ORGANISATIONAL CHANGE AND DEVELOPMENT

Course Code	20MBAHR404	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:0	SEE Marks	60
Credits	03	Exam Hours	03

Course Objectives

1. The student will be able to describe and Identify the application of various OC/D framework
2. The student will be able to describe and explain in her/his own words, the relevance and importance of various OC/D intervention to be adopted in the Organisation
3. The student will be able to apply and improve the workplace effectiveness through various OC/D Intervention
4. The student will be able to classify and categorise different OC/D practices and intervention followed in the Organisation
5. The student will be able to create and reconstruct OC/D intervention and process required to manage the Organisation
6. The student will be able to appraise and judge the practical applicability of various OC/D intervention, process and practices to be followed in the Organisation

Module-1 Changing Organisations	5 hours

Nature of 21st Century Organisation, Defining Organisational Change, The Roots of Organisation Change, Environmental Forces, Driving Change Today, The Implications of Worldwide Trends for Change Management, Four Types of Organisational Change, Planned Changes and Intended Results, Organisation Change Roles, Change Initiators, Change Implementers, Change Facilitators, Change Recipients, The Requirements for Becoming a Successful Change Leader, Application of Lewin's Model of Change, OD Practitioners.

Module -2 Building and Energising the Need for Change	7 hours

Organisations as Systems, Levels and Characteristics of Organisational Change, Models of Organisational Change, Systems Theory and Social Construction Approaches, Developing a Knowledge for the Need for Change, Seek Out and Make Sense of Internal - External Data, The Organisations' Readiness for Change, Creating Awareness of the Need for Change, Factors That Block People From Recognising the Need for Change, Creating a Powerful Vision for Change, The Difference Between an Organisational Vision and a Change Vision.

Module -3 Measuring Change: Designing Effective Control Systems	7 hours

Using Control Processes to Facilitate Change, Selecting and Deploying Measures, Use Measures that Lead to Challenging but Achievable Goals, Use Measures and Controls that are Perceived as Fair and Appropriate, Ensure Accurate Data, Control Systems and Change Management, Controls During Design and Early Stages of the Change Project, Measurement Tools to use in Change Process, Strategy Maps, The Balanced Scorecard, Risk Exposure Calculator, Organisational Change Agent, Orienting Yourself to Organisation Change, Data Gathering, Diagnosis and Feedback.

Module -4 Models of Change	7 hours

Kurt Lewin's Three-step Model (1950–1952), Six-box Model of Marvin Weisbord, The McKinsey 7-S Model, Huse's Model of Planned Organizational Change, Action Research Model, David Nadler and Michael Tushman Model , Porras and Silvers Model (1991), The Burke–Litwin Causal Model, John Kotter's Eight-step Theory , Organizational Intelligence Model (2004), Managing Change with ADKAR Model, Integrated Model of Change , Comparison and Critical Analysis of Change Models Plan the Work, Selecting the Correct Path, Engage Others in Action Planning, Working the Plan Ethically and Adaptively, Developing a Communication Plan, Key Principles in Communicating for Change, Transition Management. Ensure Alignment in Your Action Planning, Action Planning Tools: 1) To-Do Lists; 2) Responsibility Charting; 3) Contingency Planning; 4) Surveys and Survey Feedback;5) Project Planning and Critical Path Methods;6) Force Field and Stakeholder Analysis; 7) Leverage Analysis and 8) Other Change-Management Tools.

Module -5 Organisation Development(OD)	7 hours

Concept of O D, History of O D, OD in India, OD Activities, Values, Beliefs and Assumptions of OD, Laboratory Training and T-Groups Action Research and Survey Feedback, Employee Involvement, Organisational Culture, Reengineering Organisational Learning, Organisational Effectiveness and Employee Engagement, Defining Values, Values Important to the OD Practitioner, Core Values of O D, Changes to OD Values, Values Statement of O D, Ethical Issues of OD.

Module – 6 OD Practitioner and Consulting Process	7 hours

Changing Workforce Demographics, Changing Nature of Work, The Consulting Relationship and Types of Consulting, Consulting Model, OD Practitioners, The Organisation Development Consulting Profession, The OD Consulting Process and Action Research, Data Gathering - Data Gathering Methods and Process, Ethical Issues With Data Gathering, Diagnosis and Feedback, assessment, Ethical Issues With Diagnosis and Giving Feedback, OD Intervention-Team Interventions, Quality, Performance Management, Communication in OD process, Coaching, Mentoring, 360 Feedback, Career Planning and Development. Merger and Acquisition, Organisational Health, OD Association in India.

Course Outcomes:
1. Gain conceptual insight of change management models, OD processes and interventions.
2. Develop the understanding of OD to apply OD aspects in private and public sectors in India.
3. Analyse the tools and techniques available to implement changes in the organization environment
4. Handle the OD interventions by analysing the role of OD consultant.

Practical Components:
- A visit to Organisation and interact with OD and Change Manager and list out the roles played by OD/C manager.
- Meet and Interact with OD and Change Manager and ask- 10 questions related to Change and Development issues
- Meet OD and Change Manager and list out various OC/D Intervention practised and how they impact the Organisational Growth
- Visit Organisation and Interact with Employees in the organisation and discuss Culture Impact on Change process and how it can be managed.

CO-PO MAPPING

CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X				X
CO2	X		X	X	X
CO3	X		X	X	
CO4	X		X	X	

Question paper pattern:
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.
- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Change Management and Organisational Development	Ratan Raina	SAGE Texts	2018
2	Organisational Change- An Action-Oriented Toolkit	Gene Deszca, Cynthia Ingols, Tupper F. Cawsey	SAGE Publications, Inc	2019

3	Organisation Development: The process of Leading Organisational Change	Donald L. Anderson	Sage Publication India Pvt. Ltd.	2/e, 2012
Reference Books				
1	Organisation Development	Donald L. Anderson	SAGE South Asia	2013
2	Toolkit for Organisational Change	T. F. Cawsey, Gene Deszca	SAGE Text	2007
3	Organisation Development and Organisational Change	Donald L. Anderson and Tupper F. Cawsey	SAGE Publications	1/e, 2014