1. Formative evaluation.
2. Summative evaluations or evaluations feedback.
3. Longitudinal.

37. Importance of evaluating OD interventions

1. Feedback.
2. Awareness of changing socio-cultural norms or dysfunctional current norms.
3. Increased interaction and communication.
4. Confrontation.
5. Education.
6. Participation.
7. Increased accountability.
8. Increased energy and optimism.

CHAPTER 4

38. Issues related to client relationship.

1. Indulge clients.
2. Becoming expert on content.
3. Familiarisation with organisational culture and politics.
4. Manipulative use of the OD practitioner.

39. Characteristics that are imp in acquiring and maintaining power.

1. High energy and physical endurance.
2. Directing energy.
3. Successfully reading the behaviour.
4. Adaptability and flexibility.
5. Motivation to engage and confront conflicts.
6. Subordinating one's ego.

40. Power and influence tactics

1. Framing/reframing tactics.
2. Inter-personal influence tactics.
3. Timing tactics.
4. Empowerment tactics.
5. Impact leadership tactics.
6. Coercive tactics.
7. Visioning tactics.
8. Bargaining tactics.
9. Structural tactics.
10. Logical persuasion tactics.
11. Organisational mapping tactics.
12. Information and analyst tactics.

41. Professional values in OD

1. Expertise.
2. Autonomy.
3. Commitment.
4. Code of ethics.

42. Value conflict may produce five types of ethical dilemmas

1. Misrepresentation.
2. Misuse of data.
3. Coercion.
4. Value and goal conflict.
5. Technical ineptness.

43. Factors influencing ethical judgement

1. Misrepresentation of the consultant's skills.
2. Professional/Technical ineptness.
3. Misuse of data.
4. Collusion.
5. Coercion.
6. Promising unrealistic outcomes.
7. Deception of values.

44. Approaches of organisational effectiveness.

1. Goal Approach.
2. System resource approach.
3. Strategic constituency approach.
4. Internal process approach.

45. Parameters for judging organisational effectiveness.

1. Managing ambiguity and paradox.
2. Bias for action.
3. Strive to stay close to the customer.
4. Value autonomy and entrepreneurship.
5. Build productivity through people.
6. Hands on and value driven.
7. Stick to their knitting.
8. Maintain simple form and learn staff.
9. Balance simultaneously loose and tight structures.

46. Ways to enhance organisational effectiveness.

1. Effective sharing goals.
2. Teamwork.
3. High employee moral.
4. Offers training opportunities.
5. Leadership.
6. Handles poor performance.
7. Understanding of risks.
8. Adapts to opportunities and changes.
9. Clearly defined structure.
10. Well known company policies.