

BBA 7th Semester.

Subject:- Organizational Development (BBA-409)

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Long Question

(2017)

Qno1. What are pros and cons of internal and external practitioners? Compare and contrast five basic practitioner styles.

Answer. An **organizational development practitioner** is someone who helps create organizational change. Whether an in-house professional or consultant, they create organization-wide or department-wide strategies to implement change.

1. External OD Practitioners

Advantages

- Brought in from outside so not associated with the system, which makes them less dependent on the system and makes them work independently
- They are more formal in their approach and since they are Specialist they are more Involved in the process, as this is what they do for living
- Sees from Different point of view, with Objectivity
- Greater freedom of operation
- Viewed by top managers to have more positive influence, as they cannot be influenced with ease, and are not really a part of the organizational structure
- Less Influenced by power politics of the organization
- More Independent and Risk Takers

Disadvantages

- Outsiders are unfamiliar with the organizational culture, Norms, Practices
- May have difficulty in Obtaining the information due to lack of information on data repository and informal channels of communication

2. Internal Practitioners

Advantages

- Familiar with Organizational culture and norms
- They know the Structure of the Organization
- They know the people
- Have personal interest in making organization succeed

Disadvantages

- Lack of Specialized Skills
- Lack of Objectivity as they may be influenced by the Management

- May not have necessary power and authority.

OD Practitioners Style.

- The Cheerleader Style

The Cheerleader Style of an organizational practitioner is a variation which is the most enthusiastic in the practitioner's approach and personality when working toward change. This style is characterized by the practitioner remaining upbeat and motivated. Similar to a typical cheerleader, this style is used when the happiness of those being directed is deemed important, and is also helpful when change issues could affect morale.

- The Stabilizer Style

Organizational practitioners operating under the guise of a Stabilizer Style work in a manner that is neither overt nor undercover. This style is highlighted by the practitioner's ability to work with teams and groups in a calm and rational manner, with the goal of causing as little disruption as possible. This style is preferred by upper management and larger organizations to assist with change in policy or procedure that may be viewed as negative or out of character for the organization. The stabilizer keeps a balance between the needs and goals of management and the layman's thought processes and feelings.

- The Analyzer Style

Using the Analyzer Style, an organizational practitioner uses analytical techniques to work on problems, issues, concerns and logistics. This method places the overall goals and needs of the organization, as an entity, above the needs of individual members of the organization or specific teams. This method is useful in situations in which the organization is willing and able to handle backlash, while allowing the organizational practitioner to remain focused on solely working toward goals and solutions alone, without having to handle the input of others. This is a task-oriented style.

- The Persuader Style

The Persuader Style works on maintaining harmony in situations where changes in process or policy could have a negative impact on morale, work environment or thought process. This method requires the organizational practitioner to remain neutral in both thought and approach. Maintaining a low-key approach and staying on task are among the ways in which this style is unique. This is the least confrontational approach, as the organizational practitioner works independently on tasks and does not seek the input of others, but rather helps persuade others that the task is right on track.

- The Pathfinder Style

The Pathfinder Style is the most team-oriented and focused method one can choose. One of the primary functions of this style is for the organizational practitioner to lead a team by rallying team members to keep everyone focused on the same goal. The premise of this style is rooted in the theory that strength exists in numbers. The organizational practitioner leading the charge is referred to as a "pathfinder," as it is up to the practitioner to keep everyone moving in the same direction and actively involved.

Qno2. Explain theories of planned change. How they are different from each other? Discuss in details.

Answer. Planned change or developmental change is undertaken to improve the current way of operating. It is a calculated change, initiated to achieve a certain desirable output/performance and to make the organization more responsive to internal and external demands.

Three theory of planned change:

- Lewin's change model
- Action research model
- Positive model

Lewin's Change Model

One of the earliest models of planned change was provided by Kurt Lewin. Lewin's model provides a general framework for understanding organizational change.

Kurt Lewin suggests that efforts to bring about planned change in an organisation should approach change as a multistage process. This model of planned change is made up of three steps:

Unfreezing: This step usually involves reducing those forces maintaining the organization's behaviour at its present level. Unfreezing is sometimes accomplished through the process of "psychological disconfirmation"

Moving: This step shifts the behaviour of the organization, department, or individual to a new level. It involves intervening in the system to develop new behaviors, values, and attitudes through changes in organizational structures and processes.

