

ORGANIZATION DEVELOPMENT AND CHANGE

Abstract

The key goal of an abstract is to clearly describe the details of organisation development and change. The basic elements of the title are the developmental features of the organisation and the changes to be adapted to meet the changing environment.

Keywords: Organization Development and Change, Characteristics, Objectives, Techniques.

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I. ORGANIZATION DEVELOPMENT

Organisation development is a tool of bringing a change in the overall development of the organization. It is an attempt of a predetermined plan and managed from the top to increase efficacy of the organisation.

- 1. Definition of Organization Development:** According to Frank and Brown, “OD is a method for facilitating change and development in people in technology and organizational processes and structures”.

According to Warren G Bennis, “Organization Development can be defined as a ‘Sa technique for bringing change in the entire aspect of the organization rather than focusing attention on individuals, so that change is easily absorbed”.

2. Characteristics of Organisational Development:

- **System Orientation:** The overall development of the organisation is based on system. It is relied on inter-group and inter-personal relationship.
- **Long Range Effort:** Organisational development is a long range proceed towards the higher level of functioning of the organisation by improving the efficiency and satisfaction of the stake holders.
- **Problem Solving:** Organisation Development solves the problems through practical experiences of the work and not done through theoretical aspects.
- **Experimental Learning:** Organisational development will provide the learning process experimentally to the employees to learn the new behaviour patterns.
- **Human Values:** The organisation’s programme is often based on human values. The values are positive about the potential growth of the employees.
- **Experimental Learning:** Organisational development provide the employees to adapt new behaviour patterns through the experimental learning. People develop the behavioural concepts through the experiential learning.
- **Feedback:** The organisation development is supported through the feedback system. . The organisation collects feedback from the participants on which the decisions are made.

3. Objectives of Organisational Development

The main objectives are:

- It improves the organisational performance.
- Helps the organisation to better adapt to the changing environment.
- Improve the internal factors such as interpersonal relations, intergroup relations, improved level of trust and support among the participants.

- Organisation development seeks to build problem solving capacity.
- It also helps the members to willingly face the problems and participate in finding the solutions.

4. Techniques of Organisational Development

- **Survey Feedback:** The information is collected through survey method. The most popular method of data collection. These information collected are used in decision making.
- **Team Building:** This technique improves the ability of the employees and encourage them to work together as groups. Team building increases the organisational effectiveness.
- **Sensitivity Training:** It is also known as laboratory training. It involves the group to interact each other freely and build up interpersonal relationship.
- **Managerial Grid:** This technique is developed by industrial psychologists Robert Blake and Jane Mouton. The technique identifies two major grids i.e people oriented and production oriented behaviours.
- **Management by Objectives (MBO):** MBO is a technique of management developed and put forward for the first time by Peter Drucker in 1954. Under this technique the achievement of organisational objective is considered as both the individual and collective responsibility.
- **Brain Storming:** The name itself suggests involving storming of idea where it gives rise to creative idea. Those ideas are put forward in the meeting and it is critically evaluated.
- **Process Consultation:** Under this technique the consultant or expert advice will provide necessary information or guidance to how the problems can be solved.

II. ORGANISATIONAL CHANGE

1. **Meaning:** Change is a known fact. It has become unavoidable fact of life; a basic element in the historical development. Change is unavoidable in a developing culture. Changes are taking place in political, scientific, technological and institutional areas. Change is affected by intrinsic and extrinsic forces.

The primary responsibility of management is to meet the challenge. Good management focus on change as necessary quality. Today's managers have the greater duty to implement the governance to meet the further challenge or problems and make use of the new possibility for the widening of the organisation.

Mr. John Bull defines organisational change as "When an organisational system is disturbed by some internal or external force, change frequently occurs. Change as a

process, is simply modification of the structure or process of a system. It may be good or bad, the concept is disruptive only”.

Organizational change refers to the process of growth, decline and transformation within the organization. Though one thinks that organizations are enduring structures in a changing society. Organizational change takes different forms.

