

ORGANISATION CHANGE AND DEVELOPMENT

Subject Code	: 14M88 HR410	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

- To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively.
- To understand the various components and constraints involved in Change management.
- To give the knowledge of various tools & techniques for Organization Development to students.
- To understand different OD interventions and help students explore the different approaches and techniques involved in OD.

Module I (8 Hours)

Organizational change- Introduction, nature of change, Internal & External changes, types of change, **Models of change-** Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning.

Module II (8 Hours)

Resistance to change- reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change.

Module III (8 Hours)

Organization development- Introduction, history, evolution of OD, OD interventions: Definition, factors to be considered, choosing and sequencing, intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups.

Process of Organization Development: Entering into OD relationship, developing a contract.

Module IV (8 Hours)

Diagnosing Organizations- Need for diagnostic models, organization, group, individual level diagnosis, Collecting and analyzing the diagnostic

information, Feeding Back of diagnostic information, Designing interventions, overview of interventions, evaluating and Institutionalizing OD Interventions.

Module V (8 Hours)

Human Process Interventions: Human process interventions (individual, group and inter-group human relations): **Individual based:** coaching, counselling, training, behavioural modelling, delegating, leading, morale boosting, mentoring, motivation, etc., **Group based:** conflict management, dialoguing, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams.

Inter-group based: Organization mirroring, third party peacemaking interventions.

Module VI (8 Hours)

Techno-structural Interventions: Restructuring Organizations, Employee Involvement, work Design, Balanced scorecard; business process reengineering; downsizing and outsourcing; Strategic Interventions: Competitive and Collaborative Strategies, Organization Transformation.

Module VII (8 Hours)

The Future of OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future. **OD Consultant's role,** issues in consultant-client relationship, Power, Politics & OD, Research on OD.

Teaching Methods:

Lectures, Management Games, Exercises, Assignments, Discussions, Case study, Seminars, Role Play & Process lab.

Labs:

- To conduct Force field analysis for MBA department
- Group activity-Identify the need for OD intervention for your college and call the director/ principal of your college to the classroom to explore the possibility for OD intervention.
- Presentation by students: Identify and explore the possibility for OD intervention in your college level, group level and individual level.
- Hold a debate in the classroom about downsizing the workforce.
- Organization change questionnaire data collection and analysis.
- Group Presentation: Health care, FOO, Education, PSU, Retail, Manufacturing Industries.

- Design a role play event for students, so that they will play it out to mobilize support for a change implementation programme.
- Students are expected to study the changes that have taken place in various industries over a period of ten years and submit a report.

RECOMMENDED BOOKS:

- Theory of Organization Development and Change. Thomas G. Cummings, Christopher G. Worli, cengage Learning.
- Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H. Bell, Veena, Jr, Pearson, PHI.
- Organization Change and Development, Kavith Singh, Excel BOOKS.

REFERENCE BOOKS:

- Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel BOOKS, 1st Ed.
- Management of Organizational Change – K Harigopal – Response BOOKS, 2001
- Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

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