

ORGANIZATION CHANGE AND DEVELOPMENT

Semester	IV	CIE Marks	: 40
Course Code	18MBA HR404	SEE Marks	: 60
Teaching Hours / week (L:T:P)	3-0-0	Exam Hours	: 03
Credits : 03			

Course Objectives:

1. To understand the concepts of change management and to acquire the skills required to manage any change effectively.
2. To understand the various components and constraints involved in Change management.
3. To learn the various tools & techniques for Organization Development.
4. To understand the different OD interventions and its effectiveness.

Unit 1:

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.

Unit 2:

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.

Unit 3:

Organization development-Introduction, history, evolution of OD, OD interventions: Definition, actors 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.

Unit 4:

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.

Unit 5:

Human Process Interventions: Human process interventions (individual,

group and inter-group human relations): Individual based: coaching, counseling, training, behavioral modeling, 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.

Unit 6:

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

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.

PRACTICAL COMPONENT:

- 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.

COURSE OUTCOMES:

- Gain insights of change management components, process and its functions.
- Enable with various OD diagnosing models.
- Ability to handle various OD interventions.
- Analyze the role of OD Consultant.

RECOMMENDED BOOKS:

- Theory of Organization Development and Change. Thomas G. Cummings, Christopher G. Worli, Cengage Learning.
- Understanding the theory and design of organization. Richard L Draft, Cengage Learning.
- Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Verna, Jr, Pearson, PHI.

REFERENCE BOOKS:

- Management of Organizational Change – K Hari GOPAL – Response BOOKS, 2001.
- Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education.

CO-PO MAPPING

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


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