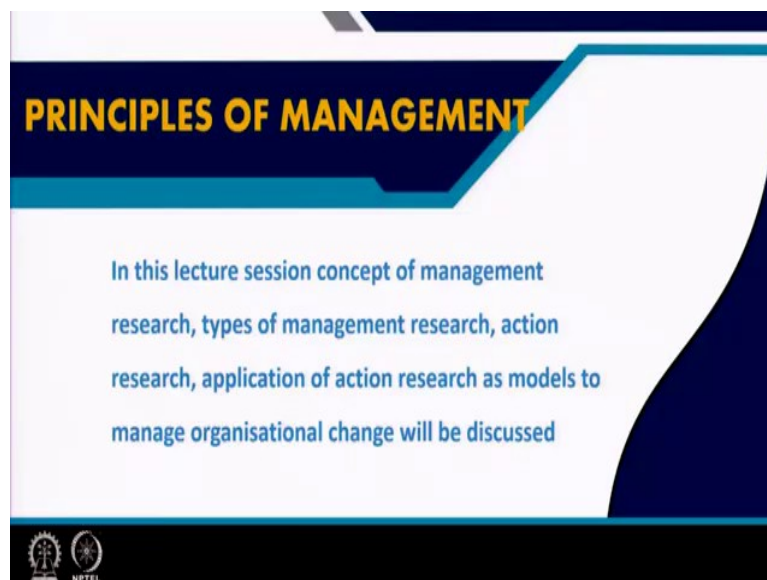


Principles of Management
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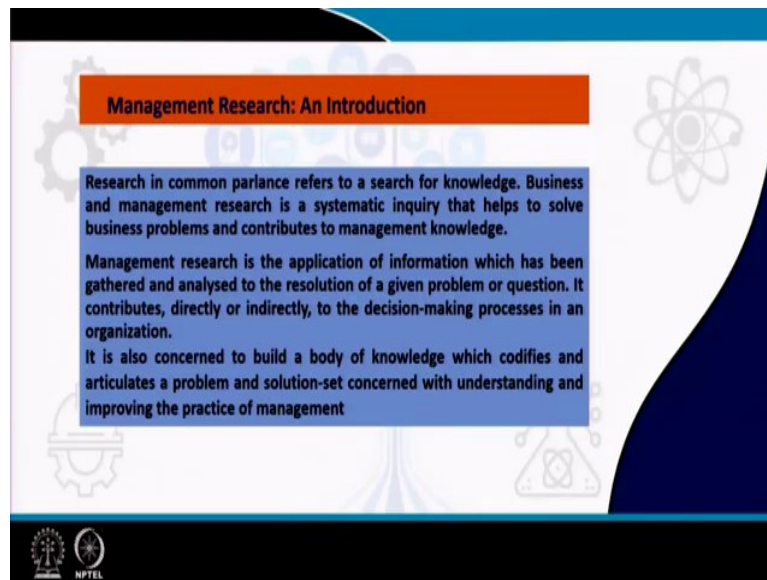
Module -10
Lecture – 51
Action Research model to manage organisational change

Welcome back to our discussion on the change management processes. We were discussing the different processes of introducing and managing change. In the last discussion, we just introduced the concept of action research model and in today's session we are going to look into the Action Research Model in the much details. So, let us begin.

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Management Research: An Introduction

Research in common parlance refers to a search for knowledge. Business and management research is a systematic inquiry that helps to solve business problems and contributes to management knowledge.

Management research is the application of information which has been gathered and analysed to the resolution of a given problem or question. It contributes, directly or indirectly, to the decision-making processes in an organization.

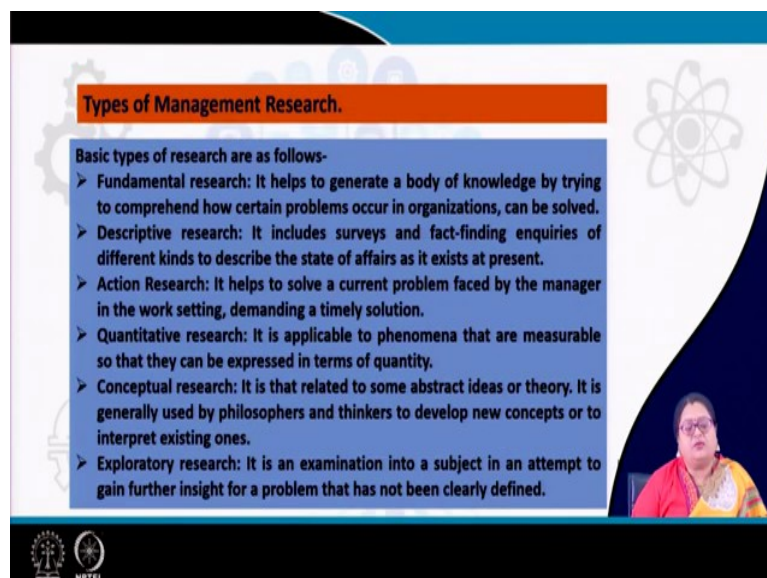
It is also concerned to build a body of knowledge which codifies and articulates a problem and solution-set concerned with understanding and improving the practice of management



So, as we see management research is the systematic inquiry that helps to solve the business problems and contribute to management knowledge. So, it is the application of information which has been gathered and analyzed to the resolution of a given problems or queries a question at hand.

So, it contributes directly or indirectly to the decision-making process in an organization. It also helps in building a body of knowledge which codifies and articulates the problem and solution set concerned with understanding and improving the practice of management.


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Types of Management Research.

Basic types of research are as follows-

- Fundamental research: It helps to generate a body of knowledge by trying to comprehend how certain problems occur in organizations, can be solved.
- Descriptive research: It includes surveys and fact-finding enquiries of different kinds to describe the state of affairs as it exists at present.
- Action Research: It helps to solve a current problem faced by the manager in the work setting, demanding a timely solution.
- Quantitative research: It is applicable to phenomena that are measurable so that they can be expressed in terms of quantity.
- Conceptual research: It is that related to some abstract ideas or theory. It is generally used by philosophers and thinkers to develop new concepts or to interpret existing ones.
- Exploratory research: It is an examination into a subject in an attempt to gain further insight for a problem that has not been clearly defined.





