

Role of Management Education in Organization Development and Institution Building

**A Research paper
Submitted by**

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Every organization is born to achieve a chosen objective; it is supposed to have clear goals. Every organization with a clear socially relevant objective having a clear vision and mission is called an institution. While it is easy to start an organization it is difficult to build an institution.

Every organization has an internal environment as well as an external environment. While the internal environment speaks of strengths and weaknesses as well as opportunities and threats, the external environment which is dynamic ultimately determines the internal environment. Each organization in this sense operates in a dynamic environment. While environment can be classified as social, cultural, economic, legal, technological, political. These environments are continuously changing converting the strengths into weaknesses. (when technology changes the earlier technology becomes a weakness whereas it was a strength earlier a weakness may become strength (being small is a weakness but when you have to change fast in response to external environment you need to be small). Yesterdays' opportunity can become a threat when the environment changes (a foray into new business may become a threat if its environment drastically changes). Similarly a threat can become an opportunity (WTO was perceived earlier as a threat by many which has now become an opportunity). This way internal environment is a reflection of external environment. Thirdly, the rate of changes the changes that took place in five decades earlier, have now taken place in five years. So in an earlier parlance it was possible for an organization to act slowly after understanding the environment but today they have to act very fast. Engineering an organization to do this is a task that everyone faces in an organization.

Maneuvering an organization to make a turnaround requires many distinct abilities.

- i. Sound Leadership
- ii. Anew Well defined Culture
- iii. Development of teams
- iv. A clear vision of the new future
- v. Distinct ideologies with social relevance

Every organization which starts with any chosen objective has to make itself relevant with clear vision mission purpose and establish clear ethical standards; in effect every organization needs to be transformed into an institution if it has to weather the storms of external environment. This is a difficult task ordinarily not possible. Each organization has to use a host of applied behavioral techniques based operations where organization development / Institution building processes are important and relevant.

Ever since Late Rajiv Gandhi's era as Prime minister, India has been changing. Automatic expansion of capacities, broad banding of licences, dismantling of MRTP have posed serious threats as well as opportunities. This was further intensified with the World Bank doctrine in 1991 under which we forcibly liberalized step by step. Joining the WTO regime in 1996

further increased the horizon and management problems of our organization intensified.

Every organization had to do a lot of soul searching. Only organizations with distinct character showed the ability to survive the weather others withered out. The privatization which was added to globalization as well as liberalization further posed problem or a threat for public sector and opportunities for private sector in most cases both were unprepared creating chaos and confusion. In essence in no other period the process of organization development and institution building were as relevant as they are today because in their absence the very survival of organization is questioned let alone the growth expansion and diversification.

This in essence requires a band of organization development and institution building practitioners. We need to teach these subjects compulsorily to management students irrespective of whether a student chooses human resource as specialization or not. Good books in the area are missing. Except for Uday Pareek, TV Rao and other colleagues, the contributions from others are inadequate. We need to build our own body of literature to teach these subjects.

The practice of organization development and institution building needs to be formalized through a certification process. Let this global organization development summit in ultimate analysis lead to an Indian organization or international organization of on practitioners which can offer membership to teachers in management as well as other freelance experts and consultant based on their qualification as well as consulting experience. Let there be at least 100 such founder members if based internationally. Let these members deliberate and evolve a frame work by which others can appear for an examination like ACA in India or CP A in USA and be formally called certified on and institution building consultant. These are the steps required in the field which will make management education relevant and objective as consulting experience is a prerequisite to effective teaching of subject in question.

