

BBA 532-18 Organization Change and Development

Course Objective:

The basic objective is to acquaint the students with the concepts underlying organizational change and development and to explore the practice of change management and to examine individual group and organizational reactions to change.

Course Outcomes:

CO1. Different approaches to managing organizational change and understand and utilize the competencies to induce and manage changes organization, group and individual levels.

CO2. Understand the framework Organisational Development and its foundations

CO3. Design and implement effective intervention strategies and to learn abilities to critically address problems of implementation, responsibility and measurement of effectiveness

CO4. Understand the contemporary issue in OD

UNIT –I

Introduction to Organizational Change and Development; Definitions & its distinguishing characteristics, Dynamics of planned change, triggers for change, strategies for implementing organizational change. **Foundations of OD:** Conceptual Framework of OD, Historical background of OD, Values, assumptions and beliefs in OD, Systems theory, Participation and Empowerment, Teams and Teamwork, Strategies of change, Inter-Disciplinary Nature of OD.

UNIT –II

Action Research and OD, Action Research: A Process and an Approach. **Managing OD Process:** Diagnosis, Nature of OD intervention; Creating Parallel Learning Structures

Change and its Impact: Diagnosis and Resistance to Change; Implementing Change; Strategies and Skills for Communicating Change; Consolidating Change

Introduction to Organizational Development; Foundations of Organizational Development; Process of Organizational Development; Diagnostic Strategies and Skills; Power, Politics and Ethics in OD; Evaluating change and future of Organizational Development

UNIT –III

OD Interventions: An overview, characteristics of OD interventions. Structural Interventions, Training Experience: T-Groups, Behavioral Modeling and Career Anchors. Team Interventions, Intergroup and Third-Party Peace-Making Interventions.

UNIT –IV

Issue in Consultant-Client Relations: Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate, interventions, depth of intervention, on being absorbed by the cultural, the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship, **Ethical standards in OD,** Implications of OD for the Client. Contemporary Issues in OD. OD and Quality Movement, OD- Now and Beyond.

Suggested Readings:

- Wendeel L. French, Cecil H. Bell : *Organization Development* Prentice Hall
- Richard Beckhard: *Organization Development Strategies & Models* Tata Mc Graw Hill.
- Blake, Robert & Mouton : *Building a Dynamic Corporate through Grid OD*, Homewood
- Thomas H, Patten *Organization Development through Team Building* , Thomas Publication
- Edgar F. Huse : *Organization Development & Change*, Thomas Publication
- Burke W.W.: *Organization Development Principles & Practice*, Sage Publication
- S. Ramnarayan & Kuldeep Singh and T.V. Rao: *OD – Interventions & Strategies*, Response Books, New Delhi.
- S. Ramnarayan, and T.V. Rao: *OD – Accelerating Learning & Transformation*, Sage, New Delhi
- Gareth R. Jones, '*Organisational Theory*', *Design & Change*, Pearson Education, 2004.
- Madhukar Shukla, '*Understanding Organisations*' – '*Organisational Theory & Practice in India*', Prentice Hall of India, 2005