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HIGHLIGHTED HANDOUT

MGMT628

Organizational Development (alt.
code=HRM628)

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HRM628/MGMT628 Organization Development

Spring 2011 Latest Subjective Solved by Admin Rajpoot

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Why alignment is a key component of action research model?? 5 marks Ans 1:

Changing any one part or feature of an organization often requires adjustments in the other parts to maintain an appropriate alignment. Thus, although quick fixes and change programs that focus on only one part or aspect of the organization may resolve some specific problems, they generally do not lead to complex organizational change or increase members' capacity to carry out change.

Many organization development programs use the action research model. Action research involves collecting information about the organization, feeding this information back to the client system, and developing and implementing action programs to improve system performance. The manager also needs to be aware of the processes that should be considered when one is attempting to create change.

The action research model focuses on planned change as a cyclical process in which initial research about the organization provides information to guide subsequent action. Then the results of the action are assessed to provide further information to guide further action, and so on. This iterative (iterate means to repeat) cycle of research and action involves considerable collaboration among organization members and OD practitioners. It places heavy emphasis on data gathering and diagnosis prior to action planning and implementation, as well as careful evaluation of results after action is taken.

OR

Ans 2:

Alignment:

A system's overall effectiveness is determined by the extent to which the different parts are aligned with each other. This alignment or fit concerns the relationships between inputs and transformations, between transformations and outputs, and among the subsystems of the transformation process. Diagnosticians who view the relationships

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among the various parts of a system as a whole are taking what is referred to as a systemic perspective.

Alignment refers to a characteristic of the relationship between two or more parts. It represents the extent to which the features, operations, and characteristics of one system support the effectiveness of another system. Just as the teeth in two 'wheels of a watch must mesh perfectly for the watch to keep time, so do the parts of an organization need to mesh for it to be effective. For example, General Electric attempts to achieve its goals through a strategy of diversification, and a divisional structure is used to support that strategy. A functional structure would not be a good fit with the strategy because it is more efficient for one division to focus on one product line than for one manufacturing department to try to make many different products. The systemic perspective suggests that diagnosis is the search for misfits among the various parts and subsystems of an organization.

"Measurement systems are methods of gathering, assessing, and disseminating information on the activities of groups and individuals in organizations" discuss. 3 marks Ans:

Measurement systems are methods of gathering, assessing, and disseminating information on the activities of groups and individuals in organizations. Such data tell how well the organization is performing and are used to detect and control deviations from goals. Closely related to structural integration, measurement systems monitor organizational operations and feed data about work activities to managers and members so that they can better understand current performance and coordinate work. Effective information and control systems clearly are linked to strategic objectives; provide accurate, understandable and timely information; are accepted as legitimate by organization members; and produce benefits in excess of their cost.

Explain the purpose of diagnosis at organizational level?? 3 marks

Ans:

Purpose of diagnosis at organizational level:

- The OD practitioner and client together analyze the data to identify problem areas and causal relationships.
- The diagnostic phase, then, is used to determine the exact problem that needs solution, to identify the forces causing the situation, and to provide a basis for selecting effective change strategies and techniques.
- The practitioner and client may agree to increase the range or depth of the available data by interview or questionnaire as a basis for further action programs.

The purpose of gamesmanship mode, 3 marks Ans:

The gamesmanship mode: Members keep their true feelings about self- fulfillment and organizational effectiveness to themselves, under the assumption that sharing information may threaten personally desired outcomes, They make their own decisions about how to behave, thus taking responsibility for their behavior. This may include conforming outwardly to any decision-making procedure but manipulating strategic factors to gain personal goals. Members may favor change if they can see ways in which it can serve their personal interest.

Differentiate between organization member and OD practitioner. 3 Ans:

The organization member may be a manager, staff specialist, or some other key participant, and **the practitioner** may be an OD professional from inside or outside of the organization.

Write down the disadvantages of internal practitioner. 3 Ans:

Disadvantages of internal practitioner

- Lack of the specialized skills needed for organization development.
- More likely to accept the organizational system as a given and accommodate their change tactics to the needs of management.
- Other employees may not understand the practitioner's role and will certainly be influenced by his or her previous work and relationships in the organization.

- May not have the necessary power and authority; internal practitioners are sometimes in a remote staff position and report to a mid-level manager.

Why there is no one way collection of data. Justify your answer. 3

Ans:

The Selection of a Data-Gathering Method:

The third step in data collection is selecting a method of gathering data. There are many different types of data and many different methods of tapping data sources. There is no one best way to gather data – the selection of a method depends on the nature of the problem. Whatever method is adopted data should be acquired in a systematic manner thus allowing quantitative or qualitative comparison between elements of the system. The task in this step is to identify certain characteristics that may be measured to help in the achievement of the OD program objective and then to select an appropriate method to gather the required data. Some major data collecting methods follow.

What are the four possible modes of practitioner-client relationship? Discuss any one of them. 5

Ans:

Four possible modes of practitioner-client relationship

1. **The apathetic mode:** Members keep their true ideas about self-fulfillment and organization effectiveness to themselves. They assume that sharing this information will not make any difference, so why bother?

They follow established routines, take no responsibility for their actions, and simply do as they are told.

They relate to the practitioner in the same way, assuming that higher authority has sanctioned the change but viewing it with skepticism.

2. **The gamesmanship mode:** Members keep their true feelings about self-fulfillment and organizational effectiveness to themselves, under the assumption that sharing information may threaten personally desired outcomes. They make their own

decisions about how to behave, thus taking responsibility for their behavior. This may include conforming outwardly to any decision-making procedure but manipulating strategic factors to gain personal goals. Members may favor change if they can see ways in which it can serve their personal interest.

