

MST(HR) 552 – Definition, Field and History of OD

Lecture 1



Topics to be covered today

1. Definition of Organization Development
2. The field of Organization Development
3. History of Organization Development

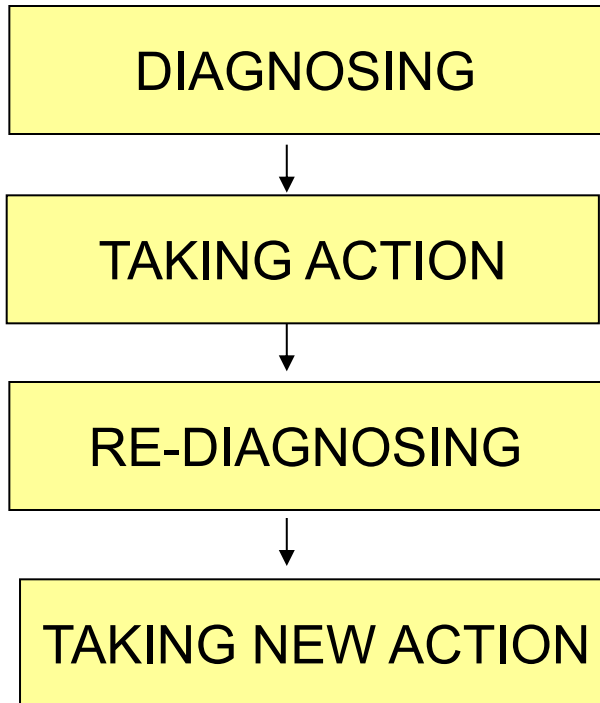


Definitions of Organization Development (OD)

- Organization Development is a systematic process for applying behavioural science principles and practices in organizations to increase individual and organizational effectiveness.
- OD is both a professional field of social action and an area of scientific enquiry.
- OD is a planned process of change in an organization's culture through the utilization of behavioural science technologies, research and theory.
- The definitions clarify the distinctive features of OD and suggest why it is such a powerful change strategy.

Orientation

Action Research



- Change occurs based on the actions taken
- New knowledge comes from examining the results of the actions.

History of OD

1. Laboratory Training Background (or T-Group)

- A small unstructured group in which participants learn from their own interactions
- Interpersonal relationships, personal growth, leadership and group dynamics.

2. Action Research and Survey Feedback Background

- Contributions by social scientists like John Collier, Kurt Lewin and William Whyte.
- Research needed to be closely linked to action
- Collaborative effort between organizational members and social scientists.

History (Contd...)

3. Participative Management Background

- Four types of management systems

I. Exploitative Authoritative System

II. Benevolent Authoritative System

III. Consultative Systems

IV. Participative Group Systems

4. Productivity and Quality of Work Life Background

- Joint participation by unions and management in work design
- Specific techniques and approaches for improving work.

Summary

1. Organizations are faced with rapidly accelerating change and OD can help them cope with the consequences of change
2. We discussed the nature of OD and its central themes
3. OD is a participative, collaborative and problem solving strategy
4. OD emerged largely from applied behavioural sciences and has four major stems:
 - Laboratory trainings
 - Survey feedback
 - Action Research
 - Quality of work life

Thank you

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