**Course Name : Organization Development & Change Management**

**Course Code : MST(HR) 552**

**Course Instructor : Prachi Kapil**

**Hours: 3+1 Credits: 2**

# Course Objectives:

# The basic objective of this course is to provide participants with an integrated and comprehensive view of the field of Organizational Development. The course aims to present, in a clear and organized manner, the newest approaches, concepts, and techniques of this discipline. Organizations always aim to increase the effectiveness and efficiency of their actions & it needs to be accepted that change is unavoidable if they are really working for excellence. But still the resistance to change is on the top of the list of organizational problems. So, the priority is to understand change in the organizations. The objective of the course is to enhance understanding of the students about the process of change and development within an organization.

**Course Contents:**

# Unit –A: Introduction to Organizational Development

# Definition, Field and History of Organization Development, Assumptions and beliefs in O.D., Foundation of O.D, Managing O.D. Process, Action Research and O.D., O.D. Interventions-An Overview.

**Unit –B: OD Interventions**

Meaning, Types of interventions, Sensitivity Training, Life and Career Planning, Role Analysis Techniques, Coaching and Mentoring, MBO, Quality Circles, Managerial Grid, Team building, Likert Systems, Process Consultation, Survey Feedback, Team interventions, Inter- group and Third-Party Peacemaking Interventions, Comprehensive OD Interventions.

**Unit –C: Management of Change**

Characteristics of Transformational Change, Organizational Culture, Dimensions of change, Change process, Change agents, Consultant-Client Relationships, Implementation of Organizational Change Strategies.

**Unit –D: Organizational Effectiveness**

Concept, Approaches and its determinants**,** Organizational Diagnosis methods**,** Methods of Collecting data**,** Feeding back diagnostic information**,** Organizational stress- causes, effects and coping strategies.

1. **Knowledge outcome:**

At the end of the course, the student should be able to:

* Understand OD through an experiential learning approach.
* To develop an understanding of the nature, functioning and design of an organization as a social unit.
* Develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.
* To examine the relationship between the organizational characteristics (for example: structure, strategies, systems etc.) and managerial behavior.
* Have a clear understanding of change as an integral part of development.

1. **Skill outcome:**

The student would be able to:

* Apply behavioral science knowledge to improve organizational performance.
* Understand theoretical concepts but apply it for research perspectives.
* Managing change in turbulent environments and increased competition.
* Help an organization become technologically, strategically and culturally healthy and viable.

**Methodology:**

* 23 participative lectures to discuss the theoretical concepts
* 2 case studies to understand practical aspects of the subject
* 2 Assignments based on case studies and subject matter
* 2 Quizzes based on subject matter
* Team activities and simulations

**Grading:**

**Internal assessment – assignments/quizzes/attendance - 20%**

1. Assignments 8%
2. Quizzes 7%
3. Attendance 5%

**Mid-term exam - 20%**

**Team activity and simulation participation - 10%**

**Final exam - 50%**

**Suggested Readings:**

**Text Books:**

* French, W.H. and Bell, CH. Organization Development, Prentice Hall of India

**References:**

* Cummings T.G. and Worli C.G, “Organization Development and Change”, Thomson South-Western
* Harvey, D.F. and Brown, D.R. “An Experiential Approach to Organization Development.” Englewood Cliffs, New Jersey, Prentice Hall.

**Lecture Schedule for MS (HR) 552: Organization Development and Change Management**

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| **Lecture: 1** |  |
| **Pedagogy** | General discussion in the class regarding the ideology of the subject  Power Point Presentation and oral explanations |
| **Topics to be covered** | **Definition, Field and history of Organization Development**   1. Introduction to the subject and the various field that contribute to it 2. History of Organizational Development |
| **Learning Outcome** | Understanding of the background of the subject  Distinctive features of OD |
| **Readings** | Organization Development by Wendell L. French and Cecil H. Bell,Prentice Hall of India PP 1-61 |
| **Case Study /Practical** | - |
| **Assignment/Quiz/ Project** | - |
| **Instructions for the Next Lecture** | Students would be asked to read introduction and history of the subject from the recommended book. |

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| **Lecture: 2** |  |
| **Pedagogy** | Discussion of the previous lecture  Power Point Presentation and Classroom Interaction |
| **Topics to be covered** | **Assumptions and beliefs in OD, Foundations of OD**   1. Implications of OD values and assumptions 2. Models of Planned change |
| **Learning Outcome** | The activities’ related to systematic OD  Understanding of the basis of participation and empowerment |
| **Readings** | Organization Development by Wendell L. French and Cecil H. Bell,Prentice Hall of India PP 62-104 |
| **Case Study /Practical** | - |
| **Assignment/Quiz/ Project** |  |
| **Instructions for the Next Lecture** | Students are required to read theory on history and foundations of OD from the recommended book. |

