

MBA II Semester III
Change Management and Organizational Development (CM & OD)

1. Course Objective:

To sensitize the students about how Organizations can be made more effective through improving its human resource. Develop basic behavioral science skills of the students as future practitioners of OD. Help Students understand and apply basic concepts and processes that form the core of Organization development.

2. Course Duration:

The course will have 40 sessions of 75 minutes duration.

3. Course Contents:

Assignment of sessions to the modules of course is as follows:

Module No.	Modules / Sub-Modules	Sessions	Marks (20% of 70 each)
I	Organization development and Reinventing the organization: Meaning and evolution of OD, Who Does OD, Organizational Culture and Socialization Process, Psychological Contracts, A Model for OD. Organizational renewal and Challenge of change: Challenges of Change, Organizational Renewal, The Systems approach top change, Socio technical System, Future Shock and Change, Organizational Transformation and development, OD: Planned Change Process. Change of the Organizational Culture: Creating a culture of change, Understanding corporate culture, Cultural resistance to change, tools for change, Goals and Values of OD	8	14
II	OD Practitioner: Role, Styles: Haphazard vs. planned change, External vs internal change agents, OD practitioner styles, The intervention process, Forming the Client-consultant relationship, creating and using of rules, the red flags practitioner-client relationship. Diagnosis Process: Diagnosing Problem areas, meaning of diagnosis, the data collection process, processing of collected data, Diagnostic models, and red flags in diagnosis. Overcoming Resistance to Change: Life cycle of resistance to change, Leading change, Model of change, Driving forces, restraining forces, Strategies of dealing with resistance	8	14

III	Process Intervention Skills: Process interventions, Group process, types of process interventions, results of process interventions Strategies for OD Intervention: Basic Strategies to change, integration of change strategies, stream analysis, selecting OD interventions, Major OD intervention techniques. Empowerment and Interpersonal Intervention: Empowering the individuals and employees, Laboratory learning, Interpersonal styles, Career Life Planning Interventions	8	14
IV	Interventions for Team Development: Organizing around teams, need for team development, team development process, outdoor experiential laboratory training, role negotiation, role analysis Intergroup Development: Changing relationships, collaboration and conflict, Intergroup problems, managing conflicts of various levels Continuous improvement process, Job design, TQM and Self Managed Work Teams	8	14
V	High Performing Teams and Learning Organizations: system-wide interventions, Survey Research and feedback, Learning organizations, Reengineering, System-4 management, High performing systems, Grid-OD program, Third-wave Organizations OD, Organizational Transformation and Strategic Management: strategy and transformation, Organizational transformation, role of culture, strategic change management, changing the culture OD for Future: Organizations for the future, monitoring an stabilizing action programs, emerging issues and values, future trends in OD	8	14

4. Teaching Methods:

The course will use the following pedagogical tools:

- A. Concept Discussion
- B. Case Discussion
- C. Projects/ Assignments/ Quizzes/ Class Participation

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class Participation etc.	Weightage 10% (Internal Assessment)
B	Mid-Semester Examination	Weightage 20% (Internal Assessment)
C	End-Semester Examination	Weightage 70% (Internal Assessment)

6. Text Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
T1	Donald R. Brown and Don Harvey,	An experiential Approach to Organization Development	Pearson LPE	7th Edition Or Latest
T2	Wendell French and Cecil Bell	Organization Development: Behavioral Science Interventions for organization	PHI	5 th Edition Or Latest
T3	Worley	Organization Development and Change	Thomson	Latest Edition

7. Reference Books:

Sr. No.	Authors	Name of the Books	Publisher	Edition & Year of Publication
R1	Tupper cawsy	Tool kit for Organization Change	Sage	Latest Edition
R2		Managing Change & Transition	HB Press	Latest Edition
R3	Joan V. Gallos, Edgar H. Schein	Organization development: a Jossey-Bass reader	Wiley Publications	Latest Edition
R4	Robert Golembievsky	Organization Development: Ideas and Issues	Transaction Books, New Jersey	Latest Edition
R5	P. G. Aquinas	Organization Structure and Design	Excel	Latest Edition
R6	Deepak kumar	Organisational System, Design,	Himalaya	Latest Edition

		Structure and Management		
R7	Andriopoulos, Dawson	Managing Change, Creativity and Innovation	SAGE	Latest Edition
R8	Seth Allcorn	Organizational Dynamics and Intervention: Tools for Changing the Workplace	PHI	Latest Edition
R9	Mark Hughes	Change Management in Organizations	Jaico	Latest Edition
R10	Gary N. McLean	Organization Development: Principles, Processes, Performance	Berrett Koehler	Latest Edition
R11	Bhupen Srivastava	Organization Design & Development	Biztantra	Latest Edition

8. List of Journals/ Periodicals/ Magazines/ Newspapers:

Journals of Organization Development, **Suggested Case Studies:** PI Foods Ltd.-Managing Sales and Distribution, RK Consultants –Selling Consultancy Services, Swisflow Ltd - Hiring Salespeople, Snow White Paper Company, and Ashwin healthcare Ltd.

NB: The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from Text(s) and references in items 6 and 7 mentioned above.