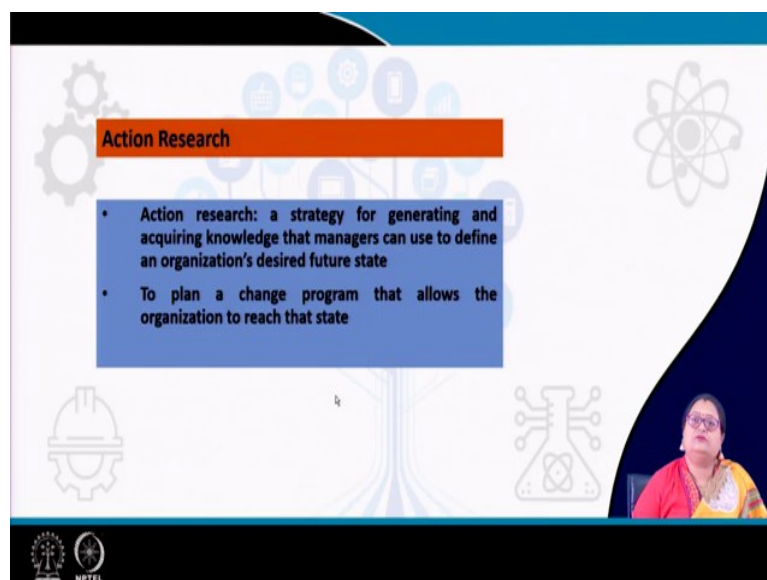
So, this is generally what we mean by management research which are again of different types like fundamental research which helps to generate a body of knowledge by treating to comprehend how certain problems occur in organizations can be solved.

It can be a descriptive research which includes surveys and fact-finding inquiries to different-to-different kinds to describe the state of affairs as it exists at present. It can be a quantitative research like which is applicable to phenomena that are measurable, so that it can be expressed in terms of quantity. It can be a conceptual research like it is related to some abstract ideas or theory.

It is generally used by philosophers and thinkers to develop new concepts or to interpret existing ones. It can be an exploratory research also which is an examination into the subject in an attempt to gain further insight for a particular problem that is not been clearly defined and again it can be an action research also.

So, action research helps to solve a current problem faced by the manager in the work setting demanding a timely solution. Here in today's discussion, we are going to elaborate further on action research.

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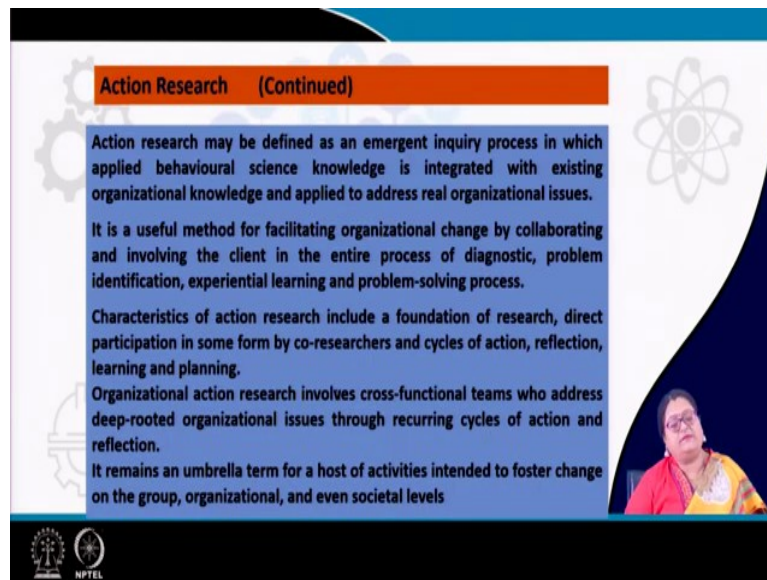
Action Research

- Action research: a strategy for generating and acquiring knowledge that managers can use to define an organization's desired future state
- To plan a change program that allows the organization to reach that state

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So, it is a strategy for generating and acquiring knowledge that managers can use to define an organization desired future state. So, it helps in to design a change program that allows organization to reach that desired future state.

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Action Research (Continued)

Action research may be defined as an emergent inquiry process in which applied behavioural science knowledge is integrated with existing organizational knowledge and applied to address real organizational issues.

It is a useful method for facilitating organizational change by collaborating and involving the client in the entire process of diagnostic, problem identification, experiential learning and problem-solving process.

Characteristics of action research include a foundation of research, direct participation in some form by co-researchers and cycles of action, reflection, learning and planning.

Organizational action research involves cross-functional teams who address deep-rooted organizational issues through recurring cycles of action and reflection.

It remains an umbrella term for a host of activities intended to foster change on the group, organizational, and even societal levels

The slide features a blue background with white text. On the left, there are faint icons of a gear and a hand. On the right, there is a faint atomic symbol icon. In the bottom right corner, there is a small video inset showing a woman in a red and yellow sari. At the bottom left, there are logos for NPTEL and a tree.

So, as we told like action research maybe defined as an emergent inquiry process, we generally talk of appreciative inquiry technique in which applied behavioral science knowledge is integrated with the existing organizational knowledge and it addresses real organizational issues.

So, it is very important method for facilitating organizational change and it leads to like problem diagnosis, problem identification, experiential learning and problem-solving process. And each at each of these stages the client is included and we get to know that client's perspective and what the client wants, what are the viewpoints of the change initiators, what are the viewpoints of the people who will be affected by change and we try to address all these issues.

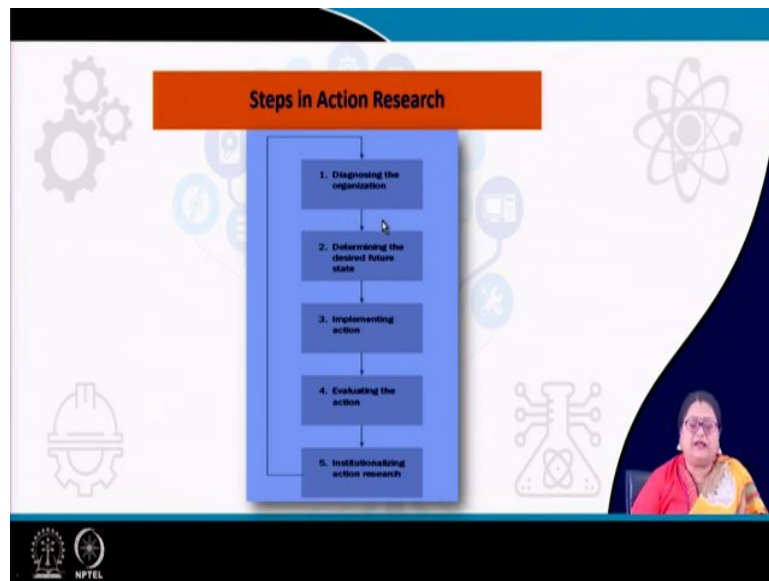
So, the characteristics of action research include a foundation of research direct participation in some form by the co-researchers in the cycles of action the reflection learning and planning. So, organizational action research involves like the cross-functional teams who address deep rooted organizational issues through recurring cycles of actions and reflections.

So, it remains as an it is generally an umbrella term which is used for a host of activities to which is intended to foster change on the group, organization and at the societal level. So, action research generally you can understand from the term action, then a certain problem is identified, certain actions are taken to understand that problem and to identify the issues and answer to the fine answer to the questions implemented, see how it is working and what are

the feedback on it, see whether it is like achieving the target like at the outcome desired outcome, if not what is happening and again decide on the next set of actions.

And for this like the researcher or the change initiator or the champion has to be embedded into the whole system. And, by introducing the action they need to observe how it is working what is the feedback coming, what is the outcome and what is the gap in like from the desired outcome to the actual one and how to bridge that gap through next set of actions.