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| **Lecture: 3** |  |
| **Pedagogy** | Powerpoint presentation and classroom discussion  White board and marker for diagrams |
| **Topics to be covered** | **Managing OD process and Action Research**   1. Diagnosing Organization Systems 2. Action Research for problem solving 3. Varieties of Action Research |
| **Learning Outcome** | Model of diagnostic research  Critical programs of OD |
| **Readings** | Organization Development by Wendell L. French and Cecil H. Bell,Prentice Hall of India PP 104-144 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** | Students are required to read the case “Its your turn” from the recommended book |

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| **Lecture: 4** |  |
| **Pedagogy** | Powerpoint presentation and classroom discussion  Discussion with the students on the case to be discussed |
| **Topics to be covered** | **Case Study: Its Your Turn** |
| **Learning Outcome** | Understanding of practical issues concerned with the subject  To come out with viable solutions for the problem at hand |
| **Readings** | Organization Development and Change Management by Cummings and Worley, Thomson South Western, PP 198-199 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** | Students are supposed to submit the answer to the questions discussed in the class within three days. |
| **Instructions for the Next Lecture** | Students would be asked to read theoretical concepts of OD interventions |

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| **Lecture: 5** |  |
| **Pedagogy** | Powerpoint Presentation and classroom discussion |
| **Topics to be covered** | **Overview of OD interventions and their types**   1. Meaning of OD interventions 2. Types of OD interventions |
| **Learning Outcome** | Classification of OD interventions  Planning and implementation of OD interventions |
| **Readings** | Organization Development by Wendell L. French and Cecil H. Bell,Prentice Hall of India PP 145-154 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** | Students would be asked to read Sensitivity training and Life and career planning form the recommended book |

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| **Lecture: 6** |  |
| **Pedagogy** | Powerpoint Presentation and classroom Discussion  White board and marker for theoretical explanations |
| **Topics to be covered** | **Sensitivity Training and Life and Career Planning**   1. T-Groups 2. Career Anchors |
| **Learning Outcome** | Effects of behaviours on others  An individual’s analysis of his/her life and career trajectory |
| **Readings** | Organization Development by Wendell L. French and Cecil H. Bell,Prentice Hall of India 243-248 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** | Students are required to read Role analysis techniques for the next lecture |

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| **Lecture: 7** |  |
| **Pedagogy** | Powerpoint Presentation and classroom discussion  White board and marker |
| **Topics to be covered** | **Role Analysis Technique and Coaching and mentoring**   1. Structural series of steps in Role analysis 2. Coaching and Mentoring |
| **Learning Outcome** | Clarification of role expectations and obligations  Enhancement of coaching and mentoring skills |
| **Readings** | Organization Development by Wendell L. French and Cecil H. Bell,Prentice Hall of India PP166-168 and PP 248-249 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** | Students are required to read about MBO for the next lecture |

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| **Lecture: 8** |  |
| **Pedagogy** | Powerpoint Presentation and conceptual discussion in the class  Formation of goals and objectives |
| **Topics to be covered** | **Management by Objectives and Quality Circles**   1. Steps of MBO Process 2. Employee involvement teams |
| **Learning Outcome** | Understand the concept of participative management  Alignment of personal goals with business strategy |
| **Readings** | Organization Development and Change Management by Cummings and Worley, Thomson South Western, PP 320-326and PP 384-388 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** | Students are asked to read theory of Grid Organization Development from the recommended book |

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| **Lecture: 9** |  |
| **Pedagogy** | Powerpoint Presentation and class room discussion  White board and marker for diagrams |
| **Topics to be covered** | **Managerial Grid and Team development**   1. Normative approach of Grid organization Development 2. Planned activities in groups |
| **Learning Outcome** | Understand the concept and practical use of a Managerial grid in OD  Accomplishment of tasks in groups and enhancement of interpersonal skills |
| **Readings** | Organization Development and Change Management by Cummings and Worley, Thomson South Western, PP 329-341 and PP 262-266 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** | Students will be asked to read Likert’s Systems’ theoretical concepts for the next lecture |

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| **Lecture: 10** |  |
| **Pedagogy** | Powerpoint presentations |
| **Topics to be covered** | **Likert Systems and Process Consultation** |
| **Learning Outcome** | Measures pertaining to leadership, organization climate and job satisfaction  Diagnosing and understanding process events |
| **Readings** | Organization Development by Wendell L. French and Cecil H. Bell,Prentice Hall of India PP 205-208 and PP 163-165 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** |  |

