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STUDY MATERIALS



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CHARACTERISTICS OF OD.

This include 1) Humanistic values

- 2) Use of a change agent.
- 3) Problem Solving.
- 4) Experiential learning.
- 5) Interventions at many levels
- 6) Contingency orientation.

Humanistic values. OD. programs are typically based on Humanistic values. These include positive beliefs about the potential and desire for growth among employees. For this open communication's, interpersonal trust, shared power and constructive confrontation is needed.

Use of a change agent.

The change agent in an OD stimulate, facilitate and coordinate change. The change agent usually acts as a catalyst. The change agents may be internal or external. They are usually consultants from outside the company.

Problem solving. OD trains participants to identify and solve problems that are important to them. The problems are actual

problems, which they currently face at work place.

Experiential learning. When participants learn by experiencing in the training environment the kinds of human problems they face on the job, the process is called experiential learning. Participants can discuss and analyze their own immediate experiences and learn from them.

Interventions at many levels.

These are structured activities designed to help individuals or groups to improve their work effectiveness. These interventions are often classified by their emphasis on individuals or groups. Interventions also focus on what people are doing and how they are doing.

Contingency orientation. Here the practitioners rely on just selecting and adapting actions to fit assessed needs.

RESISTANCE TO CHANGE

Resistance to change consists of any employee behaviors designed to discredit, delay or prevent implementation of a work change. Employees resist change because it threatens their needs for security, social interaction, status, competence or self esteem.

Reasons for Resistance.

Employees may resist changes for three broad reasons.

1. They may not feel comfortable with the nature of change itself
2. The second reason for resistance stems from the method by which change is introduced.
- 3) Thirdly, the reason for resistance is the inequity experienced when people perceive themselves being changed while someone else appears to gain the benefits of change.

Types of Resistance to change among employees.

1. Logical, Rational Objections.

- Time required to adjust.
- Extra effort to relearn.
- Possibility of less desirable conditions, such as skill downgrading.
- Economic costs of change.
- Questioned technical feasibility of change.

2. Psychological Emotional Attitudes.

- Fears of the unknown.
- Low tolerance of change.
- Dislike of management or other change agent.
- Lack of trust in others.
- Need for security, desire for status quo.

3. Sociological factors; group interests.

- Political coalitions.
- Opposing group values.
- Parochial, narrow outlook.
- Vested interests.
- Desire to retain existing friendships.

ORGANISATION DEVELOPMENT PROCESS (OD)

The 7 major steps in OD process are

- 1) Initial Diagnosis
- 2) Data Collection
- 3) Data Feed
- 4) Planning Strategy
- 5) Intervention
- 6) Team Building +
- 7) Evaluation

1) Initial Diagnosis The mgmt should try to find out an overall view of the situation to find out the real problem. Top mgmt should meet the consultants and the experts to determine the type of program that is needed. In the first stage only, the consultants will meet various persons in the organisation and interview them to collect some information.

2) Data Collection

In this stage, the consultant will make the surveys to determine the climate of the organisation and the behavioural problems of the employees.

The consultant will meet groups of people away from their work environment.

to get some answers to the questions such as

1) What specific job conditions contribute most to their job effectiveness.

2) What kind of conditions interferes with their job effectiveness.

3) What changes would they like to make in the working of the organisations?

3) Data Feedback and Confrontation

The data which has been collected in the second step will be given to the work groups, who will be assigned the job of reviewing the data. Any areas of disagreement will be mediated among themselves only and priorities will be established for change.

4. Planning Strategy for Change.

In this stage the consultant will suggest the strategy for change. He will attempt to transform diagnosis of the problem into a proper action plan involving the overall goals for change, determination of basic approach for attaining these goals and the sequence of detailed scheme for implementing the approach.

5) Intervening in the system: refers to the planned programmed activities during the course of an OD programme. These planned activities bring certain changes in the system, which is the basic objective of OD. There may be various methods through which external consultant intervene in the system such as education and laboratory training, process consultation, team development etc.

6) Team Building

During the entire process, the consultant encourages the groups to examine how they work together. The consultant will educate them about the value of free communication and trust as essentials for group functioning. The consultant can have team managers and their subordinates to work together as a team in OD sessions to further encourage team building. Following the development of small groups, there may be development among larger groups comprising several teams.

7) Evaluation

OD is a very long process. So there is a

great need for careful monitoring to get precise feedback regarding what is going on after the OD programme starts. This will help in making suitable modifications whenever necessary. For evaluation of OD program, the use of critique sessions, appraisal of change efforts and comparison of pre and post training behavioural patterns are quite effective.

GROUP DYNAMICS.

The social process by which people interact face to face in small groups is called group dynamics. The word 'dynamics' comes from the Greek word meaning 'force'. Therefore group dynamics refers to the study of forces operating within a group. Mayo, in his study showed that workers tend to establish informal groups that affect job satisfaction and effectiveness. Lewin showed that different kinds of leadership produced different responses in groups.

Groups have properties of their own that are different from the properties of the individuals who make up the group.

Types of Groups.

There are many ways of classifying groups. The basic classification is formal and informal group.

Formal groups are established by the organization and have a public identity and goal to achieve. Informal groups which emerge on the

basis of common interests, proximity and friendships.