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So, the steps in action research can be like diagnosing the organizations, then determining their desired future state, implementing the actions, evaluating the action and institutionalizing the action research which will again give back to the feedback loop to diagnosing the organizations.

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Steps in Action Research (Continued)

1. Diagnosing the organization
 - Recognize problems and need to solve problems
2. Determining the desired future state
3. Implementing action
 - Three-step process
 - (a) Managers need to identify possible impediments to change.

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So, when we talk of diagnosing the organization it talks of recognizing the problems and the need to solve the problems. Then number 2 is of course, like determining the desired future states and 3rd is the implementing action in which it is a three-step process like the managers need to identify possible impediments to change like what could be the like barriers to the change process.

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Steps in Action Research (Continued)

(b) Deciding who will be responsible for actually making the changes and controlling the change process

- External change agents: people who are outside consultants who are experts in managing change
- Internal change agents: managers from within the organization who are knowledgeable about the situation to be changed

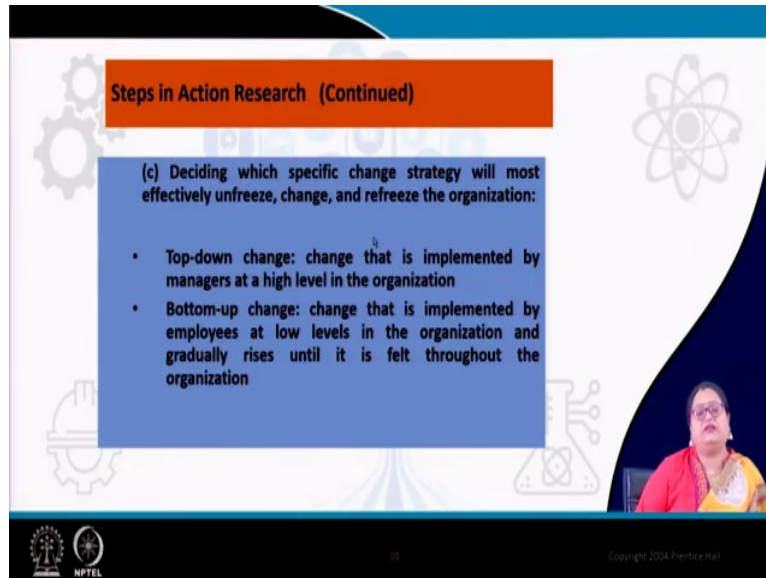
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Deciding like who will be actually responsible for the changes and controlling the change processes. Sometimes external change agents who are outside consultants who are experts in

managing the change, sometimes the change agent could be internal change agents also like managers from within the organization who are knowledgeable about the situation to be changed.

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The slide is titled "Steps in Action Research (Continued)" in an orange box. Below the title, a blue box contains the text "(c) Deciding which specific change strategy will most effectively unfreeze, change, and refreeze the organization:". Underneath, there are two bullet points: "• Top-down change: change that is implemented by managers at a high level in the organization" and "• Bottom-up change: change that is implemented by employees at low levels in the organization and gradually rises until it is felt throughout the organization". The slide features decorative icons of gears, a lightbulb, and a molecular structure. A small video inset in the bottom right corner shows a woman in a red and yellow sari. The NPTEL logo is in the bottom left, and "Copyright 2004 Prentice Hall" is in the bottom right.

Number c point is deciding which specific change strategy will be most effectively unfreeze change and refreeze the organization. So, it is very important like based on the nature of the change we are going to see like which is the most appropriate technique to be used to bring in the like generate the awareness like changes required which is the unfreezing state, then moving people to the transition stage and, ultimately accepting the change and again stabilizing the new processes in the organization which you call a refreezing the organization.

So, top-down change is a change that is implemented by the managers at the higher level in the organization and the bottom of change as the change that is implemented with the employees at the lower level in the organization and gradually rises until it is felt throughout the organization. So, you have to decide like whether to bring in a top-down change or a bottom-up change.

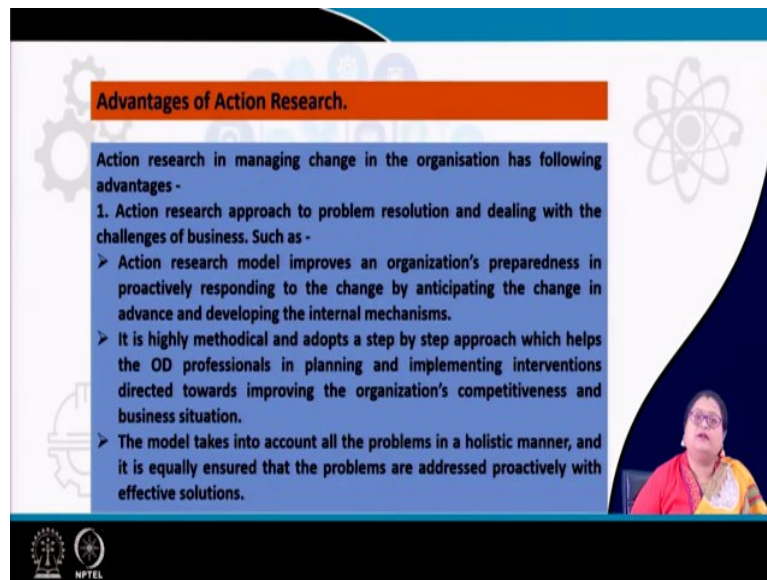
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The slide is titled "Steps in Action Research (Continued)" in an orange box. Below the title, there are two blue boxes containing text. The first box contains step 4: "4. Evaluating the action: evaluating the action that has been taken and assessing the degree to which the changes have accomplished the desired objectives". The second box contains step 5: "5. Institutionalizing action research" followed by a bullet point: "• Members at all levels must be rewarded for their efforts." The slide features various icons: gears, a hard hat, a circuit board, and an atom symbol. In the bottom right corner, there is a small video inset of a woman in a red and yellow sari. The NPTEL logo is in the bottom left, and "Copyright 2004 Prentice Hall" is in the bottom right.

Next step is evaluating the action. So, as we told like it is a we understand the problem, we diagnose the problem, identify the where are t the like nodes of the problem, then we take an action to address each of these nodes and then we implement it and then of course, the evaluation of the action needs to be done.

So, which needs to assess the degree to which the changes have been accomplished in the for the desired objectives. Institutionalizing the action research is members at all levels must be rewarded for their efforts. So, anybody who takes a positive step to like implement the change, processor like accept the change. So, it needs to be rewarded, it needs to be recognized. So, and in that rhythm change the changed process gets initiated and then action research is institutionalized in the organization.

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Advantages of Action Research.

Action research in managing change in the organisation has following advantages -

1. Action research approach to problem resolution and dealing with the challenges of business. Such as -
 - Action research model improves an organization's preparedness in proactively responding to the change by anticipating the change in advance and developing the internal mechanisms.
 - It is highly methodical and adopts a step by step approach which helps the OD professionals in planning and implementing interventions directed towards improving the organization's competitiveness and business situation.
 - The model takes into account all the problems in a holistic manner, and it is equally ensured that the problems are addressed proactively with effective solutions.