3. **The charismatic mode:** A limited number of members openly share ideas and feelings with the rest, based on perceptions of leadership. The followers are looking for cues from their leaders, so responsibility is low for most members. Members view the change process as desirable if the leaders approve, but they rely on the leaders to interpret the results.

4. **The consensus mode:** Members continuously share perceptions and feelings openly both on self-fulfillment and organizational effectiveness. Personal viewpoints are seen as relevant to organization functioning and are expressed. Decisions are made and differences are resolved through the sharing of viewpoints, this process involves both sharing of data and maintaining one's responsibility for actions.

Members see the OD process as consistent with their way of operating and find the results interesting and useful.

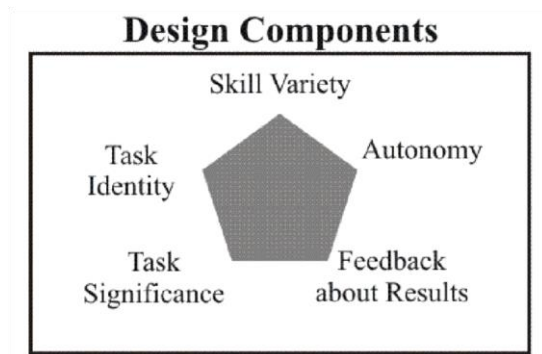
How can you differentiate the task identity from the task significance in the design components of diagnosis? 5 Ans:

Design components represent the way the organization positions and organizes itself within an environment (inputs) to achieve specific outputs.

Three levels of design components of diagnosis are:

- Organizational level
- Group level
- Individual level

Individual jobs have five key dimensions: skill variety, task identity, task significance, autonomy, and feedback about results.



Task identity measures the degree to which a job requires the completion of a relatively whole, identifiable piece of work. Skilled craftspeople, such as tool-and-die makers and carpenters, generally have jobs with high levels of task identity. They are able to see a job through from beginning to end. Assembly-line jobs involve only a limited piece of work and score low on task identity.

Task significance identifies the degree to which a job has a significant impact on other people's lives.

Custodial jobs in a hospital are likely to have more task significance than similar jobs in a toy factory because hospital custodians are likely to see their jobs as affecting someone else's health and welfare.

Briefly describe the action research models, feedback's 3 steps Ans:

Feedback (Feedback to a key client or group): Because action research is a collaborative activity, the diagnostic data are fed back to the client, usually in a group or work-team meeting.

A feedback session generally has three steps.

First: the consultant provides a summary of the data collected and some preliminary analysis.

Next: there is a general discussion in which questions of clarification are raised and answered.

Finally: some time is devoted to interpretation. At this stage some changes may be made in the consultant's analysis and interpretation.

Thus, the consultant works collaboratively with the client to arrive at a final diagnosis that accurately describes the current state of the system.

Justify that outside data collection agents are efficient or inside Ans:

Outside data-collection agents are more effective than internal personnel. The use of outside data-collection agents is recommended because it apparently makes respondents feel more secure and trusting that candid answers will not be used against them. There are companies that develop data-collection instruments, test them and make them available commercially.

Culture of the organization Ans:

Organization culture is the pattern of basic assumptions, values, norms, and artifacts shared by organization members. These shared meanings help members make sense out of everyday life in the organization.

Levels of Organizational Culture

Organization culture includes four major elements existing at different levels of awareness:

1. **Artifacts:** These are the highest level of cultural manifestation. They are the visible symbols of the deeper levels of culture. Artifacts include members' behaviors, clothing and language; and organizations' structure, systems, procedures and physical aspects.
2. **Norms:** just below the surface of cultural awareness are norms guiding how members should behave in a particular situation. These represent unwritten rules of behavior. Norms generally are inferred by observing how members behave and interact with each other.
3. **Values:** The next deeper level of awareness includes values about ought to be in organizations. Values tell members what is important in the organization and what deserves their attention.
4. **Basic Assumptions:** At the deepest level of cultural awareness are the taken-forgranted assumptions about how organizational problems should be solved. These

basic assumptions tell members how to perceive, think and feel about things. They are noncontrollable and non-debatable.

2 questions were about Feedback of 3, 3 marks

Ans: (Parbably)

Feedback in design components:

Feedback about results involves the degree to which a job provides employees with direct and clear information about the effectiveness of task performance. Assembly-line jobs often provide high levels of feedback about results, whereas college professors must often contend with indirect and ambiguous feedback about how they are performing in the classroom.

OR

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Disadvantage of external practitioners 3 marks Ans:

- Outsiders are generally unfamiliar with the organization system and may not have sufficient knowledge of its technology, such as aerospace or chemistry.
- They are unfamiliar with the culture, communication networks, and formal or informal power systems.

- In some situations external practitioners may have difficulty gathering pertinent information simply because they are outsiders.

Entry into OD relationship 5 marks Ans:

Entry (Problem identification): This stage usually begins when a key executive in the organization or someone with power and influence senses that the organization has one or more problems that might be solved with the help of an OD practitioner. Contact between the consultant and client is what initiates the entry phase. After the contact, the consultant and the client begin the process of exploring with one another the possibilities of a working relationship. During this process, the consultant assesses: a. The probability of relating with the client

b. The motivation and values of the client

c. The client's readiness for change

d. The extent of resources available

e. Potential leverage points of change