

## **Lecture/seminar notes for Chapter 10 Organisational development**

Start by outlining the stages that an organisation can go through from start to decline.

Add in the different managerial emphasis required at each one. 25 minutes.

Explain the different methods of developing managers using examples from the text. 15 minutes.

Use examples from the text or elsewhere of organisations that have lost out through poor or inappropriate management.

Leading to the conclusion that knowledge management is a key organisational source of competitive advantage. 20 minutes.

Conclude by outlining the importance of continuous development for managers. 10 minutes then cover the discussion questions at the end of the chapter.

### **Discussion Questions guidelines Chapter 10**

1. As some organisations have been around for over a hundred, years why do they still need to develop?

The world does not stand still and even though an organisation might be at the peak of its sector at one point in time it will not remain there unless it is continually developing. Some good examples to quote might be helpful like IBM in the 1980s and Marks and Spencer in the 1990s. Also with new technology and new consumer demands, the student should be aware that just offering the same old service will not be as successful as in the past.

2. What activities do you think make up the typical day of a manager?

Here we are aiming to get the student to recount their view of what management is to emphasise the point made in the text that the job is incredibly varied and difficult to define.

3. What skills do you think a good manager needs to have?

The text refers to decision making, planning, motivating self and others, co-ordinating, controlling resources.

4. How can effective knowledge management lead to organisational development?

Start by defining clearly what is meant by Knowledge Management (KM). Often it is good to refer to the organisations intangible assets such as intellectual capital and ask a supplementary question such as “how do we value intangible assets?” Examples of the newer internet organisations where intellectual capital values far outway fixed assets can also promote a good debate. A culture that is supportive of spreading and sharing knowledge is the key to much development in the new knowledge economy.