SECTION A

Answer the following questions in about 1000 words each 15x3=45 Marks

1. Describe organisational development and explain its goals and importance.

Ans: The Importance of Organizational Development

It’s difficult to overestimate the importance of organizational development as it relates to the success of your business because it affects every aspect of decision-making. Organizational development is defined as the use of organizational resources to improve efficiency and productivity in the workplace. An effective organization can also boost employee morale because workers can feel more empowered and valued when your company is well structured. The importance of organizational development also extends to how you solve problems within your company as well as the ways in which you analyze a process to find a more efficient way of doing it. Implementing organizational development requires an investment of time and money. But as you begin to understand the importance of organizational development as well as the role of organizational development in helping you chart a strong course for your business, it will more than justify the costs.

Identifies Areas That Need Change

One of the functions of organizational development is that it identifies areas in your company operations where change is needed. Senior decision makers and managers can analyze each need, and project the potential effects of change into a management plan. This plan outlines the specific ways in which the change will improve company operations, which staff members will be affected by the change, and how it can be rolled out efficiently to employees. For example, you may discover that productivity declines at your workplace after lunch, which jeopardizes projects with imminent due dates. To resolve this issue, you can front-load projects with important timelines at the beginning of the day, and backload projects with greater timeline flexibility to the second half of the day.

Without organizational development, your company would have a difficult time developing effective change management programs. And as a business owner, you know that how you handle change is critical to your company’s success, which is why this is one of the significant functions of organizational development.

Promotes and Manages Growth

Another role of organizational development is as an important tool in managing and planning corporate growth. You can achieve this through an organizational development analysis that brings together sales projections and customer demand to help determine the rate of your company’s growth. For example, through market research, a computer security firm may determine that cyber espionage has become the prevailing concern of many of its clients. This information should be shared with the firm’s sales department so that they can develop the right strategies to take advantage of this trend. In some instances, the organizational development analysis may alter your company’s original business plan and push you into an exciting new direction. However, by using this analysis, you can properly allocate company resources such as personnel to promote and manage future growth.

Helps Product Innovation

One of the additional functions of organizational development is product innovation, which requires the analysis of several kinds of information to be successful. Organizational development is critical to product innovation because it helps analyze each element of product development and create a method for using it effectively. Some of the processes that come together in organizational development to assist in product innovation are competitive analysis, technology development, consumer preferences, target market research, manufacturing capabilities analysis, and patents and trademarks.

Analyzes Work Processes

Analyzing your company’s work processes is another role of organizational development. When your company is involved in organizational development, you are able to analyze work processes for efficiency and accuracy. You can determine whether or not there is overlap in the things you’re doing, or if you need more employees to take up a task that is under served. Any quality control measures required to attain company standards are put in place. Evaluators analyze a duplicate process or processes that can be combined for greater efficiency, and develop and implement detailed plans on how to improve company methods.

2. Explain the concepts of team and team work. Describe problems affecting team work.

Ans: A team is a collection of individuals organized to accomplish a common purpose, who are interdependent, and who can be identified by themselves and observers as a team. Teams exist within a larger organization and interact with other teams and with the organization. Teams are one way for organizations to gather input from members, and to provide organization members with a sense of involvement in the pursuit of organizational goals.

Teamwork is the collaborative effort of a team to achieve an common goal or to complete a task in the most effective and efficient way. This concept is seen within the greater framework of a team, which is a group of interdependent individuals who work together towards a common goal. Basic requirements for effective teamwork are an adequate team size (about 6-8 members), available resources for the team to make use of (i.e. meeting space and time, guidance from a supervisor, support from the organization, etc.), and clearly defined roles within the team in order for everyone to have a clear purpose. Teamwork is present in any context where a group of people are working together to achieve a common goal. These contexts include an industrial organization (formal work teams), athletics (sports teams), a school (classmates working on a project), and the healthcare system (operating room teams). In each of these settings, the level of teamwork and interdependence can vary from low (e.g. golf, track and field), to intermediate (e.g. baseball, football), to high (e.g. basketball, soccer), depending on the amount of communication, interaction, and collaboration present between team members.