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Programme: M.A., HUMAN RESOURCE MANAGEMENT

Course Title : Organizational Development

Course Code : 22HRM3EC2

Unit-I
Introduction

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Introduction Of Organizational development

Organizational development is a planned process that helps organizations improve their performance and achieve their goals. This field focuses on changing the way an organization functions and addresses various aspects like leadership, culture, and communication.





Organizational Theory: A Historical Perspective

This presentation explores the evolution of organizational theory, tracing its origins, key concepts, and enduring influence on modern management.



Historical Perspective, Underlying Assumptions, and Values

1

Early Industrial Revolution

The focus was on efficiency and production, with little attention to worker needs.

2

Human Relations Movement

This era emphasized human needs, social interaction, and motivation in the workplace.

3

Modern Organizational Development

A focus on adaptation, learning, and continuous improvement in a rapidly changing world.

Defining Organizations: Concept, Characteristics, and Scope

Concept

Organizations are social entities, intentionally structured to achieve specific goals. They involve coordinated efforts of individuals, groups, and systems.

Characteristics

They exhibit a hierarchy of authority, defined roles, formal communication channels, and a shared purpose.

Scope

Organizations encompass a wide spectrum, from small businesses to multinational corporations, government agencies, and non-profit organizations.



Underlying Assumptions and Values of Organizational Theory



Rationality

Organizations operate based on rational decision-making and efficiency.



Efficiency

Organizations prioritize maximizing output with minimal inputs, emphasizing productivity and effectiveness.



Structure

Organizations rely on clear structures and hierarchies for control and coordination.



Classical Theories of Organizations

Scientific Management

Focuses on optimizing work processes and tasks through scientific analysis and standardization.

Administrative Theory

Emphasizes the importance of organizational structure, division of labor, and principles of management.

Bureaucracy

Proposes a hierarchical structure with clearly defined roles, rules, and procedures for efficient operation.



Features of Bureaucracy and Administrative Theory



Hierarchy

Clear levels of authority and responsibility.



Rules

Formal and standardized guidelines for operations.



Impersonality

Decisions based on objective criteria rather than personal biases.

Features of Bureaucracy



Hierarchical Structure

Clear lines of authority with defined roles and responsibilities.

Formal Rules and Procedures

Standardized guidelines for decision-making and operations.

Impersonality

Emphasis on objective criteria rather than personal relationships.

Specialization

Employees have specific expertise in their respective areas.



Principles of Scientific Management

1

Scientific Task Design

Analyze tasks to determine the most efficient methods and tools.

2

Worker Selection and Training

Match workers to specific tasks based on skills and training.

3

Supervision and Incentives

Implement clear monitoring systems and reward performance.

4

Cooperation and Collaboration

Foster a collaborative environment between management and workers.



The Human Relations Movement and Neo-Classical Theories

1

Human Relations

Emphasizes the importance of social factors and employee motivation in organizational effectiveness.

2

Behavioral Science

Integrates insights from psychology, sociology, and anthropology to understand organizational behavior.

3

Decision-Making Theories

Focuses on how individuals and groups make decisions within organizational contexts.

The Human Relations Movement

1 Employee Motivation

Focus on human needs, social interactions, and worker morale.

2 Teamwork and Collaboration

Encouraging cooperation and communication between employees.

3 Employee Involvement

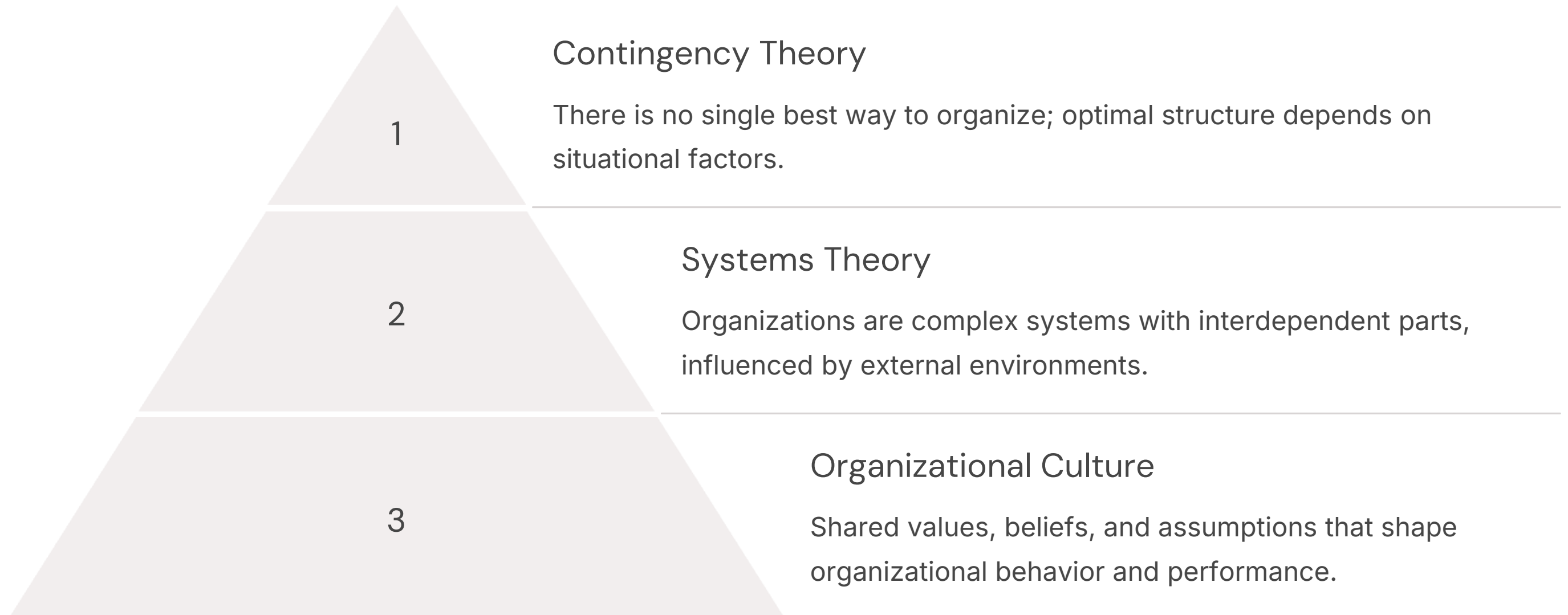
Involving employees in decision-making and problem-solving.

4 Leadership Styles

Emphasis on democratic and participative leadership.



The Emergence of Modern Organizational Theory



Integrating Classical, Neoclassical, and Modern Perspectives

1

Efficiency and Structure

Classical principles remain valuable for operational efficiency and structure.

2

Human Factors and Motivation

Neoclassical theories emphasize employee engagement and psychological factors.

3

Adaptability and Context

Modern perspectives highlight the importance of flexibility and responsiveness to changing environments.

The Evolving Nature of Organizational Theory

1

Globalization

Organizations are increasingly interconnected and operate across borders.

2

Technology

Rapid technological advancements reshape organizational structures and processes.

3

Sustainability

Organizations face growing pressure to adopt ethical and sustainable practices.