- 2. Forces for Change in Organisation:** Present day more and more business concerns are facing a more flexible and changing environment. This changing environment requires adaptation. In most of the business concerns change has become inevitable. Closing down & failure of business, acquiring and downsizing of business have become common experiences for most of the business organisations. To succeed in meeting the competitive challenges, business has to face more flexibility, adaptiveness and more responsible. Business organisations in the early days was able to succeed by focussing in few areas namely quality, reliability or cost. But today that is not the case. Business environment in the current scenario expects the excellence in overall development. The figure below summarises six specific forces that are acting as stimulants for change.

Drive	Example
Workforce	culture diversity
	Abundance in professionals
	Lack of skilled work force.
Upgradation & Automation	Advanced computers and automation
	Total Quality programmes.
	Reengineering programs
Economic Shocks	Market crashes in securities
	Decrease in currency value
	Changes in monetary policy
Competition	Global Competitors
	Acquisitions & Mergers
	Growth of special traders
Social trend	Increase in college attendance
	Late marriages
	Increased divorce rates
World Politics	Collapse of soviet unions
	Invasion of countries
	Dictatorship

- 3. Process of Planned Change:** Change is evitable. The Management has to decide the change. Once the organisation decides to change, it becomes very important to see that it is done carefully as change is a very sensitive issue. The present competitive environment expects to adapt changes.

According to Kurt Lewin, the planned organisation is implemented in three different stages. They are:

- **Unfreezing:** In this phase the organisation will make the study of the requirement of change is necessary or not, why & where the change is required. Taking into

consideration the entire circumstance, the organisation will decide for the proper change. Then a idea and policy is formulated as per the requirement.

- **Changing:** This is the stage where the organisation executes the formulated plan. For this change the concern has to take proper precautions in order to maintain co-operation & co-ordination between the employees & management to avoid the gap in communication and manage disputes.
- **Refreezing:** This being the final phase to bring the organisational change. The organisation will evaluate the effectiveness through supervision. The management interprets on the evaluation to further execute it.

4. Types of Planned Change: On the basis of company's requirement planned change is classified into three types: They are

- Change in composition.
- Change in innovation.
- Change in individuals.
- **Change in Structure:** For a developing organisation a planned change required is to change in structure in the following areas:-
 - Change in administration.
 - Change in place or location
 - Change in objectives, rules, regulations etc.
 - Launching new branches.
- **Change in Technology:** The technological change and advancements is a required change for the overall development. The following are the areas to be changed:-
 - Need of office mechanisation
 - Installation of new hardware & software
 - Executing new working plan of action
 - New methods in production task
 - Producing new productive devices
 - New training, research & development programme.
- **Change in people:** The following areas require planned change in the development of the concern:-
 - New candidate requirement
 - Promotion or demotion
 - Transfer to other location
 - Supervision or dismissal
 - Deputation
 - Training & Development

5. Resistance to Change: A manager always usher in change in the organisation. One circumstance that is quietly to occur anytime in the process is resistance to change. People often response rationally to withstand the change based on their self interest. It is easy for the management to handle resistance when it is unconcealed and speedy. The

object to the management is to manage the implicit and deferred resistance to change. The two sources of resistance to change are:

- **Individual Resistance:** One of the important aspect of human mankind that has remained constantly is inherent inactivity. Individuals withstand to change because they are attached more to maintain social position. The following are the reasons:
 - Economic Reasons:
 - Be fearful of professional unemployment.
 - Be fearful of reduction in working time and as a result of low pay
 - Be fearful of demotion
 - Fear of reduced incentives
 - Fearful of the unknown facts.
 - Fear of loss
 - Security
 - Status quo
 - Peer pressure
 - Disruption of interpersonal relationship
 - Social displacement
- **Organisational Resistance:** By nature organisations are very traditional. They deliberately resist change. Some of them are explained below:
 - Assets limitations
 - Structural inertia
 - Sunk costs
 - Politics
 - Threat to established power
 - Threat to expertise
 - Group inertia

6. Managing Resistance to Change: Resistance to change is a common process in the organisations and it is noted that all changes are resisted. If we observe any organisation closely we find far more changes accepted than resisted.

Dealing or managing the change (Overcome resistance to change)

- Education and communication
- Participation and involvement
- Facilitate and support
- Leadership
 - Training
 - Feedback

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