Refreezing: This step stabilizes the organization at a new state of equilibrium. It is frequently accomplished through the use of supporting mechanisms that reinforce the new organizational state, such as organizational culture, rewards, and structures.

Action Research Model

Action research model is traditionally aimed both at helping specific organizations implement planned change and at developing more general knowledge that can be applied to other settings. It places heavy emphasis on data gathering and diagnosis prior to action planning and implementation, as well as careful evaluation of results after the action, is taken. The Action Research Model involves eight steps for planned change management.

- Problem Identification
- Consultation with a Behavioral Science Expert
- Data Gathering and Preliminary Diagnosis
- Feedback to a Key Client or Group
- Joint Diagnosis of the Problem
- Joint Action Planning
- Action
- Data Gathering After Action

Positive Model.

The positive model focuses on what the organization is doing right. It helps members understand their organization when it is working at its best and builds off those capabilities to achieve even better results.

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5 Stages of Positive Model are:

- Initiate the Inquiry
- Inquire into Best Practices
- Discover the Themes
- Envision a Preferred Future
- Design and Deliver Ways to Create the Future

Qno3. What are the characteristics of an effective team? Discuss the steps of team development process. Groupthink can be avoided through team development process.

Answer.

Characteristics of Effective Teams

Not all teams are successful at what they do. Perhaps you have worked on a team that spent too much time debating decisions or included members who did not take on a fair share of the work. Such teams would be ineffective. Let's look at some of the key characteristics of effective teams:

- Ideal size and membership - The team should be the minimum size needed to achieve the team's goals, and include members with the right mix of skills and talents to get the job done.
- Clear purpose - Everyone needs to understand and accept the team's goal and their role on the team.
- Open communication - The team should value diverse points of view and encourage open and honest discussion. All members should feel that their ideas are welcome.
- Fairness in decision-making - Ideally, teams will make decisions by consensus. When consensus is not feasible, teams will use fair decision-making procedures that everyone agrees on.
- Creativity - Effective teams value original thinking and will produce new and unique approaches to organizational problems.
- Accountability - Members must be accountable to each other for getting their work done on schedule and following the group's rules and procedures.

Steps of Team Development Process

1. Forming: This is where team members first meet. It's important for team leaders to facilitate the introductions and highlight each person's skills and background. Team members are also given project details and the opportunity to organize their responsibilities.
2. Storming: At this stage, team members openly share ideas and use this as an opportunity to stand out and be accepted by their peers. Team leaders help teams in this stage by having a plan in place to manage competition among team members, make communication easier, and make sure projects stay on track.
3. Norming: By now, teams have figured out how to work together. There's no more internal competition, and responsibilities and goals are clear. Each person works more efficiently because he or she has learned how to share their ideas and listen to feedback while working toward a common goal.

4. Performing: There's a high level of cohesion and trust between team members. Teams are functioning at peak efficiency with less oversight from team leaders. Issues still come up, but at this point, teams have strategies for resolving problems without compromising timelines and progress.
5. Adjourning: Teams complete their project and debrief on what went well and what could be improved for future projects. Afterwards, team members move on to new projects. Now let's look at how to use this model to amplify the strengths within your remote marketing team so that projects are successful and completed on time.

How Groupthink can be avoided.

To uproot groupthink and avoid the negative consequences, companies need to pay attention to the presence of common warning signs and practice certain strategies: Increase diversity. Enhance inclusivity. Train managers well on leading others through the decision-making process.

(2018)

Qno1. What are pros and cons of internal and external practitioners? Compare and contrast five basic practitioner styles. (Repeat)

Qno2. Explain why OD interventions are necessary? What results can organizations expect from OD interventions?

Answer. "An OD intervention refers to a variety of planned activities that clients and consultants undertake throughout the program."

Organizational development interventions are special projects designed to help organizations reach their goals, enhance relationships, improve effectiveness, or adapt to changes in the marketplace. An intervention should help a business to solve a specific problem and is designed to enable management and improve organizational functioning.

They might focus on organizational climate, culture, or strategies.

Organizational climate refers to the shared perceptions and attitudes of employees toward their organization and its management. It includes factors such as communication, trust, and employee engagement. A positive organizational climate can lead to increased employee satisfaction, motivation, and performance, while a hostile environment can lead to low morale, high turnover, and poor performance. OD interventions can improve the organizational climate by addressing issues such as communication, trust, and employee engagement.

