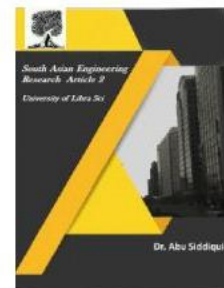




2581-4575



ORGANIZATION DEVELOPMENT

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ABSTRACT: To study the Organization Development programme that is being followed in various economics.To find of the employees awareness on the Organization Development that are followed in Kotak Mahindra Group.To determine the techniques affecting Organization Development.To analyze the overall performance of theemployees.To learn the employees relationship with theirpeers.To study the employees feel about themanagement.To understand how the employer encourages participation in decisionmaking To find out the employees motivationalfactor. To study the Organization Development programme that is being followed in various economics.To find of the employees awareness on the Organization Development that are followed in Kotak Mahindra Group.To determine the techniques affecting Organization Development.To analyze the overall performance of theemployees.To learn the employees relationship with theirpeers.To study the employees feel about themanagement.To understand how the employer encourages participation in decisionmaking.To find out the employees motivationalfactor.

KEY WORDS: OD TOPICS, ORGANIZATIONAL ARCHITECTURE, ORGANIZATIONALLEARNING, SAMPLING DESIGN, SAMPLING TOOLS, ATTRACTIVE VALUATIONS.

I.INTRODUCTION

Organizational development plan is the process through which an organization develops the internal capacity to be the most effective it can be in its mission work and to sustain itself over the long term. This definition highlights the explicit connection between organizational development work and the achievement of organizational mission. This connection is the rationale for doing OD work. **Organization development**, according to Richard Beckhard, is defined as:

- A planned effort...
- Organization-wide...
- Managed from the top...
- To increase organization effectiveness and health...
- Through planned interventions in the organization's 'processes', using behavioral science knowledge.

1.1. DEFINITION

At the core of OD is the concept of an organization, defined as two or more people working together toward

one or more shared goals. Development in this context is the notion that an organization may become more effective over time at achieving its goals."OD is a long range effort to improve organization's problem solving and renewal processes, particularly through more effective and collaborative management of organization culture-with specific emphasis on the culture of formal work teams-with the assistance of a change agent or catalyst and the use of the theory and technology of applied behavioral science including action research"

1.2. HISTORY

Kurt Lewin (1898 - 1947) is widely recognized as the founding father of OD, although he died before the concept became current in the mid-1950s. From Lewin came the ideas of group dynamics, and action research which underpin the basic OD process as well as providing its collaborative consultant/client ethos. Institutionally, Lewin founded the Research Center for Group Dynamics at MIT, which moved

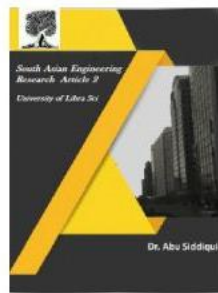


2581-4575

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to Michigan after his death. RCGD colleagues were among those who founded the National Training Laboratories (NTL), from which the T-group and group-based OD emerged. In the UK, working as close as was possible with Lewin and his colleagues, the Tavistock Institute of Human Relations was important in developing systems theories. Important too was the joint TIHR journal Human Relations, although nowadays the Journal of Applied Behavioral Sciences is seen as the leading OD journal.

1.3. OD TOPICS

Action research ,Appreciative Inquiry ,Chaos Theory in Organizational Development Collaboration,Diversity management , Employee research ,Group process ,Knowledge management ,Leadership development ,Managing change ,Meetings,Organizational communication ,Organizational culture ,Organizational diagnostics ,Organizational engineering ,Organizational learning ,Organizational performance, Performance improvement,Process improvement, Quality ,Social networks, Strategic planning,Successionplanning,Systems intelligence, Systems thinking,Team building ,T-groups.

II. REVIEW OF LITERATURE

2.1.ORGANIZATIONAL ARCHITECTURE

The architecture of an organization provides the framework through which an organization aims to realize its core qualities as specified in its vision statement. It provides the infrastructure into which business processes are deployed and ensures that the organization's core qualities are realized across the business processes deployed within the organization. In this way organizations aim to consistently realize their core qualities across the services they offer to their clients. According to most authors **organizational architecture** is a metaphor, like traditional architecture it shapes the organizational (some authors would say the informational) space

where life will take place. It also represents a concept which implies a connection between the organizational structure with other systems inside the organization in order to create a unique synergistic system which will be more than just the sum of its parts.