Now, what are the advantages of action research is like we can think of many of those advantages. First is like action research approach to problem resolution and dealing with the challenges of the business. It is very unitary like in how you address the problem.

It improves the organizations preparedness in proactively responding to the change by anticipating the change in advance and developing the internal mechanism because you are studying the external environment because you are diagnosing the organizations and its problems so, you are getting prepared for the upcoming change.

You get to know like what are your strength points and what are your weaknesses and how to address to the situations in the external world as an opportunity for you or a threat for you based on the skills that you have and how to keep yourself prepared for the upcoming opportunities or threats as you may interpret it.

So, it is a very systematic and methodical process which is we helps the OD professionals in planning and implementing the interventions directed towards like improving the organizations competitiveness in the business situation. So, it takes third like it takes the all the problem in a very holistic manner and it ensures like the problems or address proactively with effective solutions.

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The slide is titled "Advantages of Action Research." It features a blue background with a white text box containing the following content:

Continues...

2. Helps in analysis of issues and developing the interventions. Such as –

- Action Research focuses on converting the information into action.
- It is helpful in identification of the requirements of the client and the existing/potential challenges, development of a contract which involves definition of the key deliverables and the working relationship, data collection and identification of gaps/ root causes of the issues, analysis of the data for setting the priorities and the plan of action, deciding on the appropriate interventions and developing a plan for implementing the interventions for achieving the intended objectives.
- Implementation of successful change programs on a short-term as well as long-term basis.

In the bottom right corner of the slide, there is a small video feed of a woman with glasses, wearing a red and yellow sari, who appears to be the presenter. The slide also includes a gear icon on the left and a molecular structure icon on the right. At the bottom left, there are logos for NPTEL and a tree.

Action research also helps in analysis of the issues at hand and developing the interventions. So, like it focuses on like converting the information into action. As we understand it is not enough to know like a change is required, but more important for is like how to address the process of change through certain actions.

So, action research focuses on converting the information into action. So, it is helpful in the identification of the requirements of the client and the existing and the potential challenges the development of a contract which involves the definition of the key deliverables at the working relationship.

Then data collection and identifications of the gaps or the root causes of the issues then analysis of the data for setting the priorities. And, the plans of action deciding on the appropriate interventions techniques and developing a plan for implementing the intervention for achieving the intended objectives.

So, you can see like it is a very systematic steps of actions to be taken for addressing each of the levels and like involving understanding the challenges, involving the client and then what will be the relationship between the client and the change like a change agent then what are the deliverables which are there.

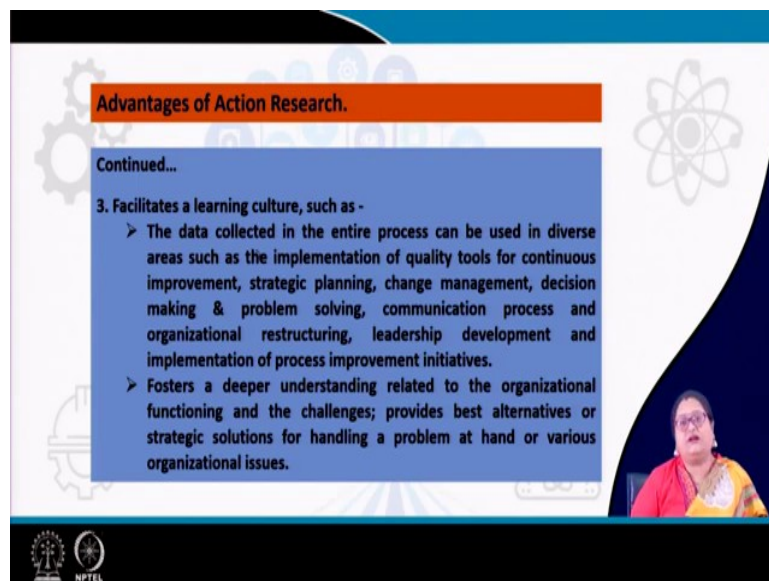
So, how to do a root cause analysis and how to identify the gaps, what are the yardsticks of measuring the performances, and if certain gaps are identified what will be the next process

of actions and the what will be your interventions, what are your implementation, techniques all these needs to me like brainstormed and decided very carefully before actually we like delve into the real-life situations of implementing the action.

So, there it requires a lot of background work, lot of like brainstorming which to come to look at the lot of focus group discussions with the clients to understand their viewpoint a pilot survey with the group of people who will be like the on maybe those who are going to face the changed situations.

So, and the to identify the problem and the to identify the maybe the pain points and then find out what will be the appropriate actions for it and how to like introduce it into the organization. So, and it helps also in the implementation of the successful change programs on a short term as well as a long-term basis. So, in a nutshell we can tell like it a lot of thought process goes on goes into rather when you are talking of the action research.

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The slide is titled "Advantages of Action Research." and is divided into sections. The top section is an orange header. Below it is a blue box containing the text "Continued...". The main content is a blue box with the heading "3. Facilitates a learning culture, such as -" followed by two bullet points. The first bullet point states: "The data collected in the entire process can be used in diverse areas such as the implementation of quality tools for continuous improvement, strategic planning, change management, decision making & problem solving, communication process and organizational restructuring, leadership development and implementation of process improvement initiatives." The second bullet point states: "Fosters a deeper understanding related to the organizational functioning and the challenges; provides best alternatives or strategic solutions for handling a problem at hand or various organizational issues." In the bottom right corner of the slide, there is a small video inset showing a woman in a red and yellow sari. The NPTEL logo is visible in the bottom left corner of the slide.

Facilitates a learning culture is like the data collected in the entire process can be used in diverse areas such as the implementation of quality tools for continuous improvement. It can be used for strategic planning, change management, decision making and problem solving and communication process, organizational restructuring leadership development and implementation of process improvement initiatives.

So, it fosters a deeper understanding related to the organizational functioning and the challenges it provides the best alternatives or strategic solutions for handling a problem at hand or at various organizational issues. Because when people go into the action research before taking in a particular action for solving a problem in particular area, we really have to take into cognizance the what will be the effect of those actions on the other interrelated subsystems.

And, how it is going to affect them, and what handholding support is required for the other effected and the related stakeholders so that it creates a new equilibrium. So, in that cases it is a very holistic approach and it leads to a deeper understanding of the organizational functioning and challenges.

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Advantages of Action Research.

Continued...

4. Key involvement of senior leaders and various stakeholders such as -

- In the entire process research, the Change Agents act as the champions of change, provide feedback and are involved in extensive communication with the key stakeholders across various levels.

5. Facilitates collaboration including -

- The change agent collaborates with the client in the process of identification of problems, devises techniques or methods for identifying the real cause of the problems and develops effective plans offering realistic solution.
- Helps in fostering mutual trust and interdependence which are very essential in the pursuit of organizational success.
- Helps in rebuilding the organizational culture and involves the confidence as well as people in the entire process of organizational change.