Organizational culture refers to the underlying values, beliefs, and practices that shape an organization. It includes factors such as the organization's mission, vision, and values, how work is performed, and how decisions are made. Organizational culture can significantly impact employee behavior, motivation, and performance. OD interventions can align an organization's culture with its goals and values and create a culture that supports its mission and vision.

Organizational strategies refer to an organization's plans and actions to achieve its goals and objectives. They include both long-term and short-term plans and can be focused on areas such as growth, efficiency, and competitiveness. OD interventions can be used to help organizations develop and implement effective strategies. This may include analyzing the organization's current situation,

identifying areas for improvement, and developing plans and actions to achieve the desired outcomes.

Expected Outcomes of OD Interventions

The varied outcomes of OD interventions can include:

- financial performance,
- employee engagement,
- customer satisfaction, and
- general change management

because OD interventions aim to increase organizational effectiveness.

Qno3. Define action research. Discuss four varieties of action research and its importance in OD.

Answer. Action Research is a useful method for facilitating organizational change by collaborating and involving the client in the entire process of diagnostic, problem identification, experiential learning, and problem-solving process.

The entire process of action research is action oriented with the objective of making the change happen successfully. The process equally involves experimentation with the various frameworks in practical situation and application of various theories in various contexts which require change.

Varieties of AR.

1) Diagnostic action research:

In diagnostic action research, the scientist enters a problem situation; diagnoses it, and makes recommendations for remedial treatment to the client.

2) Participant action research:

Participant action research, in which the people who are to take action are involved in the entire research and action process from the beginning. This involvement increases the likelihood of carrying out the actions once decided upon, and keeps the recommended actions feasible.

3) Empirical action research:

An Empirical action research is that in which the actor keeps a systematic, extensive record of what he or she did and what effects it had.

4) Experimental action research:

A fourth variety of action research, the

experimental, is controlled research on the relative effectiveness of various action techniques. There is almost always more than one possible way of trying to accomplish something.

Qno2. Explain various types of OD interventions.

Answer. An organization development intervention is a sequence of activities, actions, and events intended to help an organization improve its performance and effectiveness. OD interventions vary from standardized programs that have been developed and used in many organizations to relatively unique programs tailored to a specific organization or department.

- **What are Effective Intervention?**

The term intervention refers to a set of sequenced planned actions or events intended to help an organization increase its effectiveness. In OD, three major criteria define an effective intervention:

- (1) The extent to which it fits the needs of the organization;
- (2) The degree to which it is based on causal knowledge of intended outcomes; and
- (3) The extent to which it transfers change-management competence to organization members.

Types of OD intervention

1) Human Process Interventions:

These interventions focus on people within organizations and the processes through which they accomplish organizational goals. These processes include communication, problem solving, group decision making, and leadership. Human process interventions related to interpersonal relationships and group dynamics include the following six interventions:

i) T-group: This traditional change method provides members with experiential learning about group dynamics, leadership, and interpersonal relations. The basic T-group brings ten to fifteen strangers together with a professional trainer to examine the social dynamics that emerge from their interactions. Members gain feedback about the impact of their own behaviors on each other and learn about group dynamics.

ii) Process consultation: This intervention focuses on interpersonal relations and social dynamics occurring in work group. Typically, a process consultant helps group members diagnose group functioning and devise appropriate solutions to process problems, such as dysfunctional conflict, poor communication, and ineffective norms. The aim is to help members gain the skills and understanding necessary to identify and solve problems themselves.

iii) Third-party intervention: This change method is a form of process consultation aimed at Dysfunctional interpersonal relations in organizations. Interpersonal conflict may derive from substantive issues, such as disputes over work methods, or from interpersonal issues, such as miscommunication. The third-party intervener helps people resolve conflicts through such methods as problem solving, bargaining, and conciliation.

iv) Organization confrontation meeting: This change method mobilizes organization members to identify problems, set action targets, and begin working on problems. It is usually applied when organizations are experiencing stress and when management needs to organize resources for immediate problem solving. The intervention generally includes various groupings of employees in identifying and solving problems.

v) Inter-group relations: These interventions are designed to improve interactions among different groups or departments in organizations. The microcosm group intervention involves a small group of people whose backgrounds closely match the organizational problems being addressed. This group addresses the problem and develops means to solve it. The inter-group conflict model typically involves a consultant helping two groups understand the causes of their conflict and choose appropriate solutions.

vi) Large-group interventions: These interventions involve getting a broad variety of stakeholders into a large meeting to clarify important values, to develop new ways of working, to articulate a new vision for the organization, or to solve pressing organizational problems. Such meetings are powerful

tools for creating awareness of organizational problems and opportunities and for specifying valued directions for future action.