2.2. SIMPLIFIED SCHEME OF ORGANIZATIONAL ARCHITECTURE

Conventionally **organizational architecture** consists of the formal organization (organizational structure), informal organization (organizational culture), business processes, strategy and the most important human resources because what is an organization if not a system of people. The table shows some approaches to organizational architecture.

The goal of organizational architecture is to create an organization which will be able to continuously create value for present and future customers, optimizing and organizing it self. Some under **organizational architecture** understand building blocks which are mandatory for the growth of the organization. To design an organization means to set up a stage where the drama of life will take place.

2.3. ORGANIZATIONAL LEARNING

Organizational learning is an area of knowledge within organizational theory that studies models and theories about the way an organization learns and adapts.

III. RESEARCH METHODOLOGY

The basic idea sampling is that by selection some of the elements in a population we may draw conclusion about the entire population. For any systematic inquiry application of appropriate methods and scientific bent of mind are sinequanon. This has an important bearing on the collection of reliable data of the present study is to acquire an intensive option about the organization development in Kotak investment solution private limited.

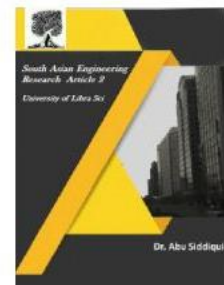


2581-4575

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3.1. SAMPLING DESIGN

3.1.1. SAMPLE POPULATION:

Sample population for this is all employees working (60 members) in Kotak investment solution in Hyderabad branches.

3.2. SAMPLE SIZE:

Sample size - 50

In this project sample size is which include staff of company.

Sampling technique: in this study non-probability convenient sampling was taken as the sampling technique. as the sample unit of the organization has been taken.

3.3. SAMPLING TOOLS:

The study has been carried out by using structured questionnaire is prepared by negotiating with the guide.

3.4. DATA COLLECTION:

The data used for analysis and interpretation form annual reports of the company that is secondary forms of data.

The project is presented by using table's graphs and with their interpretations. No survey is undertaken or observation study is conducted in evaluating 'Fixed assets' performance of Kotak.

3.5. PRIMARY DATA:

Primary data is originated by the researcher for the specific purpose of addressing the research problem at hand and is available in the raw form or the research entails collecting data by oneself for a particular project. The sources of primary data comprises case studies, surveys, interviews, questionnaires, experiments, etc.

3.6. Secondary Data:

Secondary data about the kotak included formal data, which is generated within the organization itself, were obtained through concerned head in the organization.

In Organizational development (OD), learning is a characteristic of an adaptive organization, i.e., an organization that is able to sense changes in signals from its environment (both internal and external) and adapt accordingly. OD specialists endeavor to assist their clients to learn

from experience and incorporate the learning as feedback into the planning process.

3.7. HOW ORGANIZATIONS LEARN

Several models have been proposed that facilitate understanding of organizational learning:

Argyris and Schon (1978) distinguish between single-loop and double-loop learning, related to Gregory Bateson's concepts of first and second order learning. In single-loop learning, individuals, groups or organizations modify their actions according to the difference between expected and obtained outcomes. In double-loop learning, the entities (individuals, groups or organization) question the values, assumptions and policies that led to the actions in the first place; if they are able to view and modify those, then second-order or double-loop learning has taken place. Double loop learning is the learning about single-loop learning.

IV. INDUSTRY PROFILE & COMPANY PROFILE

The Indian stock market turned out to be among the world's best performers in 2015-16 with the Bombay Stock Exchange (BSE) Sensex rising 29% from 21,140 on January 1 to 27,312 on December 19. Most market players believe this stellar run will continue in 2015 on the back of reforms, strong foreign fund inflows, revival of manufacturing, improvement in the macro-economic situation and rise in corporate earnings growth.