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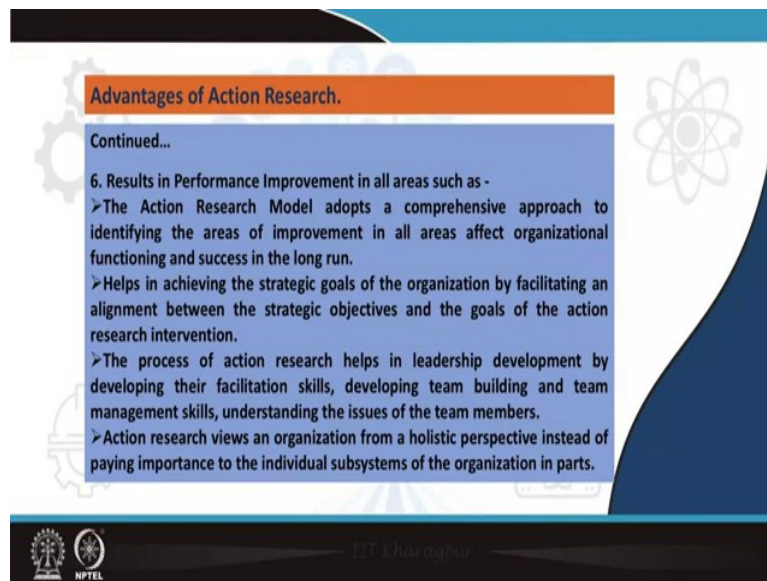
The key involvement of the senior leaders and the various stakeholders are very very important part of the action research process. So, the change agents act here as the champions of change they provide feedback and are involved in extensive communication with the key stakeholders across the various levels.

The it improves and the facilitates collaboration including the change agent collaborates with the client in the process of identification of the problems and develops effective plans offer us offering realistic solutions. It helps in fostering like mutual trust and interdependence which are very essential in the pursuit of an organizational success. It helps in rebuilding the

organizational culture and involves the confidence as well as the as well as in the people for the entire process of organizational change.

So, it is like helps in rebuilding the culture through the process of confidence and people have a maybe the new look into the people and their possibilities and their competencies and it introduces a new process of organizational change.

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The slide is titled "Advantages of Action Research." and is part of a presentation. It features a blue background with a white text box containing the following content:

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6. Results in Performance Improvement in all areas such as -

- >The Action Research Model adopts a comprehensive approach to identifying the areas of improvement in all areas affect organizational functioning and success in the long run.
- >Helps in achieving the strategic goals of the organization by facilitating an alignment between the strategic objectives and the goals of the action research intervention.
- >The process of action research helps in leadership development by developing their facilitation skills, developing team building and team management skills, understanding the issues of the team members.
- >Action research views an organization from a holistic perspective instead of paying importance to the individual subsystems of the organization in parts.

The slide also includes a logo of a gear and an atom on the left and right sides respectively. At the bottom, there are logos for IIT Kharagpur and NPTEL.

So, it results in performance improvement in all areas. So, as the as we are discussing as action research model it is a very comprehensive technique, it takes a comprehensive approach to identifying the areas of improvement in all areas that affect organizational functioning and success in the long run.

So, it helps in like achieving the strategy, goals of an organization by facilitating an alignment between the strategic objectives and the goals of the action research interventions. As we are discussing it is a very integrated performance management system, look at the integrated performance management system because we understand organization is a bigger system of other subsystems who are which are very interlinked with each other.

And, then a comprehensive approach needs to be taken so that like one department is not one department or one division is not flourishing at the cost of the other or like the or like one improvement is not happening at the cost of the or decreased performance of in other areas.

So, this needs to be kept in mind like before we are recommending any actions for improvement like what is the effect on the other related subsystems.

The process of action research also helps the in the leadership development by developing their facilitation skills, developing their team building and team management skills and understanding the issues of the team members.

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Advantages of Action Research.

Continued...

6. Results in Performance Improvement in all areas such as -

- The Action Research Model adopts a comprehensive approach to identifying the areas of improvement in all areas affect organizational functioning and success in the long run.
- Helps in achieving the strategic goals of the organization by facilitating an alignment between the strategic objectives and the goals of the action research intervention.
- The process of action research helps in leadership development by developing their facilitation skills, developing team building and team management skills, understanding the issues of the team members.
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So, it views the organization it views the organization from a holistic perspective instead of paying importance to the individual subsystem of the organization in parts.

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Application of Action Research Model

Action research is used as a means of implementing organizational change especially in complex social situations where the people whose lives or circumstances are being changed need to be involved in designing and implementing the change that affects them The idea of action research as it was conceptualized by Kurt Lewin. He suggests that efforts to bring about planned change in an organisation should approach change as a multistage process. This model of planned change is made up of three steps. His description of the process of change involves three steps which are:

Unfreeze : Reducing the force for status quo → Moving : Developing new attitudes, values and behaviours → Refreeze : Establishing the new status quo

In an organisation there are people who push for change and individuals who desire status quo. Two groups may be equal in their force. Kurt Lewin developed Force Field Theory showing how forces for and against change and how organisation is balanced at any time between two opposite force.

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So, when we talk of the application of action research model so, we see like the action research is used as a means of implementing organizational change specially in a complex social situation where people whose lives or circumstances are being changed need to be involved in the designing and implementing the change that affects them.

So, this idea of action research as it was conceptualized by Kurt Lewin. So, you can see like it is lot of similarity with the force field analysis model that he had suggested. He suggested that efforts to bring about plan change in an organization should approach change as a multi stage process.

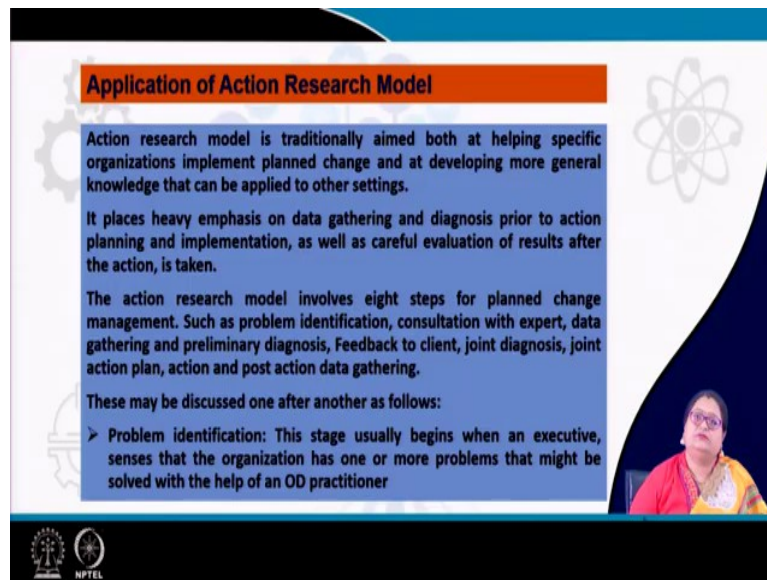
The model of plan change is made up of three steps his description of the process of change involves three steps which are unfreezing reducing the force for status quo moving developing new attitudes and values and behaviors and refreezing which is establishing the new status quo.

