

**Master of Business Administration
MBA Semester II
Core Course**

201: Organizational Change & Development

Marks: 100

Duration: 60 Hrs.

CREDITS: 4

Objective: The objective of this course is to understand the dynamics of changes, both inter and intra to the organization, effecting the functioning of organization and develop sensitivity to improve the effectiveness

Course Outcomes: After the Successful completion of the course, student would be able to:

CO1: Analyze the culture of the organization and formulate different strategies for change

CO2: Identify the problems in organization and design solutions leading to organizational effectiveness

CO3: Evaluate different models of organizational development and perceive different assumptions and values related to it

CO4: Comprehend the meaning and different types of OD Interventions

CO5: Design different OD interventions after careful diagnosis of the situation/problem faced by any organization

Contents:

UNIT	Content	Hours
I	Management of Change: Organization culture, socialization process, dimension of change, change process, change agent-skills and relationship with client, implementation of organizational change-strategies for change.	11
II	Organizational effectiveness, concepts, approaches and its determinants, organizational diagnosis – Methods, collection of data and identification of problems.	11
III	Organizational development: Definition, objectives, characteristics, models of OD, action research, stages of programmer, underlying assumptions and values.	11
IV	OD Interventions – I: Meaning, types of interventions; sensitivity training, life and career planning, role analysis technique, organizational mirroring, transactional analysis, third party peacemaking, counseling, learning styles and development.	11
V	OD Interventions – II: MBO, managerial grid, team building, likert systems – four, confrontation meeting, process consultation, survey feedback, Institutional building.	11
	Small group learning exercise involving discussion, role-play, presentations by students	05
	TOTAL	60

Readings:

1. Gareth R Jones & Mary Matthew (2017). Organizational Theory, Design and Change. Pearson Publications.
2. French Wendell L, Bell Jr Cecil H & Vohra Veena (2017). Organization Development. Pearson Publications
3. Cummings Thomas G. & Worley Christopher G. (2013). Organization Development and Change. South-Western College Publishing
4. Anderson Donald L. (2009). Organization Development: The Process of Leading Organizational Change. Sage Publications
5. French Wendell L & Bell Jr Cecil H (2005). Organization Development. PHI Publications.

Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive classroom discussions
- Flipped classroom

Teaching Plan:

At the beginning of each semester faculty teaching the course will provide (i) Teaching Plan, (ii) updated reading list, and (iii) the list of case studies for uploading on Department website.

Unit No.	Course Learning Outcomes	Teaching and Learning Activity	Assessment Tasks
I	Ability to analyze the culture of the organization and formulate different strategies for change	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test, Analysis of Case Study
II	Ability to identify the problems in organization and design solutions leading to organizational effectiveness	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test, Analysis of Case Study
III	Ability to evaluate different models of organizational development and perceive different assumptions and values related to it	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test, Analysis of Case Study

IV	Ability to comprehend the meaning and different types of OD Interventions	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test, Analysis of Case Study
V	Ability to design different OD interventions after careful diagnosis of the situation/problem faced by any organization	Lectures/Videos/ Case Studies/ Seminars/Role Plays/Visits	Class participation, Presentations, Assignments, Viva and Class Test, Analysis of Case Study