4.1. ATTRACTIVE VALUATIONS

Despite the sharp rise, the valuation of the Indian stock market is still attractive. On December 12, the Sensex was trading at a price-to-earnings (PE) ratio of 18.5, marginally lower than the five-year average of 18.77. One reason is that the return on equity of BSE 200 companies is bottoming out. "Revival of growth of Indian companies, which were facing tough times for the past five years, is still at a nascent stage. Nifty 50 companies can see 16-17% earnings growth in the next one year. Stocks that respond to interest rate moves, coupled with select debt schemes, are likely to be



2581-4575

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the winners in 2015, with the Reserve Bank of India expected to start easing its monetary policy. Fund managers said economic prospects have improved, but the New Year may be tougher for equity investors to make money as valuations of many stocks are rich after the broad-based rally in 2014. Concern over interest rate hike in the US and weak global crude oil prices may also keep investors on.

Market participants consider probable interest rate cuts by the Reserve Bank of India (RBI) as the biggest trigger for the economy and the markets. The extent of monetary policy easing would determine the strength of rally in shares of the so-called interest rate-sensitive sectors such as banks, auto, real estate and bonds. Fund managers said debt funds could offer good returns in the coming year as a fall in interest rates could lead to an appreciation in bond prices. With wholesale price inflation coming at nil for November, expectations of interest rate cuts as early as in the March quarter are high.

Improvement in the world economy has brought the risk appetite back amongst retail investors and this has drenched the liquidity from safe havens such as gold leading to its under-performance, an expert said. In 2012, the Sensex had gained over 25 per cent, which was nearly double the gain of about 12.95 per cent in gold. The appreciation in silver was at about 12.84 per last year. According to Hiren Dhakan, Associate Fund Manager, Bonanza Portfolio, "Markets have particularly shown great strength post July-August 2013 when RBI took some strong measures to control the steeply depreciating rupee." "When the US Fed gave indications that it might taper its stimulus programme given the economy shows improvement, a knee-jerk correction was seen in most risky assets, including stocks in Indian markets.

4.2. EVOLUTION

Indian Stock Markets are one of the oldest in Asia. Its history dates back to nearly 200 years ago. The earliest records of security dealings in India are

meager and obscure. The East India Company was the dominant institution in those days and business in its loan securities used to be transacted towards the close of the eighteenth century. By 1830's business on corporate stocks and shares in Bank and Cotton presses took place in Bombay. Though the trading list was broader in 1839, there were only half a dozen brokers recognized by banks and merchants during 1840 and 1850. The 1850's witnessed a rapid development of commercial enterprise and brokerage business attracted many men into the field and by 1860 the number of brokers increased into 60.

In 1860-61 the American Civil War broke out and cotton supply from United States of Europe was stopped; thus, the 'Share Mania' in India begun. The number of brokers increased to about 200 to 250. However, at the end of the American Civil War, in 1865, a disastrous slump began (for example, Bank of Bombay Share which had touched Rs 2850 could only be sold at Rs. 87).

4.3. OTHER LEADING CITIES IN STOCK MARKET OPERATIONS

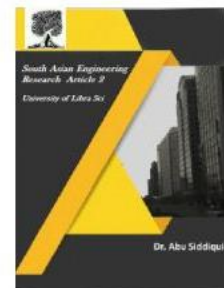
Ahmadabad gained importance next to Bombay with respect to cotton textile industry. After 1880, many mills originated from Ahmadabad and rapidly forged ahead. As new mills were floated, the need for a Stock Exchange at Ahmadabad was realized and in 1894 the brokers formed "The Ahmadabad Share and Stock Brokers' Association".

4.4. INDIAN STOCK EXCHANGES - AN UMBRELLA GROWTH

The Second World War broke out in 1939. It gave a sharp boom which was followed by a slump. But, in 1943, the situation changed radically, when India was fully mobilized as a supply base. On account of the restrictive controls on cotton, bullion, seeds and other commodities, those dealing in them found in the stock market as the only outlet for their activities. They were anxious to join the trade and their number was swelled by numerous others. Many new associations were constituted for the purpose and Stock Exchanges in all parts of the



2581-4575



country were floated. The Uttar Pradesh Stock Exchange Limited (1940), Nagpur Stock Exchange Limited (1940) and Hyderabad Stock Exchange Limited (1944) were incorporated.