So, we it is not like we are disturbing how people are thinking at present, but then again, we have to move them to a stage where they are developing new attitudes and values and behaviors and after that the new process needs to be stabilized also. People have to accept it and implemented and have to function under it so that we can get feedback about how the new ways are functioning.

So, unfreeze move and refreeze these are the three-steps involved in the like plan change introduction process. So, there are like you will if find in an organization there are always two kinds of people maybe people who are pushing for change and the people who are desirous of status quo.

So, we have to like increase the push for change force more, so that the people unfreeze from the status quo to a moving state. So, these two groups may be equal in force. The force field theory shows how the forces for and against change and how organization is balanced anytime between the two forces this we have already discussed in the last lecture where we were discussing the change management processes.

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Application of Action Research Model

Action research model is traditionally aimed both at helping specific organizations implement planned change and at developing more general knowledge that can be applied to other settings.

It places heavy emphasis on data gathering and diagnosis prior to action planning and implementation, as well as careful evaluation of results after the action, is taken.

The action research model involves eight steps for planned change management. Such as problem identification, consultation with expert, data gathering and preliminary diagnosis, Feedback to client, joint diagnosis, joint action plan, action and post action data gathering.

These may be discussed one after another as follows:

- **Problem identification:** This stage usually begins when an executive, senses that the organization has one or more problems that might be solved with the help of an OD practitioner

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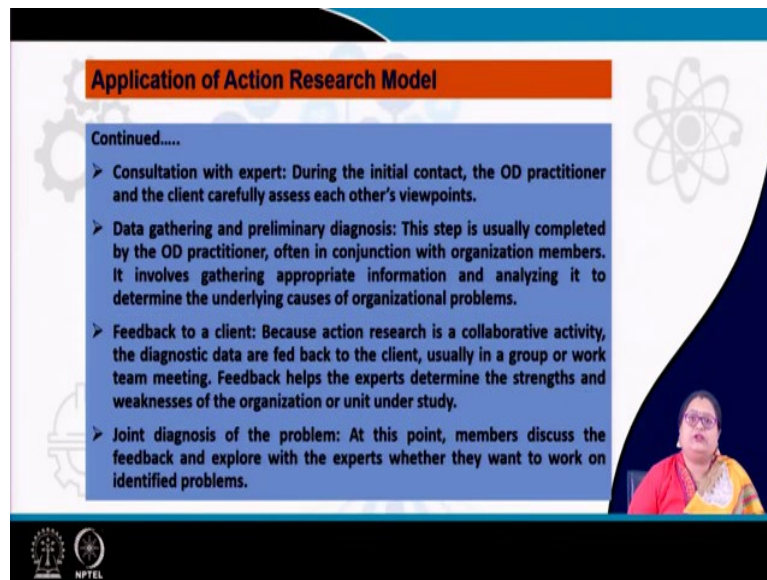
So, the applications of a change sorry, the applications of action research model are that it is traditionally aimed at both helping a specific organization, implement a plan change and at developing more general knowledge that can be applied to other settings.

It emphasizes heavily the data gathering and diagnosis prior to action planning and implementation as well as careful evaluation of results after the action is taken. So, that is what we were discussing. It requires lot of thought process; it requires lot of background research before we go on implementing and the action and deciding rather what action to take in what kind of situation.

So, the action research model involves eight steps for planned change management such as the problem identification, consultation with expert, data gathering and preliminary diagnosis, then feedback to the client, joint diagnosis, joint action plan, action and post action data gathering.

So, we were discussing we will be discussing this something in details like in problem identification this stage usually begins when an executive sense that the organization has one or more problems that might be solved with the help of an OD practitioner.

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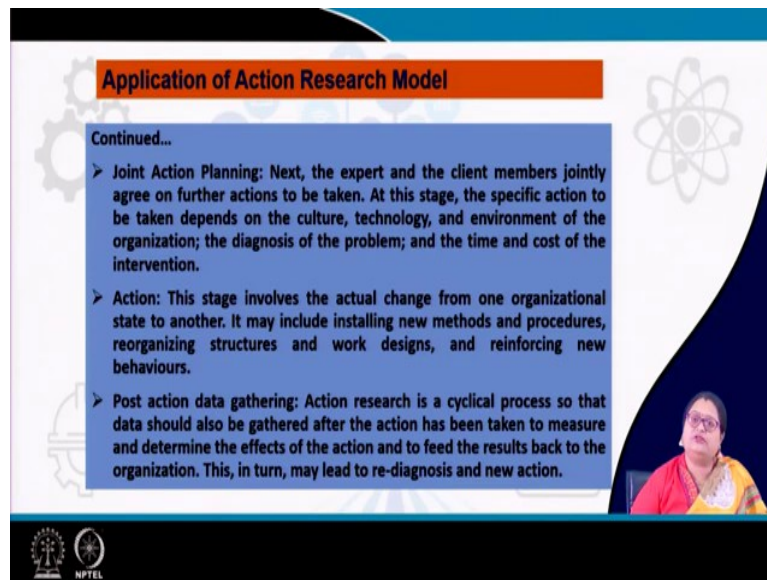
The slide is titled "Application of Action Research Model" in an orange header. Below the title, it says "Continued.....". The main content is a list of four steps, each preceded by a right-pointing arrow. The steps are: 1. Consultation with expert: During the initial contact, the OD practitioner and the client carefully assess each other's viewpoints. 2. Data gathering and preliminary diagnosis: This step is usually completed by the OD practitioner, often in conjunction with organization members. It involves gathering appropriate information and analyzing it to determine the underlying causes of organizational problems. 3. Feedback to a client: Because action research is a collaborative activity, the diagnostic data are fed back to the client, usually in a group or work team meeting. Feedback helps the experts determine the strengths and weaknesses of the organization or unit under study. 4. Joint diagnosis of the problem: At this point, members discuss the feedback and explore with the experts whether they want to work on identified problems. In the bottom right corner of the slide, there is a small video feed of a woman with glasses, wearing a red and yellow top, who appears to be presenting. The slide also features decorative elements like a gear icon on the left and an atom icon on the right. At the bottom left, there are logos for NPTEL and another organization.

Consultation with the expert. During the initial contact the OD practitioner and the client carefully assess each other's viewpoints. Data gathering and preliminary diagnosis this step is usually completed by the OD practitioner often in conjunction with the organization members. It involves gathering appropriate information and analyzing it to determine the underlying causes of organizational problems.

Feedback to the client because action research is a collaborative activity the diagnostic data or fed back to the client usually in a group or work team meeting. Feedback helps the experts determine the strengths and weaknesses of the organization or unit under study.

Joint diagnosis of the problem – this is a very important step. At this point members discuss the feedback and explore with the experts whether they want to work on the identified problems.

