

OL&D Notes

Week 1: Introduction

The Aim of this unit is:

- to promote a better understanding of '*organisational learning and development*' processes.

Organisational Analysis

- Analytic approach designed to understand design, structure and *modus operandi* of different types of organisations
- How organisations are designed to function effectively in dynamic external environments
- Relationship with environment

Dynamic External environments...

- Change in response to global markets, technological innovation and consumer lifestyles
- To survive, organisations need to transform and renew themselves by *learning* to develop new structures, processes and skills.
- This process is called '*organisational learning and development*'

What is an organisation?

- A consciously created and co-ordinated social entity, with identifiable boundaries.
- Organisations function on a relatively continuous basis to achieve common goals.

Organisational Characteristics

- Size
- Sector
- Structure
- Culture
- External environment
- Technology
- Organisational strategy

Key Elements

1. Organisation Structure

- Framework that defines how tasks are allocated, areas of responsibility and authority, and co-ordinating mechanisms and interaction patterns.
- Defines areas of responsibility
- Determines and implements strategy
- Provides control mechanisms
- Facilitates flows of communication
- Promotes coordination of work processes