Another fundamental distinction is between two types of formal groups. Some have a relatively temporary life. They are created to accomplish a short-term task and then disband.

Eg:- committee or task force. The event at which group members discuss ideas or solve problems is generally called a meeting. The other type of formal group is a more natural and enduring work group. This type of group is formed when people perform task together as part of their job assignments and is called a team. There are many varieties of informal groups. These informal groups like friendship groups, interest group etc. are a powerful influence on job satisfaction and productivity.

INTER GROUP DYNAMICS. - refers to the behavioural and psychological relationship between two or more groups. This includes perceptions, attitudes, opinions and behaviours towards one's own group as well as those towards another group. In some cases, intergroup dynamics is pro social, positive and beneficial. In other cases intergroup dynamics can create conflict.

Intergroup conflict starts with a process of comparison between individuals in one group (the in group) and those of another group (the out group). This comparison process is not unbiased and objective. Instead it is a mechanism for enhancing one's self-esteem.

Managing Change and OD.

Change is any alteration occurring in the work environment that affects the ways in which employees must act. These changes may be planned or unplanned, catastrophic or evolutionary, positive or negative, strong or weak, slow or rapid and stimulated either internally or externally. Regardless of their source, nature, origin, pace or strength, changes can have profound effects on their recipients.

The whole organisation tends to be affected by a change in any part of it.

The change is a human and technical problem. The organisations tend to achieve an equilibrium in their social structure. i.e. a state of relative balance between opposing forces. This equilibrium is established when people develop a relatively stable set of relations with their environment. They learn how to deal with one another, how to perform their jobs, and what to expect next.

Equilibrium exists, then employees are adjusted. When change comes along, it requires them to make new adjustments as the organization seeks a new equilibrium. When employees are unable to make adequate adjustments, the organization is in a state of unbalance or disequilibrium.

This disequilibrium highlights a dilemma for managers. Thus the managers role is to bring introduce continual organizational changes so as to bring about a better fit between the firm and its environment. Here the managers role is to proactive i.e. anticipating events, initiating change and taking control of the organization's destiny. Sometimes the managers role is to restore and maintain group equilibrium and personal adjustment that change upsets. In such a situation, the managers has to be more reactive i.e. by responding to events, adapting to change and lessening the consequences of change.

Fortunately, many of the organizational changes that occurs on a daily basis are

somewhat minor. They may affect only a few people, and they may be incremental in nature and relatively predictable. Thus a wide variety of forces, may bring about more dramatic changes that affect the entire organization. It is the responsibility of the managers to restore the equilibrium in the organization.

The 3 stages in change

1. Unfreezing
2. Changing.
3. Refreezing.

Unfreezing means that old ideas and practices need to be cast aside so that new ones can be learned. Just as a farmer, must clear a field before planting new seeds. Thus the managers help employees to clear minds of old roles and old purposes. Only then they will be able to embrace new ideas.

Changing is a step in which new ideas and practices are learned. This process involves helping an employee think, reason and perform

in new ways. It can be a time of confusion, disorientation, overload and despair. Fortunately, the change step usually is also mixed with hope, discovery & excitement.

Refreezing means that what has been learned is integrated into actual practice.

In addition to being intellectually accepted, the new practices become emotionally embraced and incorporated into the employee's routine behavior.

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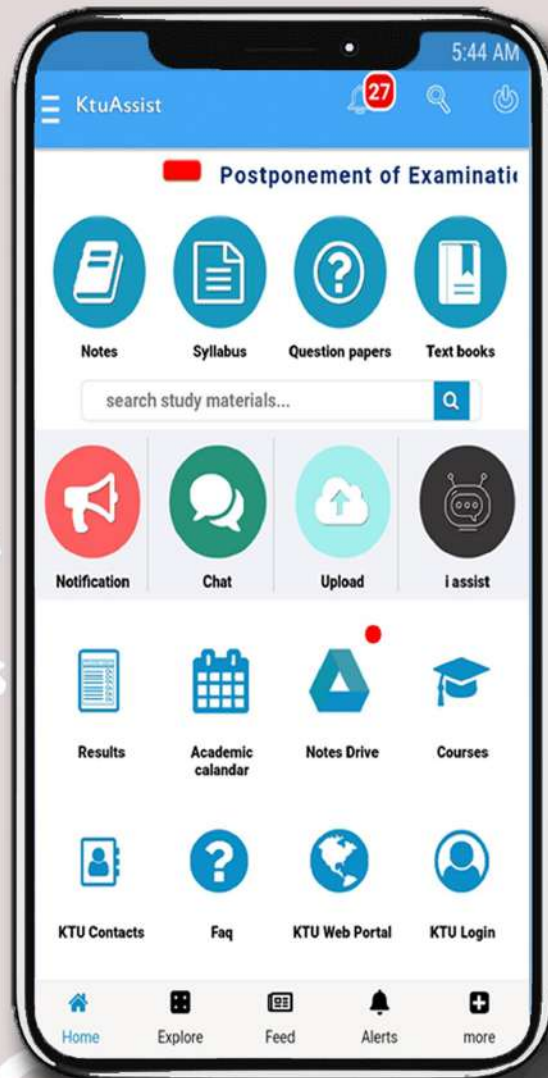
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