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The slide is titled "Application of Action Research Model" in an orange header. Below the title, it says "Continued...". There are three bullet points describing the stages of action research. In the bottom right corner, there is a small video inset of a woman in a red and yellow sari. The slide also features decorative elements like gears and a stylized atom symbol.

Application of Action Research Model

Continued...

- **Joint Action Planning:** Next, the expert and the client members jointly agree on further actions to be taken. At this stage, the specific action to be taken depends on the culture, technology, and environment of the organization; the diagnosis of the problem; and the time and cost of the intervention.
- **Action:** This stage involves the actual change from one organizational state to another. It may include installing new methods and procedures, reorganizing structures and work designs, and reinforcing new behaviours.
- **Post action data gathering:** Action research is a cyclical process so that data should also be gathered after the action has been taken to measure and determine the effects of the action and to feed the results back to the organization. This, in turn, may lead to re-diagnosis and new action.

Joint action planning next the expert and the client members jointly agree on the further actions to be taken. At this stage the specific action to be taken depends on the culture, technology and environment of the organization the diagnosis of the problem and the time and the cost of the intervention.

So, you can understand there could be n number of ways to solve a particular problem, but based on the other situational variables or the constraints which are there they jointly come to the client and the OD practitioner jointly come to a conclusion about which problem to be answered and what sets of actions to be taken for it.

Action, at this stage involves the actual change from an organizational state to another. So, it may include installing new methods and procedures, reorganizing the structures and work designs and reinforcing new behaviors.

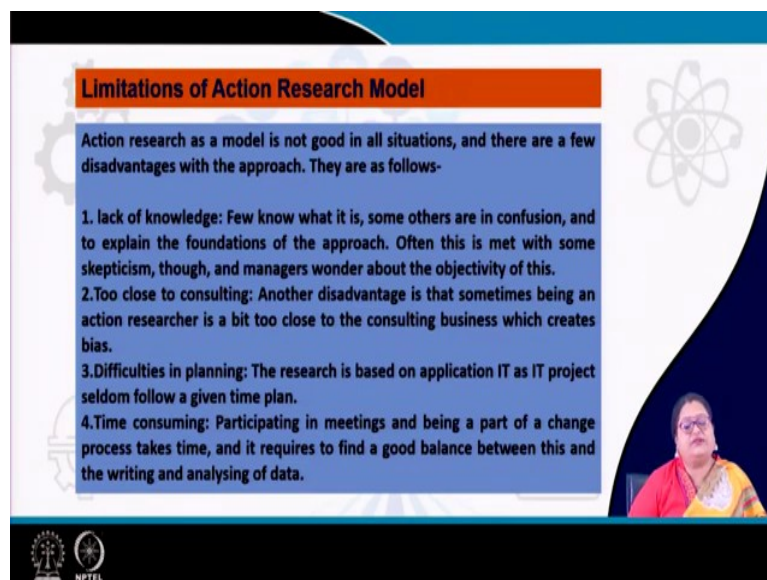
Post action data gathering: action research is a cyclical process, so that data should also be gathered after the action has been taken to measure and determine the effects of the action and to feed the results back to the organization. So, this in turn may result in the re-diagnosis and new action.

So, post data gathering when you are analyzing it you may find like newer potential areas of problems, and then this when this data given back to the organization it may require another

new set of actions and you have to go on doing it. So, you can see like this is a very it goes on in a cyclical way.

You diagnose a problem, you decide on the which problem to be like address to what are the actions to be followed and then you like implement the actual actions after that you taking the data, gathered the data and analyze it come to conclusions give you recommendations and they that recommendations in order to be implemented require a new set of actions which again may have certain like feedback, from the organization and then again, a new set of action research is required. So, this is a very cyclical process as we may think of.

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Limitations of Action Research Model

Action research as a model is not good in all situations, and there are a few disadvantages with the approach. They are as follows-

1. lack of knowledge: Few know what it is, some others are in confusion, and to explain the foundations of the approach. Often this is met with some skepticism, though, and managers wonder about the objectivity of this.
2. Too close to consulting: Another disadvantage is that sometimes being an action researcher is a bit too close to the consulting business which creates bias.
3. Difficulties in planning: The research is based on application IT as IT project seldom follow a given time plan.
4. Time consuming: Participating in meetings and being a part of a change process takes time, and it requires to find a good balance between this and the writing and analysing of data.

The slide features a blue background with a white atom symbol on the right and a small inset video of a woman in a red and yellow sari in the bottom right corner. The NPTEL logo is visible in the bottom left corner.

Now, what are the some of the limitations of the action research model also we need to understand like it is not good in all situations and there are certain disadvantages to this approach also like because there is some lack of knowledge regarding what is action research.

Some peoples are in confusion, some and like people do not know the basic sometimes the basic steps of action research. So, therefore, the managers may be let me see it with certain skepticism. So, they do not want to share data sometimes. So, they do not get to understand like what is the objectivity of this.

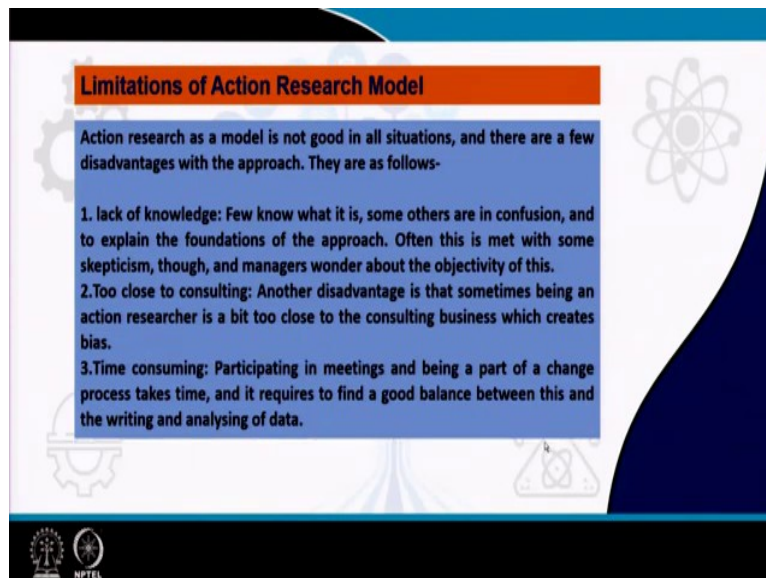
So, different this lack of knowledge may give rise to certain perceptual barriers and getting cooperation from people for doing the action research people from within the organization for

doing the action research. Sometimes is very like you know troublesome to get this cooperation from the people it is too close to consulting.

So, like it is sometimes it is look alike with like a consulting business which is which sometimes people get confused like what is an action research and what is the consulting. So, we need to understand like action research is a research process that we follow to understand the problem, then to see how our suggestions are working what are the like effects of that change any change process initiated, what are the handholding support required.

So, it is a very systematic process based on scientific methodology rather than making some assumptions about yes, this is going to work and that is not going to work.