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| **Lecture: 11** |  |
| **Pedagogy** | Powerpoint presentation and discussion |
| **Topics to be covered** | **Survey feedback**   1. Attitude Survey 2. Steps of conducting a Survey feedback |
| **Learning Outcome** | Process of systematically collecting data  Feeding the data for individuals and groups |
| **Readings** | Organization Development by Wendell L. French and Cecil H. Bell,Prentice Hall of India PP 202-205 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** |  |

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| **Lecture: 12** |  |
| **Pedagogy** | Powerpoint Presentations and Classroom discussions  Discussion on the case under study |
| **Topics to be covered** | **Team Interventions**   1. Cross Functional and effective teams 2. Formal group team building |
| **Learning Outcome** | Characteristics of an effective team  Working in high performance teams |
| **Readings** | Organization Development by Wendell L. French and Cecil H. Bell,Prentice Hall of India PP 155-163 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** |  |

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| **Lecture: 13** |  |
| **Pedagogy** | Powerpoint Presentations  White board and marker for description |
| **Topics to be covered** | **Intergroup and Third party Peacemaking Interventions**   1. Intergroup Team building Interventions 2. Third party peacemaking interventions 3. Organization Mirror interventions |
| **Learning Outcome** | Resolution of intergroup conflict  Improving intergroup relations |
| **Readings** | Organization Development by Wendell L. French and Cecil H. Bell,Prentice Hall of India PP 180-189 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** |  |

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| **Lecture: 14** |  |
| **Pedagogy** | Powerpoint Presentation and classroom discussion |
| **Topics to be covered** | **Comprehensive OD Interventions**   1. Real Time Strategic Change 2. Stream Analysis |
| **Learning Outcome** | Comprehensive OD interventions involving the organization as a whole  Understanding Real time change |
| **Readings** | Organization Development by Wendell L. French and Cecil H. Bell,Prentice Hall of India PP 190-216 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** | Revision of Unit-I and Unit-II for MCQ based quiz |

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| **Lecture: 15** |  |
| **Pedagogy** | Display of MCQs on E-Univ  Students would be asked to answer  The answers would be marked online and it will be counted in the internal assessment |
| **Topics to be covered** | **QUIZ 1:Unit-I and Unit-II** |
| **Learning Outcome** | Revision of the concepts already learnt  Preparation for exams |
| **Readings** | Organization Development by Wendell L. French and Cecil H. Bell, Prentice Hall of India |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** |  |

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| **Lecture: 16** |  |
| **Pedagogy** | Powerpoint presentations  White board and marker for explanation of theoretical concepts |
| **Topics to be covered** | **Characteristics of Transformational Change**   1. Environmental and internal disruptions 2. Continuous learning and change |
| **Learning Outcome** | Interventions aimed at transforming organizations  Activities directed at changing the basic character of the organizations |
| **Readings** | Organization Development and Change Management by Cummings and Worley, Thomson South Western, PP 498-501 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** | Students would be asked to read Organization Culture form the recommended book |

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| **Lecture: 17** |  |
| **Pedagogy** | Video associated with the topic  Powerpoint presentation and classroom discussion |
| **Topics to be covered** | **Organization Culture**   1. Concept of Organization Culture 2. Diagnosing Organization culture |
| **Learning Outcome** | Understanding of the basic assumptions, values and beliefs shared by organizational members.  The various approached to diagnose organization cultural changes. |
| **Readings** | Organization Development and Change Management by Cummings and Worley, Thomson South Western, PP 502-508 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** | Students are supposed to read Dimensions of change for discussion in the next lecture |

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| **Lecture: 18** |  |
| **Pedagogy** | Discussion on what students have understood through reading the topic  Powerpoint Presentation |
| **Topics to be covered** | **Dimensions of change and Change Process** |
| **Learning Outcome** | Students would be able to understand how change takes place in an organization  Understanding of the concept that change is a step by step process and its management |
| **Readings** | Class notes and reference material will be provided by the instructor |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** | Students would be asked to come up with some change agents in their day to day life |

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| **Lecture: 19** |  |
| **Pedagogy** | Discussion on the inputs from the students  Powerpoint presentation  White board and marker |
| **Topics to be covered** | **Change agents** |
| **Learning Outcome** | Recognition of various change agents  The impact of change agents in bringing about a successful change process |
| **Readings** | Class notes and reference material will be provided by the instructor. |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** |  |