2) Techno-structured Interventions:

These interventions focus on an organization's technology (for example, task methods and job design) and structure (for example, division of labor and hierarchy). Techno-structural intervention are rooted in the disciplines of engineering, sociology, and psychology and in the applied fields of socio-technical systems and organization design. In techno-structured intervention our focus on:

i).Structural design: This change process concerns the organization's division of labor—how to specialize task performances. Interventions aimed at structural design include moving from more traditional ways of dividing the organizations overall work (such as functional, self-contained-unit, and matrix structures) to more integrative and flexible forms (such as process-based and network-based structure).

ii) Downsizing: This intervention reduces costs and bureaucracy by decreasing the size of the organization through personnel layouts,organization redesign and outsourcing. Each of these downsizing methods must be planned with a clear understanding of the organizations strategy.

iii) Reengineering: This recent intervention radically redesigns the organization's core work processes to create tighter linkage and coordination among the different tasks. Reengineering is often accomplished with new information technology that permits employees to control and coordinate work processes more effectively. Reengineering often fails if it ignores basic principles and processes of OD.

3) Human Resources Mgt. Interventions:

These interventions would focus on personnel practices used to integrate people into organizations. These practices include career planning, reward systems, goal setting, and performance appraisal. Human resources management interventions are rooted in the disciplines of economics and labor relations and in the applied personnel practices of wages and compensation employee selection and placements performance appraisal, and career development. Interventions concerning performance management include the following change programs:

i) Goal setting: This change program involves setting clear and challenging goals. It attempts to improve organization effectiveness by establishing a better fit between personal and organizational objectives. Managers and subordinates periodically meet to plan work, review accomplishments and solve problems in achieving goals.

ii) Performance appraisal: This intervention is a systematic process of jointly assessing work-related achievements, strengths, and weaknesses. It is the primary human resources management intervention for providing performance feedback to individuals and work groups. Performance appraisal represents an important link between goal setting and reward systems.

ii) Reward systems: This intervention involves the design of organizational rewards to improve employee satisfaction and performance. It includes innovative approaches to pay, promotions and fringe benefits.

iv) Managing workforce diversity: This change program makes human resources practices more responsive to a variety of individual needs. Important trends, such as the increasing number of women, ethnic minorities, and physically and mentally challenged people in the workforce, require a more flexible set of policies and practices.

v) Employee wellness: These interventions include employee assistance programs (EAPs) and stress management. EAPs are counseling programs that help employees deal with substance abuse and mental health, marital, and financial problems that often are associated with poor work performance.

(2020)

Qno1. Socialization Process

Answer. It refers to process of making the new employees get acquainted to the new environment of the organization. This reduces the anxiety of the new hires and allows them to adjust with the other existing employees in the company.

The purpose of Socialization can be distinctive from firm to firm. However there are certain fundamental purposes which are discussed below.

- i) **EMPLOYMENT Situation:** The basic purpose of every organization would be to make the new employees industrious as soon as possible. Hence detailed information relating to work is provided at the initial stage itself.
- ii) **Rules and Policies:** The workforce should have a good understanding of the constraints and policies of the organization for smooth and continuous operations. Therefore, all the jobs in the company have to be performed as per those rules and policies.
- iii) **Compensation and benefits:** Although this information is made clear during the recruitment process, an analysis of this is required during socialization process. The employees will have some interest in knowing the rewards offered by the company.
- iv) **Corporate Culture:** The organization culture affects the entire working pattern of any company. This includes everything, from the way they dress to the way they behave with the other employees. Hence, a glimpse of the culture should be given during Socialization.
- v) **Working as a team:** During Socialization, the importance of working as a leader is emphasized to add value to the organization. This ability of leadership is assessed during the initial stages of selection and training.
- vi) **Dealing with Change:** Coping with change is a big challenge to the employees at all levels in the organization. The employees must have the ability to manage or deal with change for survival in their respective jobs. Socialization helps them in preparing for change by continuously developing and training their skills.

Process of Socialization (stages)

The Socialization process can be divided into three stages:

Pre- Arrival Stage: This stage recognizes that every individual employee comes with set of values and hope. For example, in some jobs like the managerial kind, the employee might need a substantial degree of socialization in training. During the selection process, most organizations inform their prospective candidates about the process of Socialization. Selection process also helps the organization in determining the right person to fit the right job. The success here depends mostly on the degree of forecasting made by the selection team.