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Limitations of Action Research Model

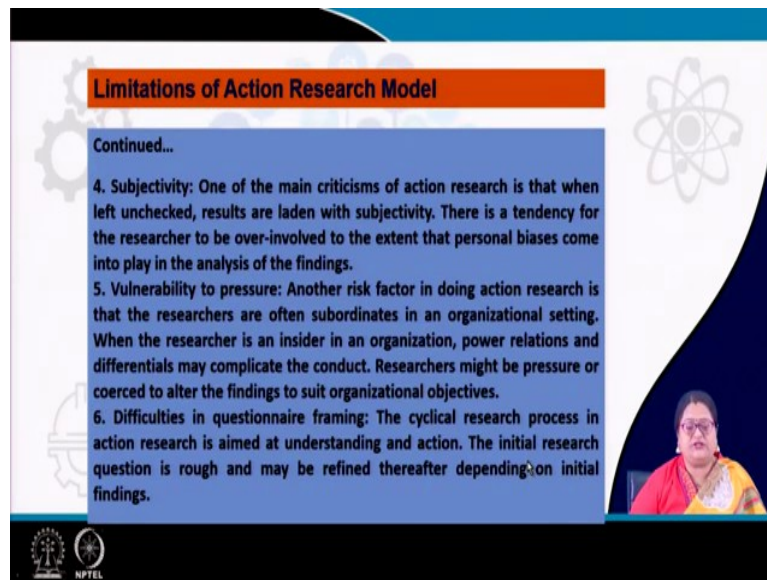
Action research as a model is not good in all situations, and there are a few disadvantages with the approach. They are as follows-

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The slide features a blue header with the title, a blue text box for the main content, and a dark blue footer with the NPTEL logo. The background is white with faint gear and atom icons.

It is time consuming participating in meetings and being a part of a change process takes time and it requires to find a good balance between this and the writing and the analysis of the data. So, lack of knowledge, then confusing it with consulting then time consuming is some of the disadvantages of the like action research process.

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The slide is titled "Limitations of Action Research Model" in an orange header. Below the title, it says "Continued...". There are three numbered points:

4. **Subjectivity:** One of the main criticisms of action research is that when left unchecked, results are laden with subjectivity. There is a tendency for the researcher to be over-involved to the extent that personal biases come into play in the analysis of the findings.
5. **Vulnerability to pressure:** Another risk factor in doing action research is that the researchers are often subordinates in an organizational setting. When the researcher is an insider in an organization, power relations and differentials may complicate the conduct. Researchers might be pressure or coerced to alter the findings to suit organizational objectives.
6. **Difficulties in questionnaire framing:** The cyclical research process in action research is aimed at understanding and action. The initial research question is rough and may be refined thereafter depending on initial findings.

In the bottom right corner of the slide, there is a small video inset showing a woman with glasses and a red and yellow sari. The slide also features decorative elements like gears and a stylized atom symbol. At the bottom left, there are logos for IIT Bombay and NPTEL.

Then also subjectivity so, sometimes when left unchecked, the results could be laden with subjectivity. So, sometimes the researcher gets like over involved in the extent like some personal biases may come into play when you are analyzing the data.

So, we have to be within the system, we have to do the research, but still maintain a degree of separateness from the system so that as an independent observer we can give have a view of the whole system and come to our recommendations and conclusions about it.

So, that requires a skill on the part of the OD practitioner as a part of doing action research to get embedded into the system to understand it, to from the client's perspective and the like people's perspective on which the change is to be implemented.

But, still after knowing these two perspectives separate oneself out from the situation as an independent observer, look at it from a distant and then give the recommendations based on the data collected and the observations made. So, that is very important to maintain the objectivity of the recommendations given.

Vulnerability to pressure: another risk factor in doing action research is that the researchers are offered subordinates in an organizational setting. So, when the researcher is an insider in an organization, there could be power relations and the differences may complicate the conduct, then researchers might be a pressure or like coerced to alter the findings to suit

organizational objectives. So, that is a case of like when you talk of internal change agents and they how they are vulnerable to particular pressure situations.

So, another is the difficulties in question framing. So, the cyclical research process in action research is aimed at understanding and then taking actions. So, the initial research question and sometimes generally not that smooth. It we can take it to be rough and it may be refined thereafter depending on the initial findings.

So, the people may find difficulties in putting the questions how to put the questions and what will be the wordings of the questions like what are the proper markers for certain actions to be done or things for certain behaviors to be studied.

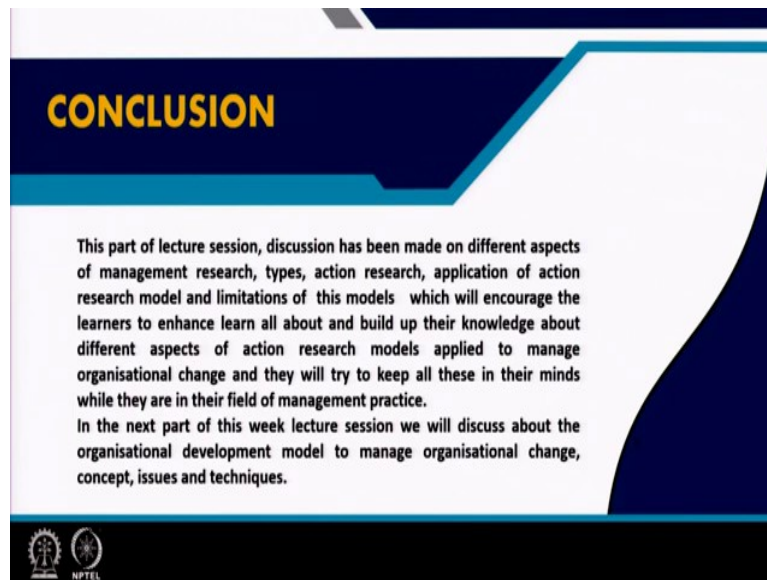
So, these requires a lot of skill and acumen of the research acumen of the person who is going to do this introduce this change process and practice this action research lot of expertise in the part of the OD practitioner, so that proper questions are framed which is going to which when answered is going to bring out the real problems as there in the situations.

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So, these are some of the references that we have referred to.


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CONCLUSION

This part of lecture session, discussion has been made on different aspects of management research, types, action research, application of action research model and limitations of this models which will encourage the learners to enhance learn all about and build up their knowledge about different aspects of action research models applied to manage organisational change and they will try to keep all these in their minds while they are in their field of management practice.

In the next part of this week lecture session we will discuss about the organisational development model to manage organisational change, concept, issues and techniques.

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So, as a part of this lecture session we can summarize like the we have focused on the different aspects of management research, types of action research, application of action research model and limitation of this model which will enhance the learners or encourage the learners to learn all about and build up their knowledge about the different aspects of the action research model as we apply different situations of organizational change. And, they are going to keep these techniques in mind like when they are in the field of their management practice.

So, in the next discussion we are going to focus on organizational development model to manage organizational change, concepts issues and techniques. Till then thank you meet you with the next discussion on organizational development and the change processes.

Thank you.