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| **Lecture: 20** |  |
| **Pedagogy** | Video on client relationships  Powerpoint Presentation and classroom discussion |
| **Topics to be covered** | **Consultant-client relationships**   1. Trust issue 2. Depth of intervention |
| **Learning Outcome** | Entry and contracting in a client system  Nature of the consultant’s expertise |
| **Readings** | Organization Development by Wendell L. French and Cecil H. Bell,Prentice Hall of India PP 253-269 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** |  |

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| **Lecture: 21** |  |
| **Pedagogy** | Discussion on inputs from the students  Powerpoint Presenatation  Discussion of the case |
| **Topics to be covered** | **Case: “ Ring and Royce Company”** |
| **Learning Outcome** | Students would be able to understand organization culture.  Sources of resistance in an organization. |
| **Readings** |  |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** | Students are supposed to submit an assignment on their learning of the case (with answers to the questions )within three days |
| **Instructions for the Next Lecture** |  |

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| **Lecture: 22** |  |
| **Pedagogy** | Powerpoint presentations and classroom discussions |
| **Topics to be covered** | **Concepts , approaches and determinants of Organization Effectiveness**   1. Concept of organization effectiveness 2. Determinants of effectiveness in an organization |
| **Learning Outcome** | Understand the concept of Organization Effectiveness  The various approaches to OE |
| **Readings** | Class notes and reference material will be provided by the instructor |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** | Students would be asked to read Organizational Diagnosis methods |

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| **Lecture: 23** |  |
| **Pedagogy** | Powerpoint Presentation and class room discussion  White board and marker for explanation of concepts |
| **Topics to be covered** | **Diagnosing Organizations** |
| **Learning Outcome** | Understand the need for diagnostic models  Discover the problems and areas for improvement in an organization |
| **Readings** | Organization Development and Change Management by Cummings and Worley, Thomson South Western, PP 82-96 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** | Students would be asked to read Data Collection Methods form the recommended book |

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| **Lecture: 24** |  |
| **Pedagogy** | PowerPoint Presentation and class room discussion on what students had read  Discussion on the learning of the students |
| **Topics to be covered** | **Methods of Data collection**   1. Questionnaires 2. Interviews 3. Observations |
| **Learning Outcome** | Collection of data to analyze how the organization is functioning  To understand the various types of data collection methods and their usage in respective situations |
| **Readings** | Organization Development and Change Management by Cummings and Worley, Thomson South Western, PP 112-120 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** |  |

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| **Lecture: 25** |  |
| **Pedagogy** | Powerpoint Presentation |
| **Topics to be covered** | **Feeding back Diagnostic information**   1. Content of the feedback 2. Characteristics of feedback process |
| **Learning Outcome** | Responsibility of organizing and presenting data  Importance of the content of the feedback |
| **Readings** | Organization Development and Change Management by Cummings and Worley, Thomson South Western, PP 130-133 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** |  |

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| **Lecture: 26** |  |
| **Pedagogy** | Videos and images of stress in organizations |
| **Topics to be covered** | **Causes of Organizational stress** |
| **Learning Outcome** | Preventing negative stress in organizational conditions  Diagnosis of current situations causing stress |
| **Readings** | Organization Development and Change Management by Cummings and Worley, Thomson South Western, PP 442-446 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** |  |

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| **Lecture: 27** |  |
| **Pedagogy** | Video on coping strategies of stress  Powerpoint presentation |
| **Topics to be covered** | **Effects of Organizational Stress and Coping Strategies** |
| **Learning Outcome** | Interventions of reducing negative stress  Role clarifications and supportive relationships |
| **Readings** | Organization Development and Change Management by Cummings and Worley, Thomson South Western, PP 446-449 |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** | Students would be asked to prepare for the quiz of Unit-III and Unit –IV |

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| **Lecture: 28** |  |
| **Pedagogy** | Display of MCQs on E-Univ  Students would be asked to answer  The answers would be marked online and it will be counted in the internal assessment |
| **Topics to be covered** | **Quiz 2:Unit-III and Unit-IV** |
| **Learning Outcome** | Revision of the concepts already learnt  Preparation for exams |
| **Readings** |  |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** | Revision of the syllabus to clarify any doubts |
| **Lecture: 30** |  |
| **Pedagogy** | Students would be asked one by one or in groups to ask their queries  The queries would be answered and problems discussed |
| **Topics to be covered** | **Clarifications of doubts and problems** |
| **Learning Outcome** | Clarity of the concepts  Discussions with fellow students and participation in problem solving |
| **Readings** |  |
| **Case Study/The Situation** |  |
| **Assignment/Quiz/ Practical** |  |
| **Instructions for the Next Lecture** |  |

**List of cases:**

1. It’s your turn
2. Ring and Royce Electronics