Encounter Stage: Here the employees bump into the real working conditions of the organization. For example, the expectations of the job, co workers, immediate seniors and the business as a whole. Here, if the expectations confirm to be more or less correct, this stage reaffirms the employees of the perceptions generated in past. If the reality is different, socialization helps the employees in

understanding to replace these. But socialization cannot totally resolve the differences in expectations.

Metamorphosis Stage: The new employees, in this stage will work out solutions to meet any problems. Hence this stage is called the metamorphosis stage. At this stage the new employees will have become comfortable with their jobs and the team members. New hires will feel that they have been accepted by their superiors and peers. Not only this, they would have by now understood the organization system as a whole. They will also know what is expected of them, how they are evaluated and how productive they are towards the goals of the organization.

Qno 2. Compare and contrast the interview and survey method of data collecting?

Answer.

Survey Method	Interview Method
One organisation or person surveying many survey respondents	One person interviewing one interviewee
Online	In person, via video call or over the phone
Written	Oral
Cost-effective and quick	Relatively expensive and time-intensive
Many responses	Fewer responses
Gain a good overview of a topic	Gain an in-depth understanding of motivations behind individuals' actions
Easy to draw conclusions	More difficult to draw overall conclusions

A survey is a research method that involves asking people questions to gather information. Generally, there are multiple survey respondents and just one person—or often, one organisation—administering the survey. These days, most surveys are carried out online, via written questions and answers; but face-to-face, paper and phone surveys are also possible.

Interviews differ from surveys in that they're normally verbal conversations and typically involve one interviewer speaking to one interviewee at a time.

Though you might think of surveys as being used for gathering quantitative data by asking closed-ended questions and seeking hard facts, and interviews as being used for gathering qualitative data by asking open-ended questions to explore motivations and perceptions, the reality is far more nuanced. Both surveys and interviews are best off incorporating some quantitative and some qualitative questions.

Similarly, it's not really a case of surveys being better than interviews, or vice versa, but rather that they complement each other. In fact, you can use surveys to gain a general overview of a topic, and then use interviews to explore subtopics or motivations in more depth.

Qno 3. What is diagnostic process? What are major forces in change process?

Answer.

Diagnosis is a systematic approach to understanding and describing the present state of the organization.

- The purpose is to specify the nature of the problem requiring solution to identify the underlying the forces, and to provide a basis for selective effective change strategies techniques.
- Diagnosis involves the systematic analysis of data regarding the organization structure and culture with the intention of discovering problems and areas for improvement.

The Process.

Diagnosis is a cyclical process involving gathering interpretation, identification of problem areas, and potential action program,

- ☐ Step 1- Tentative problems and identified
- ☐ Step 2 – Collect data
- ☐ Step 3 – Analyze data
- ☐ Step 4 – Feedback data
- ☐ Step 5 – Is more data needed
- ☐ Step 6 – Problems areas are identified
- ☐ Step 7- Is the client motivated to work on the problem
- ☐ Step 8 – Diagnosis and work on the problem
- ☐ Step 9 – Monitor and assess result

Forces for Change

There are two forces for change i.e.

- Internal Forces.
- External Forces.

1. External Forces:

External environment affects the organizations both directly and indirectly. A few of these factors are:

- *Technology*: Technology is the major external force which calls for change. The adoption of new technology such as computers, telecommunication systems and flexible manufacturing operations has profound impact on the organizations that adopt them. The substitution of computer control for direct supervision is resulting in wider spans of control for managers and flatter organizations. Sophisticated information technology is also making organizations more responsive: Both the organizations and their employees will have to become more adaptable.
- *Marketing Conditions*: Marketing conditions are no more static. They are in the process of rapid change as the needs, desires and expectations of the customers change rapidly and frequently. Moreover, there is tough competition in the market as the market is flooded with new products and innovations everyday new methods of advertising are used to influence the customers. Today the concept of consumerism has gained considerable importance and thus, the consumers be treated as the kings.
- *Social Changes*: Social and cultural environment also suggest some changes that the organizations have to adjust for. There are a lot of social changes due to spread of education, knowledge and a lot of government efforts. Social quality, e.g. equal opportunities to women, equal pay for equal work, has posed new challenges for the management. The

management has to follow certain social norms in shaping its employment, marketing and other policies.