4.5. POST-INDEPENDENCE SCENARIO

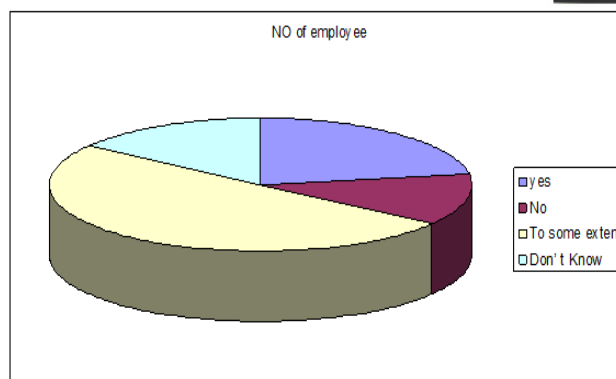
Most of the exchanges suffered almost a total eclipse during depression. Lahore Exchange was closed during partition of the country and later migrated to Delhi and merged with Delhi Stock Exchange. Bangalore Stock Exchange Limited was registered in 1957 and recognized in 1963. Most of the other exchanges languished till 1957 when they applied to the Central Government for recognition under the Securities Contracts (Regulation) Act, 1956. Only Bombay, Calcutta, Madras, Ahmadabad, Delhi, Hyderabad and Indore, the well established exchanges, were recognized under the Act. Some of the members of the other Associations were required to be admitted by the recognized stock exchanges on a concessional basis, but acting on the principle of unitary control, all these pseudo stock exchanges were refused recognition by the Government of India and they thereupon ceased to function.

V.DATA ANALYSIS & INTERPRETATION

1. Do you feel the compelling reasons for adopting the organization development programme?

- a. Yes
- b. No
- c. To some extent
- d. Don't know

Option	NO of employee	Percentage
Yes	19	38%
No	5	10%
To some extent	20	40%
Don't Know	6	12%



SOURCE :

From questionnaire given to the 50 % employees.

INTERPRETATION:

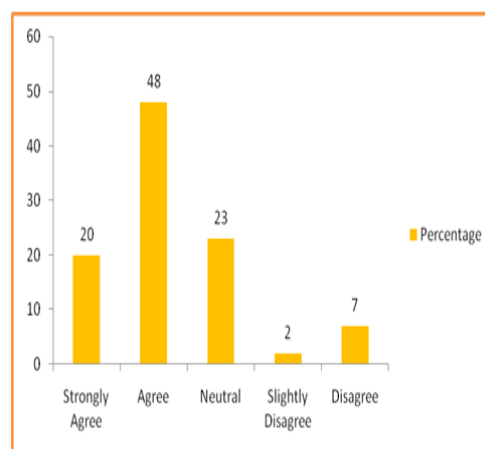
The above chart reveals that 40 % of the employees say that to some extent, they feel the compelling reasons for adopting the development ,38% of them say yes,12 % don' t know, and 10% say no

2. Are you aware of how when and where the develop will happen ?

- a. To large extent
- b. To medium extent
- c. To little extent
- d. Not clear at all

2. Organization Has A Clear Mission That Gives Meaning And Direction To Their Work?

S.No.	Opinion	No. of Respondents	Percentage
1.	Strongly Agree	10	20
2.	Agree	24	48
3.	Neutral	10	20
4.	Slightly Disagree	3	6
5.	Disagree	3	6

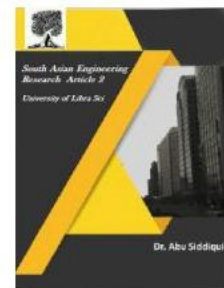




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INTERPRETATION:

From the above table it is clear that 48% of the respondents agree that the organization has a clear meaning and direction to their work, 20% of the respondents strongly agree, 20% of the respondents are neutral, 6% of the respondents slightly disagreed and 6% of them disagreed.

SCOPE OF THE STUDY

The scope of the study is confined to the develop management with reference to Kotak investment solution, Hyderabad.

- Origin and history of organization development.
- Need for the organization development.
- Development in organization.
- Organization development for individual firms.
- Organization development levels and process.
- Resistance to change
- Organization development in financial institutions.
- Organization development in unicorn investment solutions.

CONCLUSION

These core components of effective organizations offer a framework for understanding the goals of organizational development work. Specific skills, such as leadership skills, group process skills, communication skills and problem-solving skills, are essential in order for these components to be developed and maintained. The process through which each organization approaches OD work must be developed in relation to several factors, including its age and stage of development, the current conditions under which it is operating externally and internally, and the history and identity of the organization. Taken together, these components present a vision for

organizational health that can help guide and direct organizational development efforts.

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WEB SITES:

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