- **Political Forces:** Political environment within and outside the country have an important impact on business especially the transnational corporations. The interference of the government in business has increased tremendously in most of the countries. The corporate sector is regulated by a lot of laws and regulations. The organizations do not have any control over the political and legal forces, but they have to adapt to meet the pressure of these forces.

2. Internal Forces:

Internal forces are too many and it is very difficult to list them comprehensively. However, major internal causes are explained as follows:

- *Nature of the Workforce:* The nature of workforce has changed over a passage of time. Different work values have been expressed by different generations. Workers who are in the age group of 50 plus value loyalty to their employers. Workers in their mid-thirties to mid forties are loyal to themselves only. The youngest generation of workers is loyal to their careers.
- The profile of the workforce is also changing fast. The new generation of workers has better educational qualifications; they place greater emphasis on human values and question.
- *Change in Managerial Personnel:* Change in managerial personnel is another force which brings about change in organization. Old managers are replaced by new managers which are necessitated because of promotion, retirement, transfer or dismissal. Each manager brings his own ideas and way of working in the organization. The informal relationships change because of changes in managerial personnel. Sometimes, even though there is no change in personnel, but their attitudes change. As a result, the organization has to change in accordingly.
- *Deficiencies in Existing Management Structure:* Sometimes changes are necessary because of some deficiencies in the existing organizational structure, arrangement and processes. These deficiencies may be in the form of unmanageable span of management, larger number of managerial levels, lack of coordination among various departments, obstacles in communication, multiplicity of committees, lack of uniformity in policy decisions, lack of cooperation between line and staff and so on. However, the need for change in cases goes unrecognized until some major crisis occurs.
- *To Avoid Developing Inertia:* In many cases, organizational changes take place just to avoid developing inertia or inflexibility. Conscious managers take into account this view that organization should be dynamic because any single method is not the best tool of management every time.

(2021)

Question. Discuss Behavioral Intervention in detail.

Answer. Organizational Development (OD) Interventions are structured program designed to solve a problem, thus enabling an organization to achieve the goal.

These intervention activities are designed to improve the organization's functioning and enable managers and leaders to better manage their team and organization cultures.

We can classify the OD interventions into three categories:

- Behavioural Techniques
- Non-Behavioural Techniques
- Miscellaneous Techniques

Behavioural Techniques- These techniques are designed to affect the behaviour of individuals and the group.

These include.

1. Sensitivity Training

The purpose of sensitivity training sessions or T-groups (T for training) is to change the behaviour of people through unstructured group interaction. Members (ten to fifteen individuals) are brought together in a free and open environment, away from work places, in which participants discuss themselves freely, aided by a facilitator. No formal agenda is provided.

The objectives of the T-groups are

- To provide the participants with increased awareness of their own behaviour
- How others perceive the, greater sensitivity to the behaviour of others
- Increased understanding of group processes.

2. Role Playing

Role playing may be described as a technique of creating a life situation, usually one involving conflict between people, and then having persons in group play the parts or roles of specific personalities. In industry, it is used primarily as a technique of or modifying attitudes and interpersonal skills.

For instance, two trainees may play the roles of a superior and a subordinate to discuss the latter's grievances.

The purpose of role playing is to aid trainees to understand certain business problems and to enable observers to evaluate reactions to them.

Role-playing is generally used for human relations and sales training. This technique makes trainees self-conscious and imaginative and analytical of their own behaviour.

3. Management by Objectives (MBO)

Managing by objectives is a dynamic system which integrated the company's need to achieve its goals for profit and growth with the manager's need to contribute and develop himself.

Management by objectives (MBO) is a technique designed to

- increase the precision of the planning process at the organisational level.
- reduce the gap between employee and organisational goals.
- MBO encourages performance appraisal through a process of shared goal setting and evaluation.

4. Grid development

Grid organisational development is based on Blake and Mouton's model of leadership called the managerial Grid. Their model depicts two prevailing concerns found in all organisations-concern for productivity and concern for people.

Some managers are high in concern for productivity but low in concern for people; others are high in concern for people but low in concern for productivity.

Besides helping managers evaluate their concern for proper and productivity, the Managerial Grid stresses the importance of developing a team-management leadership style.

In grid OD, change agents use a questionnaire to determine the existing styles of managers, help them to re-examine their own styles and work towards maximum effectiveness.